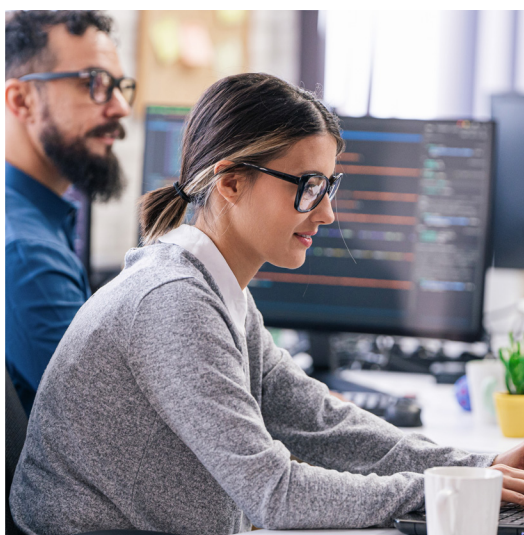


Department of Customer Service Annual Report 2024–2025



Acknowledgement of Country

The Department of Customer Service acknowledges, respects and values Aboriginal peoples as the Traditional Custodians of the lands on which we live, walk and work. We pay our respects to Elders past and present. We recognise and remain committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships, and continuing connection to their lands, waters and seas. We acknowledge their history here on these lands and their rich contribution to our society.

We also acknowledge our Aboriginal and Torres Strait Islander employees who are an integral part of our diverse workforce, and recognise the knowledge embedded forever in their custodianship of Country and cultures.

The 'Connecting Communities' artwork used here is by Alison Williams, a proud Gumbaynggirr woman.



Annual Report 2024–25

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More information

Any enquiries relating to content and use of this publication, including by NSW Government agencies, must be addressed to DCS Media at: media@customerservice.nsw.gov.au

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1. Introduction



Department of Customer Service



The Hon. Jihad Dib, MP
Minister for Customer Service and Digital Government

The Hon. Anoulack Chanthivong, MP
Minister for Better Regulation and Fair Trading, and Minister for Building

The Hon. Sophie Cotsis, MP
Minister for Work Health and Safety

The Hon. Courtney Houssos, MLC
Minister for Finance, and Minister for Domestic Manufacturing and Government Procurement

The Hon. Janelle Saffin, MP
Minister for Small Business

The Hon. John Graham, MLC
Minister for the Arts

Re: NSW Department of Customer Service Annual Report 2024-25

Dear Ministers,

I am pleased to submit the annual report for the NSW Department of Customer Service (DCS) for the year ended 30 June 2025 for presentation to Parliament.

This report has been prepared in accordance with Part 7 of the *Government Sector Finance Act 2018* and the *Government Sector Finance Regulation 2024*.

DCS has self-assessed as a group 1 agency and has prepared this report in accordance with the NSW Treasury Policy and Guidelines – TPG25-10a Group 1 – Annual Report.

The report also includes annual reports for the:

Office of the Registrar General
Office of the Surveyor General
Geographical Names Board
Subsidence Advisory NSW

The annual report of the Surveyor General was prepared in accordance with section 33 of the *Surveying and Spatial Information Act 2002*. The annual report of the Geographical Names Board was prepared in accordance with section 16 of the *Geographical Names Act 1966*.

Sincerely

Graeme Head AO
Secretary for Digital, and the Department of Customer Service

Secretary's message



This past year has been a very significant one across the multi-functional Department of Customer Service (DCS), with major developments in each of its functional streams.

In October 2024, the Hon. Jihad Dib MP, Minister for Customer Service and Digital Government, launched the NSW Digital Strategy. With five clearly articulated missions, the strategy provides the structure to drive the work of Digital NSW and the digital agendas of all government departments and agencies across NSW.

Work has also been advanced this year in the development of a digital identity for NSW as well as in establishing verifiable credentials, enabling, for instance, the renewal of Working with Children Checks to be undertaken online.

Digital NSW continues to drive significant work on supporting the uplift of cyber security effort across the NSW public sector as well as ensuring that NSW is well placed to secure the benefits of artificial intelligence as it rapidly evolves.

The past year has been the last in which the Secretary of DCS heads up the SafeWork NSW function. A signature reform for the NSW Government has been the establishment of a standalone work health and safety regulator and throughout the reporting period I worked with Trent Curtin and the SafeWork leadership team to achieve this.

On 1 July 2025, SafeWork NSW commenced operations as a public service agency separate from the Department. Since then, Mr Curtin has taken up the role of NSW Rural Fire Service Commissioner; I want to thank him for his very strong leadership of SafeWork and for the work that ensured a smooth transition to the new arrangements. He has left a strong legacy for the state's inaugural SafeWork Commissioner, Janet Schorer PSM, who commenced in July 2025.

This year also saw the appointment of a new Building Commissioner. James Sherrard commenced heading up the DCS building regulatory functions in December 2024. Since taking the reins from outgoing Building Commissioner, Mr Sherrard has focused on: leading the ongoing work to review the state's building laws; driving improvements to complaints management; supporting the completion of investigations; lifting enforcement and compliance activity and strongly engaging with the construction industry to focus on preventing construction defects.

I want to thank the former Building Commissioner, David Chandler, for his establishment of the standalone function within DCS and for his efforts on a range of important matters, notably Mascot Towers and Project Remediate, which are detailed elsewhere in this report.

NSW Fair Trading continues to drive significant effort in its rental, consumer protection and strata and property domains.

Notably, the last year saw NSW Fair Trading, under Natasha Mann, the Commissioner for Fair Trading, support the NSW Government in significant reform of residential tenancies legislation. In October 2024, Fair Trading Minister, the Hon. Anoulack Chanthivong MP, introduced the Residential Tenancies Amendment Act 2024 which has ushered in important changes, most significantly the end of 'no-grounds' evictions, limiting rent increases to once per year, and establishing a standard process of approving pets in rental properties.

NSW Fair Trading has also established a Strata and Property Services Taskforce to target sharp practice in the sector that harms consumers.

Ms Mann has also led important work to address the hazards associated with lithium-ion batteries in e-micromobility devices, such as e-bikes and e-scooters.

I also want to acknowledge the outgoing Deputy Secretary for Revenue NSW, Scott Johnston who took up a role in the Department of Planning, Housing and Infrastructure in July 2025. I thank Mr Johnston for his outstanding service and contribution since April 2020. Under his leadership, Revenue NSW has continued to provide reliable and efficient revenue collection on behalf of the NSW Government as well as developing into an adaptable and customer-focused organisation.

This year, Revenue NSW has continued to drive improvements for its customers in programs dealing with: hardship support, management of unclaimed monies; land tax customer experience improvements; and compliance activities.

Revenue NSW has also been doing leading-edge work on improving employment pathways for people with intellectual disabilities. The Everyone at Work Project, led by the indefatigable Kath Tidd, has created a model for supporting people with intellectual disabilities into non-segregated, ongoing roles within the NSW public sector. We are now examining how best to scale the model developed in this project.

Finally, DCS has taken on a new Government Shared Services initiative to bring together the GovConnect and MyWorkZone shared service arrangements. This is a major piece of operational reform that is intended to take shared services to the next level. The function was established during the course of this year, with a machinery of government change bringing into DCS on 1 July this year, the Shared Service and MyWorkZone teams from the Department of Planning, Housing and Infrastructure and the Department of Communities and Justice.

In addition to the work in these functional streams, DCS, as a result of its functional review, has been driving significantly strengthened governance across the Department and the rebuilding of internal policy capability and strength. The reorganisation of some DCS functions into a dedicated Policy, Strategy and Governance Division is ensuring a focus and energy is applied to these tasks as well as to the sector's capacity in data analytics and support of community engagement in policy development.

I want to acknowledge the DCS Executive Leadership Team – Leigh Sanderson, Greg Wells, Laura Christie, James Sherrard, Scott Johnston, Natasha Mann, Catherine D'Elia, Trent Curtin, Andrew Floro, Jody Grima and Michael Tzimoulas – for their effort and focus over the past year. I thank them and all of the staff across DCS for the commitment they show to public service.

I also want to acknowledge our ministers – the Hon. Jihad Dib, Minister for Customer Service and Digital Government; the Hon. Anoulack Chanthivong, Minister for Better Regulation and Fair Trading, and Minister for Building; the Hon. Sophie Cotsis, Minister for Work Health and Safety; the Hon. Courtney Houssos, Minister for Finance, and Minister for Domestic Manufacturing and Government Procurement; the Hon. Janelle Saffin, Minister for Small Business – and their staff for the strong working relationships in delivering the Government's policies and programs.



Graeme Head AO
Secretary

About this report

This report covers the Department of Customer Service (DCS) and related entities and agencies from 1 July 2024 to 30 June 2025.

This report also contains annual reports for the:

- Office of the Registrar General
- Office of the Surveyor General
- Geographical Names Board

The DCS Annual Report 2024-25 is available at:

nsw.gov.au/customer-service/publications-and-reports

This report was prepared by DCS officers and there were no external production costs.

DCS related entities

In 2024-25, the following entities, which were established administratively or pursuant to legislation, existed outside the principal office's administrative body, but formed part of DCS:

- Board of Surveying and Spatial Information
- Geographical Names Board
- Independent Review Office
- Information and Privacy Commission NSW
- Long Service Corporation
- NSW Architects Registration Board
- NSW Government Telecommunications Authority (NSW Telco Authority)
- Personal Injury Commission
- Professional Standards Council
- Rental Bond Board
- Service NSW
- Small Business Commission
- State Insurance Regulatory Authority

About this report

Entity Annual reports

The following entities produce their own separate annual reports as required under legislation:

- Board of Surveying and Spatial Information: bossi.nsw.gov.au/publications/annual_reports_plans
- Independent Review Office: iro.nsw.gov.au/annual-reports
- Information and Privacy Commission NSW: ipc.nsw.gov.au/about-us/our-corporate-information/annual-and-quarterly-reports
- Long Service Corporation: longservice.nsw.gov.au/about-us/annual-report
- NSW Architects Registration Board: architects.nsw.gov.au/about/annual-reports
- NSW Government Telecommunications Authority (NSW Telco Authority): nsw.gov.au/departments-and-agencies/nsw-telco-authority/publications
- Personal Injury Commission: pi.nsw.gov.au/resources/annual-review
- Professional Standards Council: psc.gov.au/news-and-publications/annual-reports
- Rental Bond Board: nsw.gov.au/customer-service/publications-and-reports
- Service NSW: service.nsw.gov.au/about-us/annual-reports
- Small Business Commission: smallbusiness.nsw.gov.au/about-us/reporting
- State Insurance Regulatory Authority: sira.nsw.gov.au/resources-library/corporate-information/annual-reports

The annual review of the Digital Restart Fund is available at digital.nsw.gov.au/funding/digital-restart-fund

Changes during the reporting period

In September 2024, DCS transitioned to a new operating model, which included the establishment of the Government Shared Services division and the Policy, Strategy and Governance division (which included several business units from the former Corporate Services and Customer, Delivery and Transformation divisions, People and Culture, and the Office of the Secretary).

From 1 July 2024, the Secretary of DCS is the head of Service NSW. Service NSW remains a Public Service executive agency related to DCS, and the Managing Director of Service NSW reports directly to the Secretary.

Changes after the reporting period

On 1 July 2025, the following transfers occurred:

- the SafeWork NSW branch of DCS was transferred to SafeWork NSW, coinciding with SafeWork NSW's establishment as a Public Service executive agency related to DCS on 1 July 2025
- the myWorkZone Service Level 3 Operations and Support branch and the Shared Services and Customer Experience branch were transferred from the Department of Communities and Justice to DCS
- the Shared Services branch was transferred from the Department of Planning Housing and Infrastructure to DCS.

2. Overview



Who we are

The Department of Customer Service is established under Part 1 of Schedule 1 of the *Government Sector Employment Act 2013*.

Our purpose, vision, and values

The Department of Customer Service (DCS) is focused on delivering customer service, digital transformation and regulatory reform to more than eight million people.

By putting the customer at the centre of all programs and initiatives, we are transforming the way government interacts with the people of NSW. Our services are designed to allow everyone to access and interact with them in a meaningful way.

From safety inspectors to marriage celebrants, from customer service representatives to emergency response teams, our people are dedicated to making the lives of our customers better.

DCS embraces the government sector core values of integrity, trust, service and accountability and their underpinning principles to create a positive organisational culture.

We provide high quality customer service delivery, effective and efficient regulation, and innovative digital enablement of government.

To realise our vision to make NSW a safer, fairer, easier and more productive place to live and work, we have identified the following strategic outcomes. Underpinned by operational excellence, these define what our future will look like, and what we aim to achieve.

1. Digital enablement
2. Fair and efficient processes
3. Consumer protection
4. Cross-sector partnerships

Who we are

DCS Executive Leadership Team as at 30 June 2025

Table 1: Positions of the Executive Leadership Team

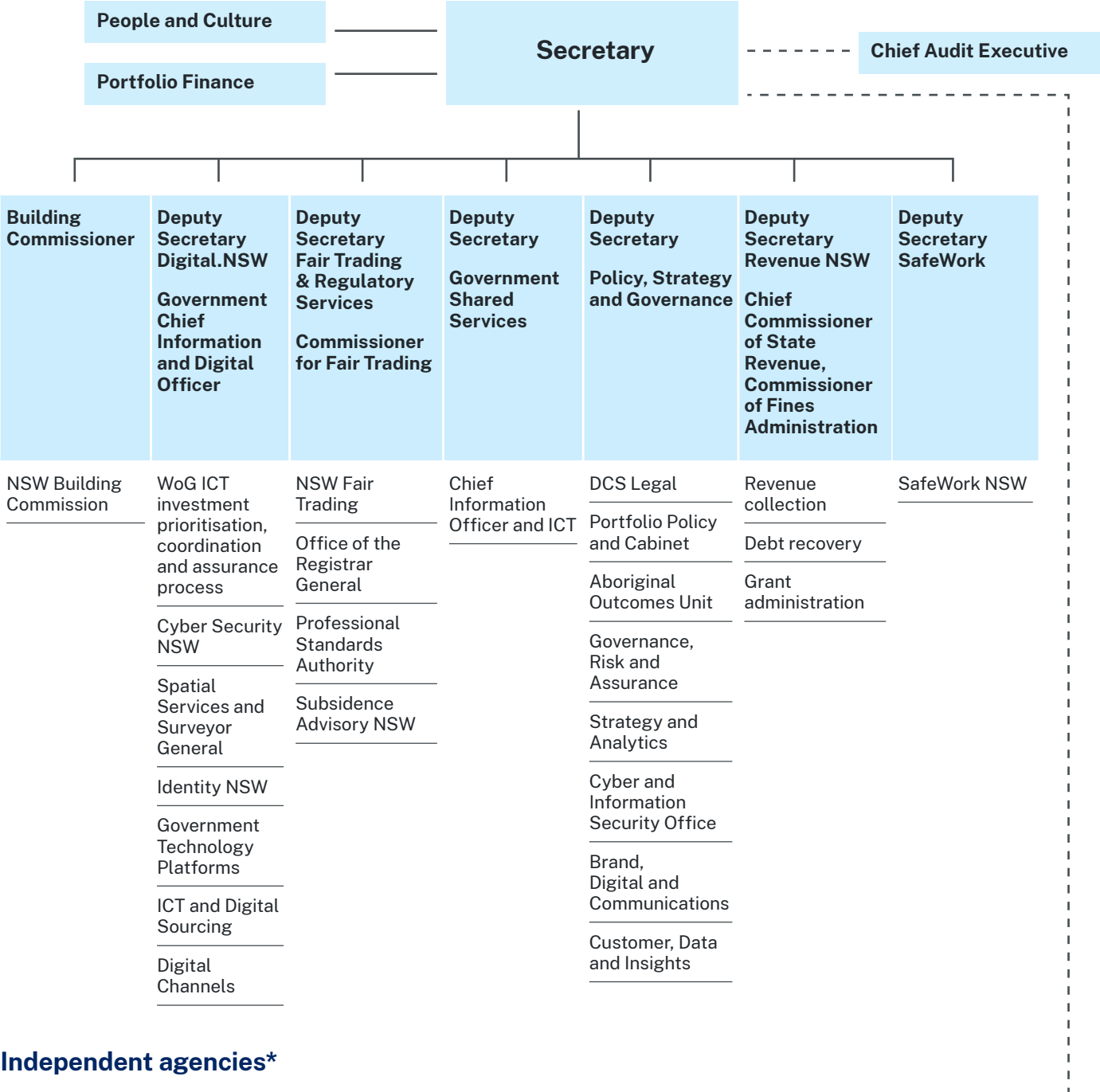
Name	Position
Graeme Head AO	Secretary for Digital, and the Department of Customer Service
Laura Christie PSM	Deputy Secretary, Digital.NSW Government Chief Information and Digital Officer
Scott Johnston	Deputy Secretary, Revenue NSW Chief Commissioner of State Revenue Commissioner of Fines Administration (April 2020 to July 2025)
James Sherrard	NSW Building Commissioner
Natasha Mann	Deputy Secretary, Fair Trading and Regulatory Services Commissioner for Fair Trading
Trent Curtin	A/Deputy Secretary, SafeWork NSW (October 2023 to June 2025)
Leigh Sanderson PSM	Deputy Secretary, Policy, Strategy and Governance
Catherine D'Elia	Deputy Secretary, Government Shared Services
Jody Grima PSM	Chief People Officer
Michael Tzimoulas	Chief Financial Officer
Andrew Floro	General Counsel
Greg Wells	Managing Director, Service NSW

On 1 July 2025, the SafeWork NSW branch of DCS was transferred to SafeWork NSW, a Public Service executive agency related to DCS and on 14 July 2025, Janet Schorer PSM commenced as the inaugural SafeWork Commissioner.

On 14 July 2025, Phil Minns commenced as Deputy Secretary, Revenue NSW, Chief Commissioner of State Revenue and Commissioner of Fines Administration.

Who we are

Our functional structure



Independent agencies*

NSW Telco Authority	State Insurance Regulatory Authority (SIRA)	Personal Injury Commission (PIC)	Independent Review Office (IRO)	Small Business Commission (SBC)	Information and Privacy Commission (IPC)	Service NSW
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*Includes major entities only. Some of the other cluster functions and entities produce their own annual report, including SIRA, PIC, IRO, IPC, Telco and SBC

What we do

Digital NSW

Digital NSW is the all-of-government digital service provider, leading and delivering cross-government digital platforms, services and products. It provides digital policy, investment and sourcing advice, as well as cyber security strategy, policy and services, to enable critical platforms and infrastructure that protect and connect NSW. Digital NSW's work is guided by the NSW Digital Strategy, which aims to deliver digital with purpose to improve the way the people of NSW live, work and do business.

Revenue NSW

Revenue NSW plays a vital role in delivering essential services to the people of NSW by fairly and efficiently administering state taxes and revenue. Revenue NSW collects taxes, duties and royalties, is responsible for the management of fines, and oversees grants and subsidies that support individuals, families and businesses across the state. Its debt recovery efforts ensure equitable outcomes for the community.

Each year, Revenue NSW engages with more than three million people, helping to deliver on the NSW Government's priorities through responsible revenue management. In 2024-25, it collected \$43 billion in revenue, directly contributing to funding critical services such as health, education, and infrastructure across NSW. This was Revenue NSW's largest revenue collection year to date.

Revenue NSW balances the need to responsibly collect revenue with support for community needs and those experiencing hardship. Funds collected by Revenue NSW support more than a third of the state's budget to fund and deliver essential core services for the people of NSW.

Building Commission NSW

Building Commission NSW is the regulator of the building and construction industry in NSW and works closely with industry and Government. Building Commission NSW seeks to deliver improvements in the capacity and capability of the industry, and deliver impactful, modern approaches to regulation which prioritises the interests of homeowners and customers. It also plays a role across government, working with other agencies to help increase the supply of trusted housing.

Fair Trading and Regulatory Services

The Fair Trading and Regulatory Services division has four regulators providing vital regulatory services: NSW Fair Trading, Office of the Registrar General, Subsidence Advisory NSW and the Professional Standards Authority.

Fair Trading and Regulatory Services administers almost 50 pieces of legislation and associated regulations covering consumer protection, real estate and property, residential tenancies, automotive, registered organisations and charities, coal mine subsidence claims, the land titles system, and professional standards.

Within the division's remit are two statutory bodies: the Rental Bond Board and the NSW Professional Standards Council. These two entities provide separate annual reporting.

NSW Fair Trading is the largest regulator in the Division. As the NSW consumer protection regulator, NSW Fair Trading safeguards consumer rights, licence and regulate specific industries, occupations, and consumer transactions and advise traders on fair and ethical business practices. It also regulates the rental market and the strata and property services sectors to ensure a fair, safe, and transparent market.

What we do

SafeWork NSW

SafeWork NSW is the primary work health and safety regulator in NSW. It operates under the legislative mandate of the *Work Health and Safety Act 2011* (WHS Act) and is responsible for engaging with the NSW community to prevent work-related fatalities, serious injuries and illnesses, and securing compliance with work health and safety laws.

SafeWork NSW is committed to protecting workers and preventing harm in workplaces by delivering strong, evidence based and robust regulatory initiatives and programs to ensure the highest standards of workplace health and safety are upheld.

Policy, Strategy and Governance

Policy, Strategy and Governance (PSG) delivers a broad range of strategic and enabling functions across DCS and the broader sector. PSG leads and supports the delivery of key NSW Government commitments and Ministerial priorities for the DCS portfolio. PSG provides central policy and reform services, core governance and enabling services, including internal audit and risk management, strategy and analytics, legal services, cyber and information security, Cabinet and Ministerial services, and communication functions.

It provides portfolio governance, performance outcomes, assurance and investment lifecycle services, as well as organisational change management and process excellence. PSG leads all-of-government programs and services in areas such as branding, communications, and data and customer insights.

Government Shared Services

Government Shared Services (GSS) delivers critical back-office services to around 80,000 employees across more than 100 government agencies.

GSS provides Business Process Operations such as payroll, accounts payable/ accounts receivable services and financial transactions. Information Communication Technology enterprise services to 50 client agencies, client and commercial solutions to support client agencies and manage contract and vendor relationships and Shared Services Optimisation to drive the future roadmap of shared services across government agencies.

People and Culture

People and Culture supports more than 12,000 people by providing a variety of services and advice relating to people matters, assisting DCS to deliver on its strategic objectives and NSW Government priorities. In partnership with business leaders, it is responsible for the support of staff and managers across DCS including the development and implementation of diversity and inclusion strategies, employee and industrial relations, leadership, capability and talent development.

People and Culture provides strategic, operational and policy support and advice to teams and leaders on organisational design, change management, staff engagement, recruitment and onboarding, work health and safety, payroll governance and service provider management and workforce analytics. It is also focused on ensuring governance and compliance with relevant policies and regulations while supporting the wellbeing and the employee experience.

Workplace Services leads the delivery of workplace operations, facilities management, business engagement and accommodation planning functions for DCS's centrally managed multi-site property portfolio across NSW. Workplace Services delivers the DCS's accommodation strategy and property and leasing coordination. It is responsible for driving efficiency and business improvement outcomes for the organisation by optimising the accommodation portfolio to meet the evolving needs of DCS.

3. Strategy



Key strategic objectives and outcomes

The Department of Customer Service (DCS) strives to make NSW a fairer, easier and safer place to live and work and to achieve this vision, has committed to strategic outcomes which seek to ensure:

- customer experience, protection of information, and public sector productivity are underpinned by digital enablement
- people in NSW can enjoy easy, fair and efficient processes when transacting with government
- people in NSW experience a high level of consumer protection, fair treatment in the rental and strata sectors, and properly constructed housing
- government agencies across the NSW public sector are supported to deliver for their communities through partnerships that leverage DCS capability
- delivery is enabled by efficient and effective business practices.

These strategic directions are underpinned by a commitment to:

- contribute to key NSW Government priorities
- robust financial and resource management practices
- ensuring NSW remains a digital leader
- leveraging and building on public sector capabilities to drive delivery.

DCS takes its strategic and specific priorities from the NSW Government. We directly contribute to eight State Outcomes across five wellbeing themes in the NSW Performance and Wellbeing Framework:

1. **Prosperous:** State finances are robust and sustainable, markets are fair and competitive, and workplaces are safe
2. **Housed:** Quality housing solutions are sufficiently affordable
3. **Secure:** Communities are safe, communities are prepared for and resilient to disasters and emergencies
4. **Community:** Government is coordinated, transparent and trusted
5. **Connected:** Government services are accessible, effective and integrated, people and businesses have access to digital services.

These strategic directions of the State, and consequently of DCS, guide our decision-making and enable us to focus the contributions we deliver to achieve the best outcomes for the people of NSW.

Current and future strategic plans to accomplish outcomes and objectives

Approach to measure the target outcomes

DCS's strategic planning and performance framework aligns with the strategic priorities of the NSW Government and is supported by various corporate, internal planning and reporting mechanisms.

In 2024-25 these included:

- division/group and business delivery plans
- strategic plans for delivering corporate services
- individual performance and development plans.

Monitoring and reporting performance

In 2024-25 DCS monitored and reported performance through the following mechanisms:

- reporting to central NSW Government agencies and the public on governance, finances and projects
- reporting to the DCS Executive Leadership Team on operational and strategic matters
- reporting to internal governance bodies, including the Audit and Risk Committee, the Finance and Organisational Performance Committee, and the Digital Committee
- monitoring Senior Executives' performance agreements
- tracking individual performance goals and achievements using the myCareer/myContribution platform.

Tracking outcomes

DCS has procedures in place to oversee the results of both internal and external performance reviews, audits, reports and inquiries.

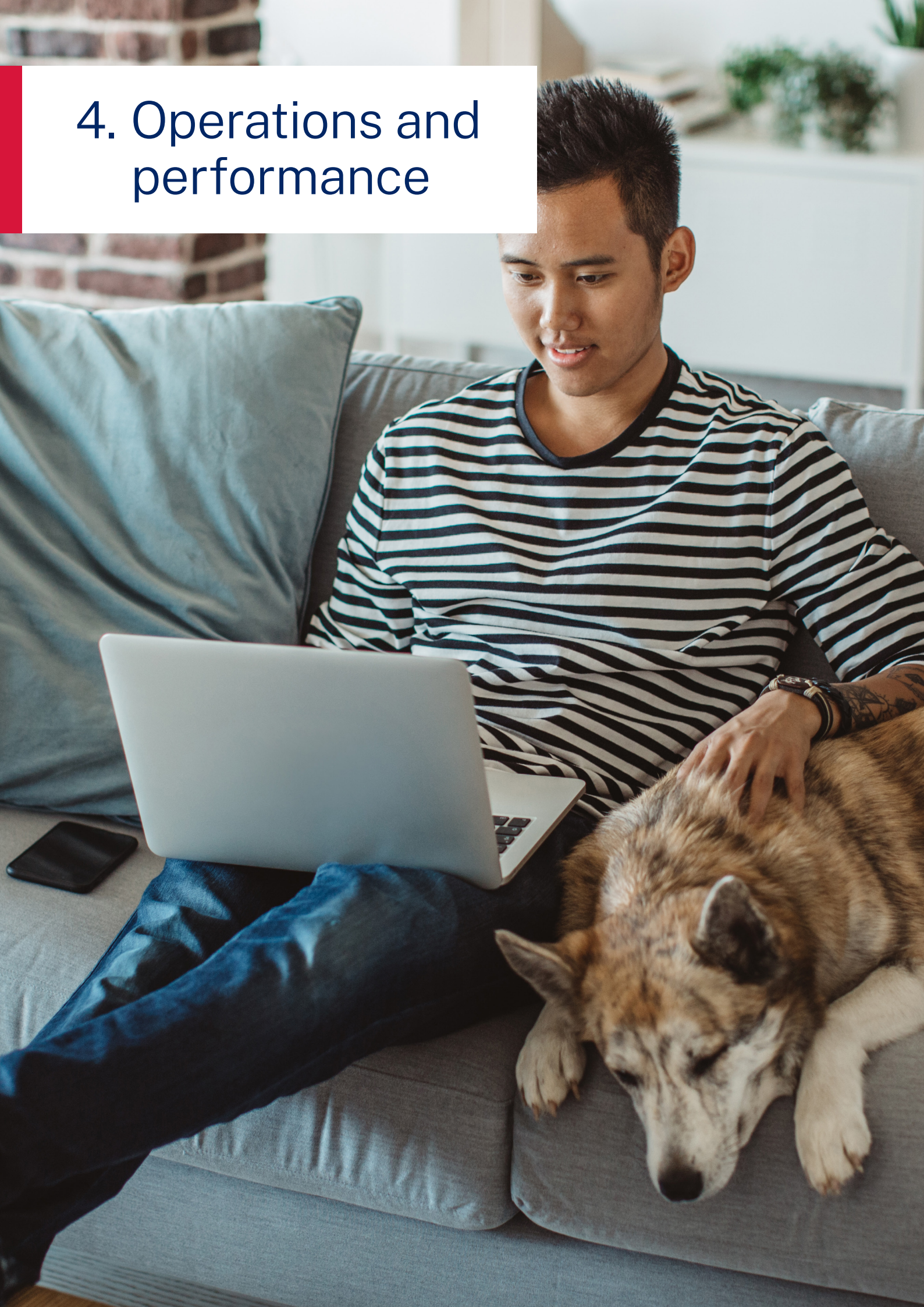
In 2024-25 this involved:

- reviewing and reporting on recommendations made in internal and external audits
- following recommendations from external bodies, such as the Independent Commission Against Corruption, the NSW Ombudsman and the Coroner
- conducting annual scheduled evaluations, the results of which are shared with NSW Treasury.

Resource allocation to implement strategic plans

DCS employs a federated resourcing model for strategy implementation. This comprises a central team of 5 full-time equivalent (FTE) staff engaged in developing the departmental strategy and collaborating with agency strategy teams and other staff across DCS to implement and monitor strategic plans.

4. Operations and performance



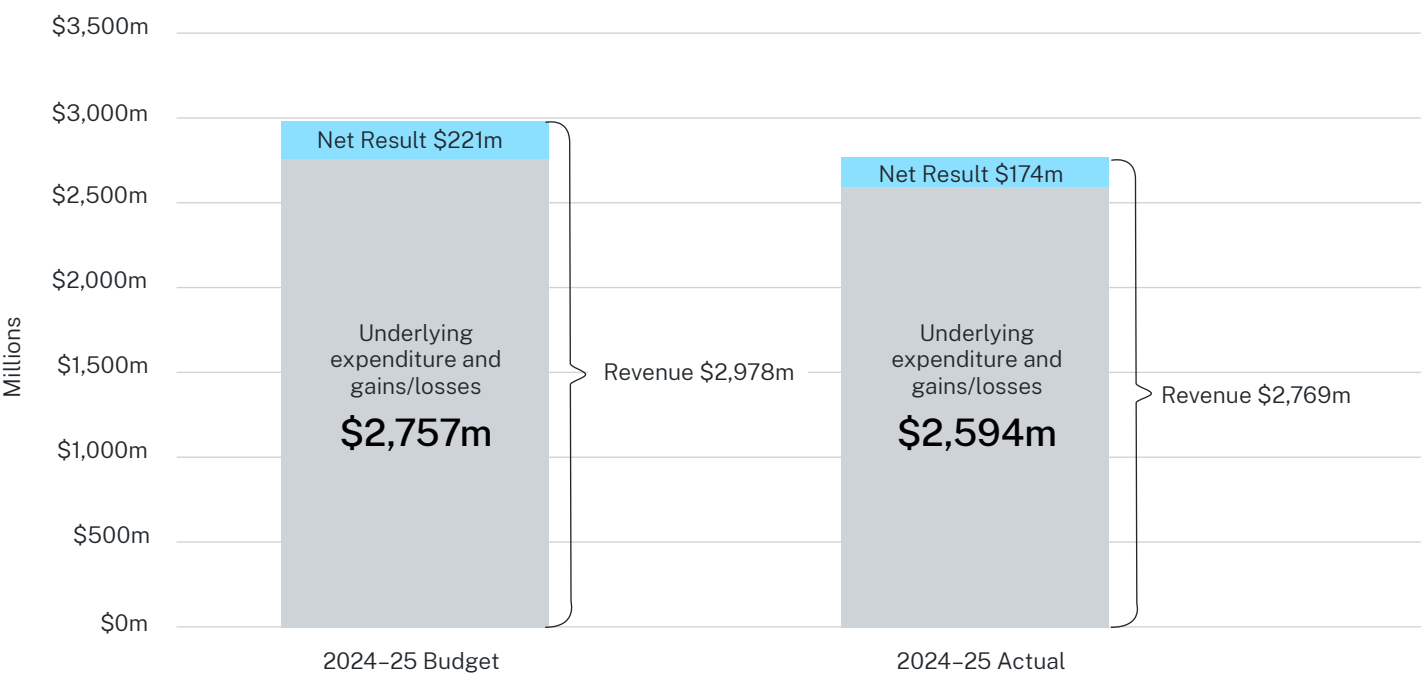
Financial highlights

Net result

DCS had a net result surplus for 2024–25 of \$174 million compared to a budgeted \$221 million surplus resulting in an unfavourable variance of \$46 million¹.

The unfavourable budget variance was primarily due to:

- \$209 million lower underlying total revenue
- \$163 million underspend on underlying total expenditure



¹ Budgeted amounts reflect Budget Paper No.4 presented to NSW Parliament for the 2024–25 financial year. Figures in tables, charts and text have been rounded. Discrepancies between totals and the sum of components reflect rounding.

Financial highlights

Expenditure

Underlying total expenditure for the 2024–25 financial year was \$2,594 million, which was \$163 million less than the 2024–25 budget. The favourable budget variance was primarily due to:

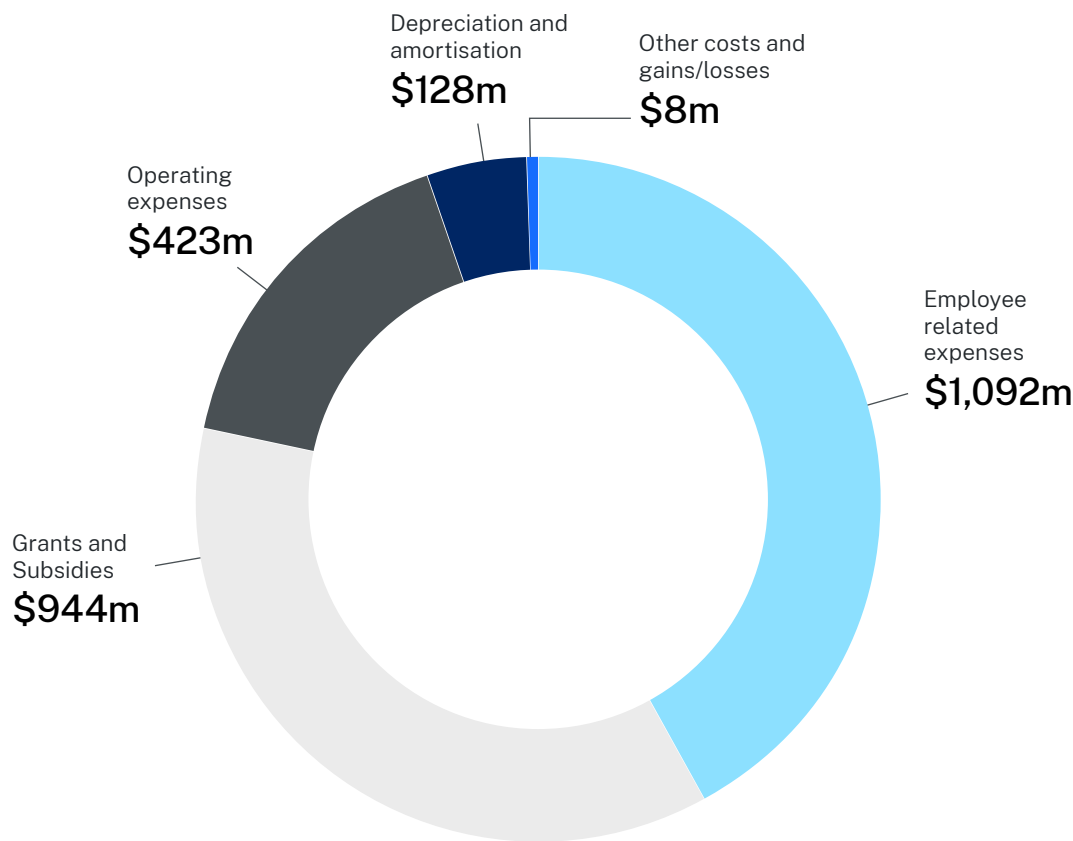
- \$174 million administered items expenditure is included in the budget for management reporting purposes and excluded from the financial statements actual results.
- \$38 million lower Project Remediate interest rate subsidy expense driven by lower loan drawdowns.
- \$50 million depreciation overspend due to intangible asset under construction projects. This is offset by underspend in operating expenses.
- \$28 million additional Government Technology Platforms employee related and operating expenditure in Digital NSW to deliver additional statement of work services.

Revenue

Underlying total revenue for the 2024–25 financial year was \$2,769 million, which was \$209 million less than the 2024–25 budget. The unfavourable budget variance was primarily due to:

- \$174 million administered items revenue included in the budget for management reporting purposes and excluded from the financial statements actual results.
- \$140 lower than budgeted appropriations revenue, offset by higher than budgeted revenue: \$34 million Fair Trading statutory interest and license revenue; \$33 million Digital NSW revenue from Government Technology Platforms delivery of statement of work services; \$38 million Subsidence Advisory Colliery Contributions and Investment returns.

Actual underlying expenditure by category (\$2,594 million)



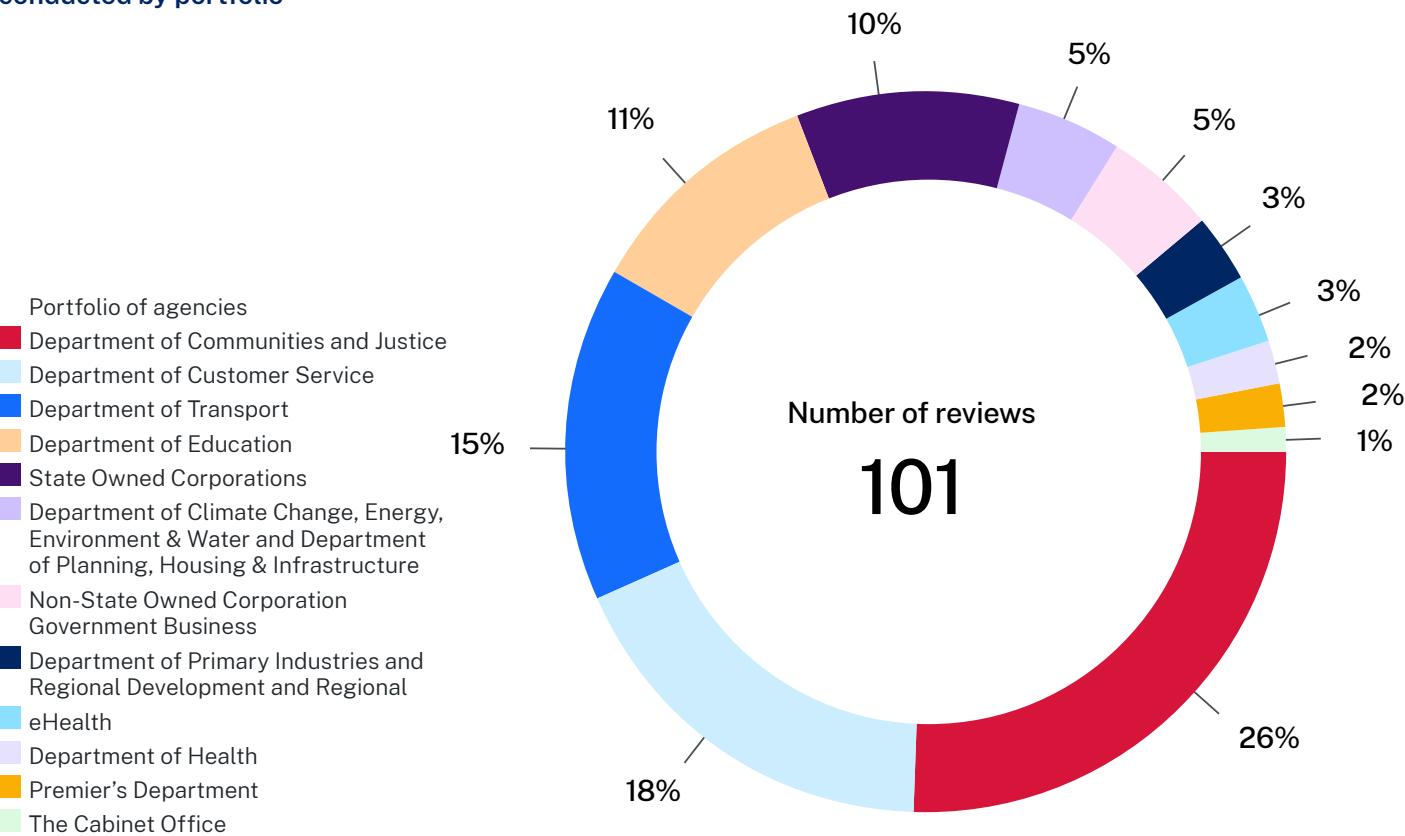
Digital NSW

Digital Strategy Investment and Assurance

Digital Strategy, Investment and Assurance (DSIA) is accountable for the Digital Assurance Framework under the NSW Treasury Gateway Policy. Through robust oversight and gateway assurance across major digital investments, DSIA ensures ICT projects and programs across the NSW Government are delivered on time and on budget.

In the 2024–25 reporting period, DSIA performed 89 ICT/Digital project reviews across government with 143 recommendations made to improve project delivery and overall project success. The average sponsor value satisfaction score of four out of five was maintained.

Figure 1: 2024-25 Digital and ICT project reviews conducted by portfolio



The Digital Restart Fund

The NSW Government continues to deliver sector-wide digital transformations through the Digital Restart Fund (DRF), providing \$198 million in funding through the DRF across 24 projects.

These projects align with the NSW Government focus areas including improving outcomes for housing availability; energy, renewables and the natural environment; automation to streamline work and improve frontline services; improved accessibility of government services and reduction of cyber risk.

Artificial Intelligence

In 2024–25 Digital NSW led several initiatives to support the safe and responsible use of Artificial Intelligence (AI) across the sector, and key initiatives include:

- publishing the AI Assessment Framework (AIAF) to assist agencies with specific AI use cases
- publishing the NSW Automation Guide to support the responsible and secure adoption of automation technology
- releasing guidance on AI Assessment Framework Compliance Plans and working closely with departments to support implementation by providing guidance materials and consultation to ensure ongoing alignment. Departments are required to submit an annual attestation to Digital NSW confirming that their AI use remains consistent with the standard
- releasing the *Identifying AI* guideline to help agencies determine when a system involves AI and triggers compliance under the AIAF, and releasing the *Understanding Responsibilities in AI Practices* guideline to clarify accountabilities across the AI system lifecycle
- issuing AI Procurement Essentials guidance to inform buying teams of key considerations for planning, sourcing and managing AI enabled systems. It contains an overview of the relevant policies, processes, benefits and considerations to inform and engage the community.

Artificial Intelligence Review Committee

The AI Review Committee is a group of experts established to advise the NSW Government on the use of AI in public services. It provides guidance on options and risk mitigation strategies for projects referred to the Committee.

- The panel meets quarterly and consists of experts from government, academia, and the private sector. Up to 15 members are appointed by the Minister for their recent experience in artificial intelligence, cyber security, risk management, assurance and data science expertise.
- Digital NSW provides Secretariat functions for this Committee.
- The Committee met formally on five occasions during the year.
- The table on the next page shows the 2024-25 Committee members, their term of appointment and how many of the five formal meetings were attended by each member.

Table 2: 2024–25 AI Review Committee members, term of appointment and how many of the five formal meetings were attended by each member

Members of the Committee	Term of appointment	Committee meetings attended in 2024–25
Professor Edward Santow Co-Director, UTS Human Technology Institute; Chair – AI Review Committee	1/12/2024–30/04/2026	5
Dr Theresa Dirndorfer Anderson Data/AI Ethicist, Connecting Stones	01/05/2024–30/04/2026	4
Dr Alex Antic Faculty Head of AI Strategy at UNSW Canberra	01/12/2024–01/12/2026	1
Dr Fang Chen Executive Director of the Data Science Institute at UTS	01/05/2024–30/04/2026	3
Professor Nicholas Davis Co-Director, UTS Human Technology Institute	01/12/2024–30/11/2026	3
Dr Kylie De Boer, PhD Board Chair and Non-Executive Director, Westmead Fertility Centre	01/12/2024–01/12/2026	3
Howard Elliott Non-executive Director, Expert Witness	01/12/2024–01/12/2026	3
Ajoy Ghosh Interim CISO, The Cyber Alchemist	01/12/2024–01/12/2026	3
Lee Hickin Executive Director of the National AI Centre	01/05/2024–30/04/2026	5
Jessica Ho Director, Digital Investment Assurance, NSW Department of Customer Service	01/12/2024–30/04/2026	5
Aurelie Jacquet Director, Ethical AI Consulting; Member, National AI Expert Group	01/05/2024–30/04/2026	3
Lisa Schonstein Group Chief Privacy Officer, QBE Insurance	01/12/2024–01/12/2026	3
Bill Simpson-Young Founder and Chief Executive, Gradient Institute	01/05/2024–30/04/2026	5
Rodney Smith Assistant Commissioner, State Intelligence Command, NSW Police Force	30/06/2025–30/06/2027	1
Neil Soderlund Founder and Non-Executive Director, Quantum Health	01/05/2024–30/04/2026	5
Scott Cook Previous Assistant Commissioner, State Intelligence Command, NSW Police Force	01/12/2024–30/06/2025	3

State Digital Assets

State Digital Assets (SDA) are digital platforms, services or data used by more than one NSW Government agency. They are the building blocks for NSW to provide proactive, customised, and seamless services to our customers.

The State Digital Assets (SDA) Reuse Policy, released in 2023, defines the role of SDAs in NSW Government, reuse principles and governance, requirements for agencies, and support available.

In December 2024, the Foundation Spatial Data Framework (FSDF) was recognised as NSW's first core SDA. This recognition means agencies must use the FSDF spatial datasets rather than procuring, developing or using alternative datasets.

Digital Identity and Verifiable Credentials

The NSW Digital Identity and Verifiable Credentials program, implemented across Digital NSW and Service NSW, is delivering a safe, convenient and privacy-focused digital identity and digital wallet for the people of NSW to securely prove who they are, share their information, qualifications and credentials digitally.

Building on previous capabilities, the program has most recently upgraded the Digital Photo Card, representing an important step in enabling digital access to NSW Government services for Photo Card holders that do not hold a driver benefit. Once scaled, this is expected to benefit a cohort of more than 1 million (14%) NSW residents, including vulnerable groups, the elderly, disabled and new migrants.

The program also demonstrated the interoperability of credentials held in the NSW digital wallet with domestic and international government systems. This aligns with a key goal of ensuring compliance with national and international standards, facilitating cross-jurisdictional alignment and a cohesive national approach.

Government Technology Platforms

Government Technology Platforms (GTP) advanced the NSW Government's digital transformation agenda through continued delivery of reliable and stable digital infrastructure and core shared services across NSW Government.

GTP supported the ongoing expansion of digital licensing and compliance capabilities, with over 103,000 digital licenses downloaded in 2024–25 and 488,000 digitised transactions. This generated an estimated 331,000 days of time savings for the NSW economy. In May 2025, GTP released the digitally enabled High-Risk Work Licence scheme, streamlining the annual processing of 75,000–100,000 high-risk industry licence transactions across the state.

The NSW Hazards Ecosystem enables Emergency Service Organisations (ESOs) to rapidly publish emergency warnings through tools such as HazardPublisher, which has cut publishing times of warnings for ESOs from 30 to 3 minutes and surpassed 10,000 published warnings as of June 2025. The Hazards Near Me app supported public safety by delivering timely emergency alerts to over 1.89 million registered users in 2024–25.

GTP continued to provide stable and secure ICT foundations through Government Data Centres (GovDC) and the Government Secure Network (GSN), supporting all-of-Government access to secure hosting, cloud connectivity and network services. During 2024–25, the GovDC program provided Data Centre space to 22 NSW Government agencies, nine vendors and three educational institutions. The GovDC sites continued to achieve 100% uptime. The total GovDC load decreased slightly from 2.15MW to 1.90MW of power as NSW agencies consolidated hardware and migrated some systems to public cloud providers.

In line with the NSW Government's Digital Strategy and the SDA Reuse Policy, GTP continued to deliver and manage a suite of foundational platforms designed for all-of-government reuse. Several platforms progressed through SDA accreditation, supporting faster, more consistent, and cost-effective digital service delivery. In 2024–25, GTP focused on strengthening platform maturity, supporting agency onboarding, and aligning with SDA observability and compliance expectations. These platforms are core to the delivery of proactive, seamless digital services across NSW Government.

Digital Channels

NSW Government Digital Channels manages nsw.gov.au, the NSW Government's social media channels and the Accessibility and Inclusivity Toolkit. The team leads the OneCX program, consolidating more than 400 websites to create a more connected, accessible and inclusive future for the state.

Key achievements for 2024–25 include:

- removing 4,084 outdated and duplicated pages from agency websites to create a single source of truth and build trust in government
- improving the accessibility of government content by 21% following migration to nsw.gov.au
- updating all-of-government social media to provide advice on emerging trends, including the use of AI in content creation and the importance of accessibility and inclusion
- developing the Easy Read Style Guide to support departments in creating accessible content and launching the Easy Read Hub to provide essential government information in a clear, accessible format for those with intellectual disability, low literacy, or limited English. The Hub currently includes Easy Read guides on 36 topics, with more in development.

ICT and Digital Sourcing

ICT/Digital Sourcing (ICT/DS) simplifies how the NSW Government partners for ICT and digital business. In 2024–25, ICT/DS focused on whole-of-government agreements, policy updates, innovation procurement, strategic partnerships and streamlining processes to enhance value.

Key achievements for 2024–25 include:

- securing \$202.9 million in ICT procurement benefits, including \$27.5 million in direct cash savings
- establishing a new all-of-government panel for ICT spend management with 22 suppliers
- renewing a public cloud services agreement in collaboration with the Commonwealth
- seven new suppliers joined the Professional Services Purchasing Arrangements panel, and eight other agreements/panels were extended or refreshed, involving 58 suppliers
- releasing Test and Buy Innovation guidance in November 2024, which has been tested in four innovation buying projects during the reporting period.

The Digital Procurement Transformation program (buy.nsw) is an all-of-government system that simplifies compliance, actively promoting supplier diversity.

As of 30 June 2025, buy.nsw has supported 72,479 registered suppliers (a 16.45% increase from the previous year) and 121,846 registered users. The platform processes 853 new suppliers monthly, including over 52,909 SMEs and 1,151 Aboriginal-owned businesses. More than 14,360 government buyers used the platform to find suppliers and access procurement information. In 2024–25, over 8,300 opportunities were published, receiving 15,534 supplier responses.

Key highlights include the launch of the new integrated Tenders module, standardised tender closing times and a new Opportunities Application Programming Interface, which provides a centralised platform for listing procurement opportunities. It supports agencies in efficiently publishing and managing high volumes of procurement notices, while ensuring compliance with the NSW Procurement Board Direction PBD 2024-01, which mandates the publication of all opportunities valued over \$150,000 (including GST) on buy.nsw.

Cyber Security NSW

Cyber Security NSW leads the state's efforts to protect the confidentiality, integrity and availability of NSW Government systems, services and data, supporting a safer and more resilient digital NSW. The branch delivers threat intelligence, guidance, uplift programs and incident coordination services to departments and agencies.

Key initiatives and achievements in 2024–25 include:

- delivering cyber security awareness training to 126,117 NSW Government staff through online modules (124,520) and in-person training (1,597), and hosting 26 exercises for NSW entities
- establishing a governance and risk improvement program to strengthen assurance, governance and risk management across NSW Government
- supporting the Digital Assurance Framework Gateway Review program to deliver risk-based assurance for large ICT and Digital projects and programs, providing subject matter experts to conduct 44 initial registration risk assessments and participating in six gateway reviews
- providing NSW Government entities with detailed guidance to understand, identify and mitigate potential risks associated with foreign ownership, control or influence (FOCI)
- launching the Active Directory Penetration Testing (simulated cyber attack) system for NSW government entities to identify vulnerabilities and weaknesses in their security measures.

ID Support NSW

ID Support NSW assists NSW residents who have experienced or suspect identity theft or had their identity documents compromised in data breaches and delivers educational programs to inform communities of best practice identity protection. In September 2024, ID Support NSW was integrated into Cyber Security NSW.

Key milestones in 2024–25 include:

- supporting more than 34,000 citizens to restore the security of their identities by responding to 182 data breaches across public and private entities
- hosting over 160 outreach sessions for almost 60,000 NSW citizens both face to-face and online across more than 30% of NSW Local Government Areas

- signing a Memorandum of Understanding with the NSW Police Force to facilitate streamlined information sharing between NSW agencies and complement police efforts to support victims of identity crimes
- introducing the *Identity Protection and Recovery Bill 2025* to NSW Parliament
- receiving a 97.7% thumbs-up rating for the NSW Government Password Strength Tester (an interactive and secure tool to improving password strength and security), which was used over 24,000 times by NSW citizens.

Spatial Services

Spatial Services is the authority for spatial data for the NSW Government, providing essential land information for NSW's mapping and spatial information systems used across the community, government, industry and environmental sectors.

Key initiatives and achievements include:

- completing the Live NSW (Spatial Digital Twin) program, which provides an interactive, digital representation of the real world to facilitate better planning, design and modelling for future needs of government service delivery
- replacing the legacy SIX Maps application with the Spatial Digital Twin (SDT) Explorer, which is a free spatial visualisation product that provides efficient tools for visualising, validating and interacting with authoritative NSW Government spatial data
- NSW Government endorsement of the Surveyor-General's role in setting all-of-government spatial data policy, including the establishment of governance arrangements under the NSW Data Leadership Group and publication of the NSW SDT Policy Framework under the NSW Administrative Requirements Framework
- launch of the third generation of NSW Point, an all-of-government location intelligence and address validation service. NSW Point also successfully transitioned to a cost recovery model to ensure its ongoing sustainability
- beta launch of the NSW Land Subdivision Pipeline, which maps and tracks the progression of new land subdivisions through the end-to-end planning, construction and registration process
- mapping the Budget Spatial Viewer, in collaboration with NSW Treasury, providing an interactive way to explore the NSW Government's 2025–26 budget.

Revenue NSW

Each year, Revenue NSW engages with more than three million people, helping to deliver on the NSW Government's priorities through responsible revenue management. In 2024-25, it collected \$43 billion in revenue, directly contributing to funding critical services such as health, education, and infrastructure across NSW. This was Revenue NSW's largest revenue collection year to date.

Helping people with their first home

A \$10,000 First Home Owner Grant is available to eligible applicants purchasing or building their first new home, whether a house, townhouse, apartment, unit or similar if newly built, bought off the plan, or substantially renovated.

In 2024-25, Revenue NSW supported around 972 first home buyers through the First Home Buyer Assistance Scheme, helping more people enter the property market.

Unclaimed Money Program

As at 30 June 2025, Revenue NSW held more than \$637.6 million in unclaimed money, received from businesses, banks and other entities unable to locate rightful owners. Revenue NSW's role is to make this information accessible so funds can be returned.

In 2024-25, Revenue NSW achieved a record-breaking return of \$21.29 million to owners via the Unclaimed Money Register.

In 2024-25, Revenue NSW also launched Reconnect, a modernised Unclaimed Money platform replacing the legacy system. With a streamlined interface and improved functionality, Reconnect has delivered a 10% uplift in customer satisfaction and a 20% increase in staff productivity and engagement.

The 2025-26 State Budget committed \$13.56 million across four years to enhance the program – reducing the holding period from six to two years and expanding access to data sources to improve return rates.

Hardship support

In 2024-25, Revenue NSW has actively collaborated with government bodies, non-government organisations, and communities to support vulnerable customers experiencing financial hardship, striving to make a meaningful difference in their lives.

Alongside Service NSW, acting as the 'front door' for customers, Revenue NSW aims to make it even easier for customers to access services, comply with obligations and receive entitlements. Where customers are experiencing short-term financial hardship, Revenue NSW provides understanding and flexible payment options.

In 2024-25, almost 30,000 Work and Development Orders were approved, enabling individuals to undertake unpaid work, courses, counselling or other eligible treatment options to pay off their fines or related debt.

Land Tax Improvements

Revenue NSW continued to enhance the land tax customer experience through expanded interest-free flexible payment plans, with strong customer uptake, 21% of customers opted to manage their obligations via these plans. This initiative reflects our commitment to making tax payments more accessible and manageable.

The Land Tax website was redesigned, improving content and structure to align with best practice in digital communication and user experience. These enhancements led to a 13% increase in customer satisfaction and a 79.5% reduction in complaints related to login issues, benefiting both individual and professional users.

Diversion Programs

Revenue NSW uses diversion programs to provide individuals with an opportunity to address underlying issues such as financial hardship, mental health challenges, or other social circumstances. These programs offer a more equitable and effective alternative to traditional penalties, helping people resolve their fines while accessing support services.

In 2024-25 Revenue NSW has partnered with a range of community organisations and support services to expand the reach and impact of these programs. This collaborative approach has enabled more individuals to engage with tailored support, contributing to improved outcomes for participants and the broader community.

Revenue NSW

Supporting our community

The First Nations Outreach Team live and work in communities across NSW supporting customers in some of the most remote parts of NSW. Revenue NSW continues to build trust and awareness of its service within Aboriginal communities to make it easier for Aboriginal and Torres Strait Islander customers to engage with Revenue NSW.

The First Nations Outreach team supported customers to manage their fines at more than 400 face-to-face outreach events in communities across NSW in 2024–25.

In 2024–25, the First Nations Support line provided respectful and culturally aware services to more than 5000 Aboriginal and Torres Strait Islander customers.

Disaster Response and Relief

Revenue NSW is committed to supporting communities during natural disasters. Rapid response measures are in place, including pausing debt recovery in affected areas to ease financial stress.

Revenue NSW also administers the Disaster Relief Grant on behalf of the NSW Reconstruction Authority, helping impacted individuals and families return to their homes with essential household goods.

During the 2025 NSW flood events, Revenue NSW provided vital assistance through emergency grant programs, responding to around 10,000 customer calls. Staff were also deployed to affected communities within days, offering on-the-ground support to help residents quickly access financial assistance and navigate available services.

Compliance Activities

Revenue NSW employs a targeted, risk-based approach to its compliance activities, ensuring efforts are concentrated on areas with the highest potential for non-compliance. This minimises disruption for compliant businesses while effectively addressing those who may be under-reporting liabilities or improperly claiming benefits and grants.

In 2024–25, Revenue NSW conducted a series of audit and investigation projects aimed at identifying and engaging with individuals and businesses that were not properly registered, had understated their liabilities, or did not meet the eligibility requirements for various benefits and grants. These efforts resulted in the successful collection of \$1.1 billion compliance revenue, underscoring the effectiveness of our targeted compliance initiatives.

Reflecting the Diversity of Our Community

Revenue NSW is committed to building a workforce that reflects the rich diversity of the communities in NSW. Revenue NSW recognises embracing a wide range of backgrounds, cultures, and lived experiences strengthens its ability to deliver fair, inclusive, and responsive services.

Our inclusive workplace culture ensures that all employees feel respected, valued, and empowered to contribute.

Revenue NSW is proud to report that our workforce includes almost 4% Aboriginal and Torres Strait Islander people, more than 32% of staff from culturally and linguistically diverse backgrounds, more than 25% identifying as being from a minority group, and more than 6% of employees living with disability. These figures reflect our ongoing efforts to foster a workplace that mirrors the vibrant diversity of NSW.

Pathways to employment for People with Intellectual Disability

Between October 2023 and June 2025, Revenue NSW led the Everyone at Work project, a co-design partnership initiative focused on creating a sustainable, barrier-free model for recruiting and supporting people with intellectual disability into non-segregated, ongoing roles within the NSW Government.

The project was successfully finalised and evaluated by June 2025, with findings confirming its effectiveness in promoting inclusive employment. Revenue NSW will take the program forward and showcase its impact as a model for inclusive workforce practices.

Building Commission NSW

NSW Building Commissioner

James Sherrard was appointed NSW Building Commissioner in October 2024, dedicated to ensuring safety, quality, and accountability across the residential construction industry. With over 30 years of experience in construction, he spent three years at Transport for NSW before stepping into the Commissioner role.

Building Commission NSW Audits and Inspections 2024–25

Building Commission NSW has inspected 1,015 building sites for defects and has issued 455 orders as a result, with water ingress and fire safety defects among the key issues.

Building Commission NSW has also inspected 401 residential building sites for building compliance issues, including licencing, specialist trade supervision and signage requirements in 2024–25.

These compliance inspections resulted in Building Commission NSW issuing 202 Penalty Infringement Notices (PINs) for issues identified including unlicensed work and contractors working without the right licence.

It also conducted nearly 20,000 plumbing inspections, more than 2,000 electrical inspections, and close to 1,000 gas inspections in 2024–25, targeting specialist trade work.

Building Commission NSW continues to engage with industry on proposed building productivity reforms to modernise key aspects of the NSW building laws that will continue to build trust in the sector, improve consumer protections, and reduce defects.

In 2024–25, via its Construct NSW platform, Building Commission NSW delivered courses to more than 23,800 students and launched five new courses, to industry.

Building Commission NSW expects to launch a further 16 courses in 2025–26, including Mandarin translated courses on Asbestos and Silica awareness, Electrical and Air Conditioning Standards, Automated Vehicle Parking Systems, and Vehicle Lifts – Safety and Integration.

Building Commission NSW priorities

The Building Commission NSW's priorities are improving housing quality by reducing building defects, ensuring regulatory compliance, and modernising the regulatory framework.

Building Commission NSW continues to support the achievement of the Government's housing supply targets by efficiently determining applications for construction sector licences, lifting skills in the industry, delivering new digital programs to streamline existing processes, ensuring new homes comply with regulatory requirements, and upholding essential obligations and protections. Internally, the aim is to foster a great workplace through strong processes and an inclusive, impactful culture.

Project Intervene

Project Intervene is an innovative approach to responding to serious defects in occupied apartment buildings. The program works with active developers or builders and requires them to attend and fund remediation works through voluntary and legally binding undertakings.

As at 30 June 2025, investigations of all 227 buildings included within the Project Intervene program are complete. 37 undertakings were signed with agreement to fix serious defects and remediation work completed on five buildings. Developers related to a further 53 buildings are still working with Building Commission NSW to agree on the serious defects that will be included in the process or negotiating on the terms of the undertaking. Building Commission NSW was unable to enter an undertaking on the remaining buildings due to a variety of reasons such as developer liquidation, direct agreements or other arrangements between owners or developers.

Project Remediate

Project Remediate is the NSW Government's program to replace flammable cladding on eligible Class 2 residential apartment buildings in NSW.

As at 30 June 2025, remediation work was complete for 25 buildings and 37 buildings had remediation work underway. Owners corporations for a further five buildings had executed contracts to commence remediation work, and 12 buildings were in the design and tendering stages. In total 79 buildings are participating in the program and will benefit from 10-year interest-free loans and expert cladding remediation work.

Building Commission NSW

Supporting an efficient and trustworthy building sector

The *Design and Building Practitioners Act 2020* (DBP Act) and *Design and Building Practitioners Regulation 2021* (DBP legislation) applies to building work undertaken on completed class 2 buildings (including mixed-use buildings). Acknowledging the differences in applying the DBP legislation to occupied buildings as compared to those under construction, an industry working group was formed with representatives from Building Commission NSW, Australasian Concrete Repair and Remedial Building Association (ACRA) and the Department of Planning, Housing and Infrastructure. The working group produced three guidance notes to help strata communities and remedial practitioners adapt to the DBP Act, including better understanding the interactions between the DBP Act and State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 regarding the definition of 'exempt development'.

Building Commission NSW also completed 85 audits of regulated building work, including three audits of residential apartment buildings undergoing remedial building works. These audits involved remedial building works on 191 apartments. While the standard of declared designs has improved, there are still challenges in this sector and it will remain a regulatory priority.

Total number of apartments for the total 85 audits in 2024-25 was 9,940. Anytime Anywhere audits in 2024-25 was 44. Number of apartments involving remedial works for 2024-25 was 191. Remedial building work for class 3 and 9c buildings have been regulated under DBP Act from 1 July 2025.

Learning Management Platform

The Construct NSW Digital Learning Platform is hosted under an agreement with TAFE NSW and delivers practical learning to the NSW building and construction industry. Since it launched in September 2021, the platform has generated more than 90,818 enrolments from 40 courses. From June 2024, the platform delivered five new courses and generated an 80% increase in enrolments.

Course insights have shown that:

- 73% of learners attempted the assessment with a completion rate of around 79%
- 40% of learners were repeat enrolments
- 15.8% of learners are female - this is higher than the industry average of female participation in the construction industry of 13%
- 4.15 out of 5 feedback score received from learners.

Disciplinary decisions

Building Commission NSW has powers to reprimand, impose conditions, monetary penalties, suspensions, cancellations and disqualifications to licence holders under the *Home Building Act 1989*, registered practitioners under the *Design and Building Practitioners Act 2020* and registered certifiers under the *Building and Development Certifiers Act 2018*.

Disciplinary decision outcomes from 1 July 2024 to 30 June 2025 are:

- Seven *Building and Development Certifiers Act 2018* decisions:
 - seven monetary penalty decisions (5 with conditions)
- 10 *Design and Building Practitioners Act 2020* decisions
 - one cancellation and disqualification decision
 - four monetary penalty decisions (3 with conditions)
 - two licence conditions
 - three reprimands
- 75 *Home Building Act 1989* decisions
 - 28 cancellation and disqualification decisions
 - 41 monetary penalty decisions (31 with conditions)
 - three licence conditions
 - one reprimand
 - two no further action.

Taskforce Artemis

Following a referral from the NSW Police Force, Building Commission NSW established an investigation into alleged criminal groups producing fraudulent qualifications. This investigation was named 'Strikeforce Artemis'.

The investigative work of the Strikeforce uncovered a widespread network of entities purporting to issue qualifications by fraudulently using the identities of legitimate Registered Training Organisations (RTOs). Close to 1000 contractor licence holders were identified by the investigation as requiring consideration of regulatory action.

Acknowledging the seriousness and complexity of the matter, Building Commission NSW established a Taskforce with the principal objectives of undertaking a comprehensive review of the material collected by investigators (including a risk assessment of affected licence holders) and to develop and implement an appropriate enforcement strategy utilising powers under the *Home Building Act 1989*.

Building Commission NSW

The Taskforce subsequently commenced issuing Notices of Intent to licence holders, inviting submissions to be made. Upon receipt of submissions (if any), the Taskforce would then make a decision based on the available evidence, which could include cancellation of the licence, imposition of licence conditions, or take no further action. The Taskforce also took steps to ensure that licence applications or renewals related to entities under investigation could not be automatically processed.

As at 30 June 2025, Taskforce Artemis had issued Notice of Intent to Cancel (or place Conditions) to 215 licence holders, receiving and assessing 146 submissions. It also issued Final Notices of Cancellation to 136 licence holders. The Taskforce continues to review the remaining matters and take the appropriate enforcement action, expecting to complete its work by the end of the year.

Bringing regulatory process into the digital age

Carbon copy books to electronic penalty infringement notices (Digital PINS)

DCS is rolling out a new electronic penalty infringement notice system to modernise the way compliance and investigators issue fines. Currently, compliance and investigators across the Building Commission NSW write out penalty infringement notices manually. The new application has been rolled out to NSW Fair Trading in September and then adapted for Building Commission NSW for a roll out in November 2025. This will increase productivity of the teams and allow future integration to the end-to-end compliance systems. In 2024-25, the compliance teams issued over 846 penalty infringement notices valued at more than \$851,000.

Standardising certificate of compliance

Building Commission NSW is modernising the way certificate of compliance is issued across speciality trades – electrical, gas fitting and medical gas. Building Commission NSW has chosen the Salesforce platform to consolidate its legacy regulatory assets with the ability to integrate to other division solutions and deliver secure, scalable and future-ready infrastructure. Currently, the Certificate Compliance Electrical Work (CCEW) form is submitted to Building Commission NSW using a PDF form which is hand-written or electronically completed. Moving forward all specialist trade people's certificates will be issued and stored in the consolidated system which will have flow on functionality to schedule and capture inspection information.

Swimming Pools Register

Building Commission NSW is responsible for the administration of the *Swimming Pools Act 1992* and manages the public register on behalf of local authorities. Certificates of compliance are issued through the public register and all pools in NSW need to be registered, whether residential or community. Building Commission NSW is leveraging the Salesforce platform to create a new public register to ensure the right access and cyber security requirements are in place. Data captured by the new digital tools also allows for real-time intelligence and trend analysis.

Defects Library

The defects library was initially published as a quick reference for certifiers of the most common types of defects observed on class 2, 3 and 9c construction sites. At the time of publication in June 2023, it captured around 70% of serious building defects observed by our Class 2, 3 and 9c inspectors. The Association of Australian Certifiers (AAC) undertook a survey from July to August 2024 to allow feedback on the defects library. The AAC survey found 95% of respondents found the library useful, for clarity and as an educational tool. In response to industry feedback, an accompanying Extensible Markup Language file was released in September 2024. Refinements have been made following feedback from users, with version 1.1 made available in June 2025. Building Commission NSW will continue to evaluate data and insights to improve the product as required.

Supporting market-led consumer protection initiatives

Independent industry construction rating tool (iCIRT)

iCIRT is an independent rating tool that rates the regulated trustworthiness of a building professional by assessing their financial, legal, compliance and operational history. Managed by credit rating division Equifax, the details of rated building progressions are published on an online register it makes it easier for consumers and industry practitioners to differentiate between trustworthy and unrated players.

As at 27 June 2025, there were 688 signed engagements with Equifax for iCIRT, with 558 having completed the process (including 439 gold ratings). The public facing iCIRT register shows 154 published ratings that remain in-date or have an update pending, with two new ratings listed in the last month. iCIRT-rated constructors represent an annual value of construction work, in aggregate, of more than half the total NSW residential building market.

Fair Trading and Regulatory Services

NSW Fair Trading

As the state's consumer protection regulator, NSW Fair Trading ensures a fair and safe marketplace for goods, services and homes in NSW.

Rental Sector

In NSW, more than one third of residents are renters. This equates to more than 2.3 million people renting more than 957,000 homes.

NSW Fair Trading is the regulator responsible for regulating the state's rental sector. It handles complaints and enquiries, conducts inspections and investigations, provides support and oversight of tenancy information, bond management, and education services. In addition, NSW Fair Trading provides rental policy advice to the Minister for Better Regulation and Fair Trading and the NSW Government on potential policy and legislative reform.

The NSW Rental Commissioner advises on risks and opportunities to improve the quality and supply of rental homes, modernise renting laws and promote the rights and responsibilities of renters and property providers. The NSW Rental Commissioner reports to the NSW Commissioner for Fair Trading.

Following a NSW Government investment of \$8.4 million over four years, a Rental Taskforce has been established within NSW Fair Trading. The Rental Taskforce analyses activities and trends within the rental market and conducts compliance activities such as inspections, audits, and blitzes to prevent and act on breaches of the law. It is currently focused on three key priorities: implementing rental reforms to prevent no grounds evictions, ending solicited rent bidding; and ensuring improved responses to rental repairs and maintenance.

2024–25 Highlights in the Rental Sector include:

Legislative Reforms:

- The *Residential Tenancies Amendment Act* was passed by Parliament in October 2024. The legislation ended “no-grounds” evictions, limited rent increases to once per year, established a standard approval process for pets, and prohibited solicited rent-bidding and background-check fees. The changes in the Act and associated regulation provide greater security for tenants and clarify obligations for property owners and agents. The changes commenced on 19 May 2025. Data collection on reasons for tenancies ending started on 1 July 2025.

- The NSW Government introduced the *Residential Tenancies Amendment (Protection of Personal Information) Bill 2025* on 27 June 2025. The Bill proposes legislative changes to implement the reforms relating to tenant privacy and data protection, in line with commitments under A Better Deal for Renters agreed to by National Cabinet. Targeted stakeholder engagement including workshops chaired by the NSW Rental Commissioner informed the Bill.
- In mid-2025 NSW Fair Trading finalised a report on the statutory review of provisions that support tenants to end a tenancy when experiencing domestic violence ahead of tabling in Parliament in August 2025.

Rental Compliance and Enforcement: Since its inception, the Rental Taskforce has undertaken 34 inspections, issued 93 warnings, 11 education compliance outcomes and issued 216 Penalty Infringement Notices (PINs) to a value of \$238,940.

Regulatory Achievements:

- **Solicited rent bidding:** Issued 176 PINs worth \$176,000 between 1 July 2024 and 31 May 2025 for unlawful “price-range/ offers-over” ads from our regular compliance reviews of rental lists for fixed price advertisement requirements. Worked with online selling platforms to enforce fixed price selling rules, lifting compliance on solicited rent bidding to 99%.
- **No grounds evictions:** Identify and act on unlawful terminations of tenancy by overseeing Change of Circumstance requests, matching end of tenancy reasons between landlords and tenants; and analysing rental advertisements on major rental platforms to ensure properties are not being re-let during an exclusion period. Also delivered more than 50 engagement and education events, including webinars, direct mail and community events, in metropolitan and regional locations with over 150 organisations.
- **Action on rental repair requirements:** Conducted a mystery shop of 300 properties, based on hot spot areas for complaints, across metropolitan and regional NSW between April and June 2025 to check compliance with minimum standards. This will inform future education, compliance and rental regulation initiatives.
- **Rent Check:** The Rent Check free online tool allows renters and landlords to enter a postcode and property details to view the latest median rent range, sourced directly from bond data. This empowers renters to identify potential overpricing and supports owners in setting fair rents. Rent Check had 389,162 views between its September 2024 launch and 30 June 2025.

Fair Trading and Regulatory Services

Strata and Property Services Sector

There are over 86,000 strata schemes in NSW, comprising almost one million lots and housing over 1.1 million people.

NSW Fair Trading is the regulator responsible for regulating the state's strata and property services sector with more than 64,000 real estate licences, across all categories, and 4,053 strata management licences. NSW Fair Trading handles complaints and enquiries, conducts inspections and investigations, and education services. In addition, NSW Fair Trading provides strata and property services policy advice to the Minister and NSW Government on potential policy and legislative reform.

The Strata and Property Services Commissioner drives change across industry, government and consumers to enable empowered, accountable and trusted NSW strata and property services sectors. The Strata and Property Services Commissioner reports to the NSW Commissioner for Fair Trading,

Following a NSW Government investment of \$8.4 million over four years, a Strata & Property Services Taskforce has been established within NSW Fair Trading. The Taskforce has a regulatory focus on practices causing consumer harm, including targeting underquoting in the real estate sales sector, as well as the failure of strata managing agents to act in the best interests of owners' corporations and meet disclosure obligations.

2024–25 highlights in the strata and property services sector include:

Legislative Reforms:

- The *Strata Managing Agents Legislation Amendment Act 2024* passed Parliament in September 2024. It strengthened strata managing agents' disclosure obligations, increased transparency for consumers and improved NSW Fair Trading's compliance and enforcement powers. Key changes commenced in November 2024 including increased penalties for strata managing agent to disclose information and changes for managing agents commenced in February 2025. NSW Fair Trading has undertaken compliance and enforcement activities.

- The *Strata Schemes Legislation Amendment Act 2025* was assented in March 2025. It implements 37 recommendations from the 2021 strata schemes legislation Statutory Review report. The reforms improve accountability and confidence in strata managing agents and building managers and also enhance the way owners corporations look after their buildings, improve the governance of strata committees, hold developers to account, protect owners corporations from unfair contract terms; and overall make community living better and easier for residents. Consultation occurred in June 2025 and the laws will be rolled out from July 2025.
- In December 2024 the NSW Commissioner for Fair Trading provided advice to the Minister for Better Regulation and Fair Trading on pathways to phasing out strata insurance commissions. This advice was informed by stakeholder feedback and collaboration at three workshops and forum.

Strata and Property Services Compliance and Enforcement: In 2024–25 there were 372 strata and property inspections, three enforceable undertakings with a total value of \$50,000, 311 PINs with a total value of \$431,200, 49 disciplinary complaints with penalties totalling \$489,550, 132 verbal warnings, 290 warning letters, 489 investigations opened and 467 investigations closed.

Regulatory Achievements:

- Underquoting in the property market: Inspectors and investigators have been undertaking on-site inspections, targeted compliance operations and investigations using data analytics capability, and coercive powers to compel production of records from licensed real estate agents. Mandatory training was delivered to real estate agents to help prevent underquoting and a mandatory underquoting course was developed with TAFE NSW and completed by 16,207 participants.
- Common property repairs and maintenance: Collaborated with Building Commission NSW on new compliance powers for common property repairs and maintenance in strata schemes. A new dispute resolution pathway and compliance and enforcement policy aims to provide clear guidance to strata residents and owners on compliance and how contraventions are addressed, as well as how disputes regarding repairs and maintenance can be resolved.

Fair Trading and Regulatory Services

- Raising professional standards in the property sector: Contacted 3,500 class 2 licensees after approved Continuing Professional Development (CPD) providers data showed around 25% of licensees had failed to comply with their requirements. Licensees in Charge were required to provide their current training plan. Three covert and three overt monitoring activities were conducted. The three providers monitored covertly were found to be non-compliant with the CPD delivery requirements, while the three overtly monitored providers were found to be compliant. Topic outlines were delivered for mandatory CPD courses for 2025–26.
- Strata debt recovery and bankruptcy: Delivered two consumer awareness campaigns and a campaign video ‘Understanding your options with strata levies’ and are progressing recommendations on best practice strata levy notice guidance, templates, and design, and a ‘Financial hardship information statement’.

Consumer and Automotive Sector

NSW Fair Trading protects consumers when they are purchasing goods (including motor vehicles) and services and ensures that traders are complying with their obligations.

Legislative Reforms included:

- In April 2025, the *Automatic Mutual Recognition Amendment Legislation Amendment Act 2025* was assented to, followed by related regulatory amendments. From 1 July 2025 interstate licence holders in the motor dealer and repairer, property and conveyancing industries are able to work in NSW without a NSW licence. Authorised interstate operators must in turn contribute to compensation funds that allow NSW consumers to seek compensation as a last resort if they suffer a financial loss.
- Lithium-ion battery powered e-micromobility devices, such as e-bikes and e-scooters, sold in NSW are now designated by the NSW Commissioner for Fair Trading as ‘declared electrical articles’ under the *Gas and Electricity (Consumer Safety) Act 2017* with new mandatory safety requirements commencing in two stages, beginning 1 February 2025. Related mandatory information standards came into force on 20 February 2025. Stage 2 will commence on 1 February 2026. In 2024–25, Fair Trading inspected 382 retailers selling electrical articles to educate them about the reforms.

Regulatory Achievements included:

- Failure to supply goods: Reduced instances of traders failing to supply goods through compliance action, public warnings and successful prosecutions. Six individuals were convicted and sentenced for 43 offences under the Australian Consumer Law.
- Lithium-ion batteries in e-bikes and e-scooters: In 2024–25 NSW Fair Trading conducted 382 inspections of retailers selling electrical articles during which: 892 models of e-bikes and e-scooters were found to have lithium-ion batteries. Of these 14 had non-compliant chargers, with retailers instructed to remove these from sale, and one written warning was issued.
- Banned jelly cups enforcement: Investigated three businesses, seized and destroyed 11,300 imported banned jelly cup products that present a choking hazard, and issued embargo notices under the *Fair Trading Act 1987* to each business requiring them to submit a voluntary recall for any of these products which may have previously been in circulation in the marketplace.

Automotive Sector

- Odometer tampering: Odometer tampering investigations and prosecutions action led to five individuals being convicted and sentenced for 21 offences under the *Motor Dealers and Repairers Act 2013* or the *Crimes Act 1900*. Offences included using a false logbook to induce consumers to purchase these vehicles.
- Action on sale of defective or unreliable used vehicles: Following NSW Fair Trading investigations into individuals who sold second-hand vehicles in circumstances without holding a motor dealer’s licence, six individuals or businesses were convicted and sentenced for these offences under section 11 of the *Motor Dealers and Repairers Act 2013*.
- Unlicensed tow truck operations: Investigated an individual operating an unlicensed tow truck. He was prosecuted on 174 charges after failing to comply with a compellable direction to stop and was convicted and fined \$35,900.

Fair Trading and Regulatory Services

Biofuels Expert Panel

- The Biofuels Expert Panel provides advice to the Minister for Better Regulation and Fair Trading on the proposed exemptions, suspensions, minimum biofuel requirements and other matters in connection with the operation of the *Biofuels Act 2007* (the Act). It meets biannually and includes expert representatives from Government and the biofuels and fuel industry. Section 24 of the Act specifies the panel membership, which includes ‘up to 4 persons appointed by the Minister who have recent experience or expertise in the petroleum or biofuels industry’.
- NSW Fair Trading administers the E10 fuel mandate including receiving exemption applications for consideration by the Panel, providing Secretariat functions and monitoring compliance. NSW Fair Trading also ensures compliance with FuelCheck requirements and administers the operations of NSW Fuelcheck, Fuelcheck TAS and FuelCheck ACT.

Table 3: Biofuels Expert Panel Members, term of appointment and meetings attended in 2024–25

Biofuels Expert Panel Members (<i>Biofuels Act 2007</i> s.24)	Term of appointment	Meetings attended in 2024–25
Natasha Mann Commissioner for Fair Trading (ex-officio) s24(1)(a4)	29/11/2021–open	3
Bjorn Borg (nominee) s24(1)(a) NSW Fair Trading	09/08/2018–open	4
Judith Greenwood (nominee) s24(1)(a2) Environment Protection Authority	09/06/2022–open	4
Ranit Ram (nominee) s24 (1)(b) NSW Treasury	20/02/2019–open	4
Brendan George (nominee) s24(1)(a3) Department of Primary Industries and Regional Development	23/04/2013–open	4
Peter Gniel Minister approved nominee S24(1)(c)	15/12/2022–15/12/2026	4
Wal Setkiewicz Minister appointed nominee S24(1)(c)	15/12/2022–15/12/2026	4
Shahana McKenzie Minister appointed nominee S24(1)(c)	15/12/2022–15/12/2026	4
Kerry (Polly) Bennett Minister appointed nominee s24(1)(c)	15/12/2022–15/12/2026	4

Fair Trading and Regulatory Services

2024–25 NSW Fair Trading data

Table 4: NSW Fair Trading Customer Engagement

Enquiries	501,531 (total enquiries) of which 38,504 were made directly to or escalated to NSW Fair Trading and 463,027 phone calls to Service NSW managed on behalf of NSW Fair Trading.
Complaints	28,965
Website	Around 17.2 million views of our webpages across all NSW Fair Trading topics. From October 2024 to June 2025, rental content on NSW Government websites received over 1.5 million views, with the reforms page becoming Fair Trading's most visited. Page views of rental content increased in 2024–25 by 191% compared to 2023–24 and users increased by 151%.
Events, stakeholder meetings and webinars	242 community events attended and delivered, 100 Interjurisdictional regulator meetings, three stakeholder engagement forum events in the strata and property sectors and automotive sectors. The Rental Commissioner held 57 engagements with 151 organisations with over 10,000 people participating. 5,000 real estate agents registered for webinar briefs from the Rental Commissioner.
Newsletters and social media	As at 30 June 2025, more than 139,000 people have subscribed to our electronic newsletters: Property Matters, Auto Torque and Fair Trading Consumer News. More than 21.6 million impressions from customers engaging with NSW Fair Trading social media content across Facebook, LinkedIn and YouTube. Rental social media campaigns reached over 1.9 million people.

Table 5: NSW Fair Trading Licensing

New licence applications finalised	21,778
Licence renewals finalised	38,511
Total	154,897 all currently held NSW Fair Trading licenses and authorisations (includes licences, certificates, registrations, permits and notifications).

Table 6: NSW Fair Trading Registry and Regulatory Schemes

2024–25 total entities registered	42,045
Total Charitable Fundraising Authorities	5,234
New registrations – entities/organisations	810
New authorities – charitable fundraising	476
Applications/documents processed – entities/organisations	24,122
Applications processed – charitable fundraising	3,857

Table 7: NSW Fair Trading Rental Bonds

Residential bonds refunds processed	321,876 (95.2% fully refunded online)
Residential bonds held as at 30 June 2025	976,763 at a value of \$2.23 billion

Fair Trading and Regulatory Services

Table 8: NSW Fair Trading Retail Bonds

Retail bonds lodged	330,256 (89.2% were lodged using the online portal and of the 5,990 retail bond refunds processed, 62.1% occurred online)
Retail bonds held as at 30 June 2025	36,604 at a value of \$300.6 million

Table 9: NSW Fair Trading Dispute Resolution

Strata mediation	In 2024–25: 2761 applications received, 2,612 cases closed, 697 mediations conducted with a resolution rate 67%. Our mediation timeframes, from request for to conduct of mediation, reduced from 120 to 64 days. A further 248 of all cases closed (9.5%) were resolved via case management without formal mediation.
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Table 10: NSW Fair Trading compliance inspections in 2024–25

Consumer goods and services	1,164
Automotive	729
Property (including rental and strata)	372

Table 11: NSW Fair Trading Enforcement

Investigations opened	1,700
Investigations closed	1,692
Charges laid	152 charges laid against 22 defendants. Convictions with fines and penalties totalling: \$410,606
Penalty Infringement Notices issued	1,068 (fines totalling \$1,589,190)
Licence disqualifications permanent	0
Licence disqualifications temporary	42
Licence suspensions	13
Licence cancellations	29
Reprimand	53
Monetary penalty	47 (totalling \$484,000)
Public warnings	6
Warnings and education (verbal and written)	1,237

Fair Trading and Regulatory Services

Funds granted to non-governmental community organisations

NSW Fair Trading administers five community grant programs that provide funds to not-for-profit organisations across NSW for the delivery of advice and advocacy services to vulnerable consumers, delivering critical support to those who need it most in NSW: Tenants Advice and Advocacy Program, Financial Counselling Services Program, Aged Care Support Accommodation Program, Strata Collective Sales Advocacy Service,; and No Interest Loan Scheme Program.

Table 12: NSW Fair Trading Community Grants Program

Program	Annual Budget 2024–25	Service details
Tenants' Advice and Advocacy Program (TAAS)	\$16.6 million (extra \$1 million plus 4% escalation) Funded by the Rental Bond Board (RBB) (100%)	Provides a community-based tenants' advice and advocacy program to vulnerable and social housing tenants and to provide duty advocacy at NSW Civil and Administrative Tribunal (NCAT). There are 15 services (eight metropolitan and seven regional) and an additional four Aboriginal and Torres Strait Islander (ATSI) services. There are two resource services, including the Tenants' Union of NSW. There is a focus on the most vulnerable in the community based on financial and social disadvantage.
TAAS Special Purpose Fund	\$0.47 million	In 2024–25 four Special Purpose Fund ad hoc grants were provided: - The Retirement Village Residents Association received \$125,000 for its online resource centre. The following grants were provided for rental reform education: - NSW Federation of Housing Associations Inc \$45,000 - Tenants Union of NSW \$149,995, and - RSPCA \$150,000.
Financial Counselling Services Program	\$10.78 million Funded by RBB (77%) and NSW Fair Trading (23%)	Provides free of charge financial counselling services, accreditation of financial counsellors and the national consumer debt hotline. There are 24 service providers (17 regional and seven metropolitan) and nine specialist ATSI services. Services are targeted to financially vulnerable clients.
Aged-care Supported Accommodation Program	\$1.26 million Funded by RBB (100%)	The Seniors Rights Service is funded to provide advocacy, information and education services for older residents in supported accommodation, such as retirement villages, nursing homes, hostels and boarding houses. The service provides direct assistance to around 250 clients per annum as well as conducting education sessions for more than 6,000 attendees.
Strata (Collective Sale) Advocacy Program	\$0.56 million Funded by NSW Fair Trading budget (100%)	Provides legal advice, advocacy services and assistance to NSW strata residential consumers involved in strata collective sale and renewal scheme disputes whose disadvantage would seriously impact their ability to represent themselves. Two services are funded: one for general consumers and one targeting older consumers.
No Interest Loan Scheme Program (NILS)	\$4.07 million RBB (90%) and NSW Fair Trading (10%)	NSW Fair Trading funding provides salaries associated with the operation of NILS in NSW. The program is operated by Good Shepherd Microfinance and capital is provided by the National Bank. There are 22 metro services, 34 regional services; and a state-wide hotline and coordination service. It provides interest free loans to low-income earners to buy essential household items and services, such as washing machines, refrigerators or dental services. The service targets financially disadvantaged people.

Subsidence Advisory NSW

Subsidence Advisory NSW supports communities living in areas of NSW where underground coal mining may cause subsidence.

Subsidence Advisory NSW:

- operates a 24-hour emergency hotline for the public to report mine subsidence dangers
- manages subsidence damage compensation claims to homes and other structures
- regulates development in mine subsidence districts to help reduce potential damage (includes building and subdivision approvals)
- provides information and guidance to the community on coal mine subsidence; and
- delivers subsidence safety awareness campaigns and messaging to communities across various platforms including community events.

Its annual mine safety awareness campaign ran from April to June 2025 to educate communities living in subsidence hole risk areas about the potential dangers of mine subsidence from old coal mine workings. It also included community activations and collaboration with community groups, local councils and Service NSW offices, ensuring widespread distribution of safety information.

In 2024-25 Subsidence Advisory NSW:

- approved development in mine subsidence districts with an estimated total value of over **\$4.4 billion** and assessed **3,966** individual development applications
- responded to **248** emergency mine subsidence reports, including subsidence holes, through its 24-hour response service
- received **151** claims and paid **\$9.84 million** in compensation for residential, commercial and infrastructure claims for damage caused by mine subsidence.

Professional Standards Authority

The Professional Standards Authority provides regulatory and general support services for the Professional Standards Councils in each state and territory, which are responsible for the approval and supervision of professional standards schemes operated by occupational and professional associations. The schemes are legal instruments that limit the civil liability of professionals and require associations to set and improve the professional standards of their members and protect consumers of professional services. Current schemes relate to the accounting, legal, surveying, certifier, valuer and computer science professions.

The Professional Standards Authority provides an annual report on the Professional Standards Councils work and activities for each financial year. The report is tabled in Parliament in each Australian state and territory.

SafeWork NSW

SafeWork NSW delivers an extensive range of services aimed at reducing workplace fatalities, injuries and illnesses across NSW. These services include:

- free advisory visits and educational workshops to help businesses identify and manage workplace risks
- financial incentives and support programs to encourage investment in safety improvements
- licensing and registration services for high-risk work activities
- specialist testing and assessment services to ensure compliance with safety standards
- access to practical resources, including a hazard library and multi-lingual safety materials to support diverse workplaces
- evidence-based regulatory compliance activities to protect workers and preventing harm in workplaces.

These services reflect SafeWork NSW's commitment to building safer, healthier, and more resilient workplaces across NSW.

Internal capability

Following recommendations from an independent review by the Hon. Robert McDougall KC and a performance audit by the NSW Audit Office, SafeWork NSW implemented a new structure to meet modern regulatory expectations. Reshaping teams and focusing efforts where they are most needed has better positioned SafeWork NSW to manage its complex responsibilities and support safer workplaces.

In March 2025, the *Work Health and Safety Amendment (Standalone Regulator) Bill 2025* was passed by Parliament. The new law provided for SafeWork NSW to become a Public Service executive agency related to DCS from 1 July 2025. It provided for the SafeWork Commissioner to be the head of the division and for the SafeWork Advisory Council to advise the Minister for Industrial Relations, and Minister for Work Health and Safety and the SafeWork Commissioner on the strategic direction and priorities of SafeWork NSW and other matters.

Legislative Reforms

Several important legislative changes were introduced to strengthen work health and safety compliance. These changes include:

- **Crystalline silica substances:** From 1 September 2024, new safety regulations came into effect for industries working with crystalline silica substances. These rules apply to the processing of materials containing at least 1% crystalline silica, such as cement, sandstone, bricks, and engineered stone. They are designed to complement the nationwide ban on engineered stone, which commenced on 1 July 2024.
- **New explosives legislation:** From 1 September 2024, amendments to the *Explosives Act 2003* took effect and the *Explosives Regulation 2013* replaced by the new *Explosives Regulation 2024*. These changes are part of a broader commitment to modernise safety standards and ensure the responsible management of explosives in NSW.
- **New offence of industrial manslaughter:** From 16 September 2024, the offence of industrial manslaughter commenced in NSW, carrying maximum penalties of \$20 million for a body corporate and 25 years' imprisonment for an individual.
- **Demolition licensing:** From 1 March 2025, demolition workers in NSW must complete a SafeWork NSW-approved training course, following a two-year transition period. This builds on licensing reforms introduced in March 2023 to improve safety and skills across the industry.
- **Independent regulation:** The *Work Health and Safety Amendment (Standalone Regulator) Act 2025* establishes SafeWork NSW as an independent regulator to commence from 1 July 2025.

Key achievements 2024-2025

Independent Regulator: SafeWork NSW undertook a significant program of work in 2024–25 to reshape its structure in line with modern regulatory expectations. Following detailed planning and consultation, the restructure was successfully delivered on schedule, enabling SafeWork NSW to operate as an independent regulator from 1 July 2025, as legislated by the *Work Health and Safety Amendment (Standalone Regulator) Bill 2025*.

SafeWork NSW Strategic Plan 2024-2029: SafeWork NSW released a new five-year strategic plan for 2024–2029 aimed at securing safe and healthy workplaces across the state. The plan clearly defines our purpose, strategic objectives, and performance measures to track progress toward its goals. It is accompanied by the Annual Regulatory Statement 2024-2025 that outlines key areas for attention and reform for the financial year.

Health and Safety Representative (HSR) Forums: SafeWork NSW hosted HSR forums in nine regional locations, with over 640 attendees from all industries and business sizes. The events aimed to strengthen HSR knowledge, build networks, and support their role in workplace safety. Training covered consultation, risk management, and legislative responsibilities, promoting peer learning and empowering HSRs to more confidently represent workers and improve safety.

Regional Building and Construction Symposium: The biennial WHS symposium was held at CommBank Stadium and followed six regional roadshows across NSW. The symposium brought together over 700 industry, union, government, and workforce representatives. The symposium and the regional events shared best practices, gathered industry feedback, and addressed key topics like psychosocial hazards, silica law reforms, and safety amid skills shortages. They strengthened partnerships and promoted a proactive safety culture in regional construction.

Healthy Minds, Safer Sites: SafeWork NSW visited 426 construction sites to raise awareness of psychological health risks. Inspectors promoted available resources, addressed mental health concerns, and encouraged supportive, communicative workplaces. The campaign highlighted the impact of psychosocial hazards and the importance of recognising behavioural change, driving safer, mentally healthier construction environments.

Shop, Charge and Recycle campaign: Inter-division collaboration between NSW Fair Trading, Fire and Rescue NSW, SafeWork NSW, and the NSW Environment Protection Authority is helping educate and support businesses and workers on the safe use of lithium-ion batteries. This joint effort raises awareness of associated risks and promotes best practices for handling, storage, and recycling. By aligning regulatory oversight, emergency response, and safety guidance, the agencies are working together to improve safety across industries that rely on lithium-ion battery technology.

Annual Regulatory Statement 2024-2025

SafeWork NSW set out its regulatory priorities for the year in a public annual regulatory statement available on its website. SafeWork NSW progressed its regulatory priorities by addressing critical risks such as working at heights, psychosocial harm, hazardous substances, injuries involving mobile plant and machinery, and harms to workers in the health care and social assistance sector. These efforts were supported by targeted compliance campaigns, tailored resources, and close collaboration with industry groups, unions, and community stakeholders to promote safer practices.

Engagements

In 2024–25, SafeWork NSW carried out a range of engagement activities aimed at promoting harm prevention and strengthening compliance capability across workplaces. A summary of these engagement efforts is presented in the following table.

Table 13: SafeWork NSW Engagements 2024–25

SafeWork NSW Engagements	2024–25
Requests for service	15,213
Enquiries (calls to 13 10 50, web forms and emails)	19,952
Incident notifications	9,375
Website page views	5,376,854
Social media posts	952
YouTube video views	483,320
Small business rebate applications approved	2,906

Small Business Rebate Program

The Small Business Rebate Program processed 5,980 applications and approved 2,906 rebates. SafeWork NSW provided \$2.69 million in funding towards rebating the costs of workplace health and safety items. In addition to the rebated costs received, small businesses contributed a further \$1.49 million in workplace improvements. This amounts to a total investment of \$4.19 million for safety improvements in NSW workplaces. The below data summary provides rebates paid in 2024–25 across the different hazard categories.

- Hazardous noise, chemicals and sun exposure
- Slips, trips, and falls
- Heavy lifting, carrying, or doing the same task often
- Being hit by moving objects or isolated at work
- Moving machinery, plant, or vehicles

Licensing

The licensing system managed by SafeWork NSW ensures that individuals are properly trained and fully competent to operate specific equipment or perform certain types of high-risk work in NSW. This system plays a vital role in upholding safety standards by requiring licences for activities such as asbestos removal, demolition, and the handling of explosives. Through thorough assessment and regulation, SafeWork NSW helps safeguard workers, businesses, and the wider community.

Table 14: SafeWork NSW Licensing 2024–25

Licencing	2024–25
New licence applications finalised	169,315
Renewals finalised	74,590
Renewals refused	52
Total of all currently held licences and authorisations (includes licences, certificates, registrations, permits and notifications)	2,589,414

Compliance and enforcement activities

SafeWork NSW’s compliance and enforcement activities are guided by the National Compliance and Enforcement Policy, which promotes a consistent and transparent approach across jurisdictions. This policy outlines the key principles regulators follow when monitoring and enforcing compliance with the *Work Health and Safety Act 2011* and Regulations, ensuring fairness, accountability, and effectiveness in regulatory actions.

SafeWork NSW interactions

In 2024–25, SafeWork NSW undertook a broad range of compliance and enforcement activities, as outlined in the following tables. These activities include providing tailored advice, information, and education to help duty holders meet their obligations, as well as issuing notices and taking enforcement actions based on the level of risk or potential harm in the workplace.

During this period, SafeWork NSW employed 380 inspectors who conducted almost 57,300 interactions with workplaces and issued more than 23,400 notices in response to identified risks and breaches.

Individuals who are dissatisfied with a notice or decision issued by a SafeWork NSW inspector or authorised officer have the right to request a formal review. In 2024–25, SafeWork NSW completed 280 internal reviews of such decisions, all within the required statutory timeframes, ensuring transparency and accountability in its regulatory processes.

Table 15: SafeWork NSW Compliance action 2024–25

Compliance action	2024–25
Proactive activities (workplace advisory visits, project activity, verification audits)	20,531
Workshops, presentations, seminars and forums	514
Response activities (requests for service, workplace incidents, enforceable undertakings)	13,427
Non-field response activities – not in a workplace or in the field (resolution of an incident or request for service, providing advice, interviews, desktop audits)	22,811

Table 16: SafeWork NSW Notices issued 2024–25

Notices issued	2024–25
Improvement notices	13,500
Prohibition notices	3,205
Penalty notices	1,024
Other SafeWork issued notices	5,712

Table 17: SafeWork NSW Enforcement decisions 2024–25

Enforcement decisions	2024–25
Legal proceeding resulting in a conviction, order or agreement	80
Legal proceedings commenced in 2024–25 (proceedings commenced may not conclude until subsequent years)	262
Fines ordered by the Courts	\$8,787,800.00

Enforceable undertakings

In 2024–25, SafeWork NSW accepted seven enforceable undertakings as alternatives to prosecution, which are expected to deliver approximately \$3.4 million in work health and safety improvements across NSW. Nine undertakings accepted in previous years were successfully completed during 2024–25, contributing a further \$7.4 million in safety enhancements benefiting workplaces, industry, and the broader community.

SafeWork NSW inspectorate training

SafeWork NSW undertakes training and development for inspector roles through its registered training organisation. For 2024–25, the numbers of graduating inspector numbers were:

- total of 37 graduating inspectors from the Class of 2023 completed Diploma of Government (Workplace Inspection)
- total of five graduating inspectors for the Advanced Diploma of Government (Workplace Inspection) – supporting career progression.

Policy, Strategy and Governance

Portfolio Policy and Cabinet

The Portfolio Policy and Cabinet (PP&C) team within Policy, Strategy and Governance (PSG) manages the Department's engagement with Executive Government, Cabinet and the NSW Parliament. It supports Executive Government through the development of robust and evidence-based policy and reform proposals to inform government decision making.

The PP&C team is responsible for coordinating advice to Ministers, Cabinet and Parliament including through the regular Budget Estimates process and requests for information under Standing Order 52.

Aboriginal Outcomes Unit

Aboriginal and Torres Strait Islander Digital Inclusion in NSW: Baseline Evaluation and NSW Aboriginal and Torres Strait Islander Digital Inclusion Roadmap

DCS and BlaQ Aboriginal Corporation co-lead Closing the Gap socio-economic outcome 17, which aims to achieve equal levels of digital inclusion for Aboriginal and Torres Strait Islander people by 2026. DCS and BlaQ Aboriginal Corporation have completed a research project which includes an Aboriginal and Torres Strait Islander Digital Inclusion in NSW: Baseline Evaluation (the Report) and the NSW Aboriginal and Torres Strait Islander Digital Inclusion Roadmap (the Roadmap).

The Report and Roadmap deliver on a Key Action Area for DCS and the Minister for Customer Service and Digital Government under the 2022–2024 NSW Implementation Plan for Closing the Gap. The Report and Roadmap were officially launched on 8 July 2025 during NAIDOC Week.

Cyber and Information Security Office

The cyber threat environment confronting government continues to escalate in scale, sophistication and intent. Nation-state actors, cybercriminal syndicates and opportunistic threat actors are increasingly targeting public institutions to disrupt services, exfiltrate data and erode public trust. These threats are no longer theoretical, they are persistent, well-resourced and adaptive, exploiting both legacy vulnerabilities and emerging technologies to achieve their aims.

DCS acknowledges this threat landscape as a significant strategic risk to the continuity of government services, the protection of citizen information and the confidence of the community in our digital systems. Cyber security is considered a whole of department responsibility which acts as a critical enabler of operational resilience, service delivery and trust in government.

Throughout 2024–2025, DCS continued to strengthen its cyber posture through targeted investment in multiple domains as guided by the DCS's Cyber Security Strategy 2024–2027. The Cyber Security Strategy is threat driven, risk informed and aligned with the NSW Cyber Security Policy and respective mandatory requirements. As the digital backbone of government, we take a leadership role in setting the standard for secure service delivery, ensuring that every system, transaction and engagement with government is resilient by design and secure by default.

Brand, Digital and Communications

The Brand, Digital and Communications (BDC) team plays a critical role in supporting all NSW Government agencies to deliver cost effective advertising and manages trusted government-owned communication channels which regularly outperform paid advertising.

Government advertising and media buying

BDC managed a \$76 million whole-of-government media buying contract in 2024–25, driving efficiency and value through centralised procurement.

It supported the government's election commitments to reduce advertising expenditure by \$30 million annually, increase multicultural and Aboriginal media spend from 7.5% to 9% per campaign and spend an additional \$1 million advertising in regional newspapers.

BDC also reviewed more than 350 campaign proposals, providing strategic advice and quality assurance across government advertising activity.

One place to engage our NSW community

The Have Your Say platform on nsw.gov.au continued to play a central role in enabling public participation in government decision-making. In 2024–25, the platform supported 139 community consultations - a 25% increase on the previous year - with a customer satisfaction rate of 93% for consultation ease of use.

Community emails and stakeholder communications

BDC continued to deliver all-of-government email communications to millions of NSW residents and businesses. In 2024–25:

- consumer and business electronic direct mails (EDM) reached 7.3 million people, with around 3.5 million readers per month and an exceptionally low unsubscribe rate of 0.13%
- crisis communication emails supported stakeholder groups and kept communities informed during severe weather events.

Policy, Strategy and Governance

DCS campaigns and media engagement

BDC oversaw 10 major public information campaigns that supported community safety, wellbeing and awareness and DCS social media accounts engaged 529,000 followers, generating 64 million impressions across around 3,000 posts, including video content.

The team managed around 1,400 media enquiries and issued 200 media releases to promote awareness of key government services and initiatives.

Customer, Data and Insights

Prompting people to protect their data from scams

The NSW Behavioural Insights Unit tested and improved communications that help people take action to protect their data after data breaches or scams (such as by updating passwords or personal details). The Unit conducted online and real-world tests of prompts to enable action, reviewed guidance provided to agencies and prepared an evidence check on the latest science supporting this behaviour change. The Information and Privacy Commission NSW has released new guidance to agencies reflecting this advice.

Supporting national data reform

The NSW Data Analytics Centre (DAC) is coordinating NSW's participation in the National Data Disability Asset (NDDA) and its contribution to the creation of the Australian National Data Integration Infrastructure (ANDII). The ANDII is a joint undertaking between the Commonwealth and State and Territory governments to create a national data infrastructure to support data sharing, integration and linkage on a national scale. The ANDII is the underlying infrastructure for the enduring NDDA.

In December 2024, the Commonwealth Department of Social Services announced the release of the first data from the NDDA which included 18 datasets and ensures the NDDA contains the most up-to-date data on Australians with disability, their key demographics and experiences of disability. The NDDA is a world first, co-governed asset that has for the first time, linked de-identified data to improve outcomes for people with disability.

Delivering Climate Risk Insights for NSW Government Assets

The DAC is supporting the Department of Climate Change, Energy, the Environment and Water (DCCEEW) to deliver the Climate Risk to Assets Disclosure Dashboard. The solution will quantify climate risks, assess impacts, support mandatory reporting and identify risk hotspots and trends. The Climate Risk to Assets Disclosures dashboard is a public sector first - supporting the visualisation of more than 200 million data points with integrated and streamlined digital access management process that facilitates secure access to all participating agencies.

Bringing the voices of the NSW community to government decision-making

The NSW Performance and Wellbeing Framework maps progress on the NSW Government's key priorities by reporting a set of performance and wellbeing measures that connect the budget decisions of government with the wellbeing of the NSW community. To support this, the DCS Customer Insights team, in partnership with NSW Treasury, has developed survey-based indicators to bring people's voices to the centre of government decision-making.

These measures capture community sentiment and customer experiences – from self-reported disaster preparedness and volunteering in the community, to customer satisfaction and trust in government services, and the ability to resolve issues on the first try when interacting with a government service. Together, these indicators help ensure that NSW's policy and investment decisions are informed by not just economic data, but people's lived experiences and perceptions.

Government Shared Services

In 2024–25 Government Shared Services (GSS) comprised of the Information Communications Technology function for DCS, and a small team to assist with the development of the business case for the Shared Services Optimisation – GovConnect Onboarding Program and the management of machinery of government changes coming into effect on 1 July 2025.

Key achievements for the division include:

- successful funding approval in the 2025–26 NSW Budget for the Shared Services Optimisation – GovConnect Onboarding Program to migrate a further 27 GovConnect client agencies and 22,000 users onto the myWorkZone platform, with the aim to have 80% of agencies (excluding Health, Education and Transport) on a unified shared services platform
- preparatory activities to transfer over 750 shared services staff from the Department of Communities and Justice and the Department of Planning, Housing and Infrastructure, through a machinery of government change (or Administrative Arrangements Order) effective 1 July 2025.

Information Communications Technology

The DCS Information Communications Technology (ICT) function continues to deliver high-impact outcomes aligned with strategic priorities, operational excellence, and digital transformation goals.

DCS maintains its commitment to robust cyber security and governance standards, achieving ISO/IEC 27001:2022 certification with no new findings or non-conformances reported and delivering 99.99% uptime across core platforms to ensure reliable service delivery and uninterrupted access to critical systems. This outcome reflects strong internal controls and proactive risk management practices.

Use of technology

In 2024–25, DCS strengthened its commitment to ethical and responsible AI adoption by implementing the AI Assessment Framework (AIAF) across key departmental functions. This implementation was guided by a compliance plan endorsed by the DCS Enterprise Architecture Governance Board and supported by governance oversight and annual attestations to ensure consistent and transparent use of AI-enabled technologies.

People and Culture

Implementation of People and Culture programs and the DCS Strategy

In 2024–25 People and Culture has embedded the DCS Strategy of making NSW a safer, fairer, easier and more productive place to live, underpinned by the government sector core values of integrity, trust, service and accountability. People and Culture has continued to develop a workplace and culture that represents the communities we serve, values our people and their wellbeing and enables our teams to achieve DCS's goals.

People and Culture focuses on creating a mentally healthy workplace. New roles have been created to focus on the proactive management of psychosocial hazards and providing advice on complex psychological cases. This has led to a new DCS Psychosocial Health and Safety Framework that will deliver an uplift across DCS on proactive psychosocial risk management, positive reframing of our support services to normalise use, along with building practical tools and resources for our people through the 'my mental fitness' hub.

In 2024–25 People and Culture developed a People Plan and People and Culture Business Plan to define collective purpose, provide clarity on key priorities for People and Culture and enhance alignment with the DCS Strategy and the broader government priorities.

Learning Refresh

People and Culture continue to uplift the DCS Work Health and Safety Management System to help mature our safety culture. Our aim is to be more proactive in managing work health and safety risks and improve our identification and reporting of hazards and incidents to deliver improved health and wellbeing outcomes for all our people.

People and Culture has delivered an innovative update to the DCS learning model through the roll out of 'Refresh Learning'. The updated learning curriculum provides more succinct training focused on key content, aligning with policies and key challenges and delivered in a flexible and accessible way, allowing our people to complete learning in a way that suits them. The important learning includes an expanded suite of topics to ensure our people are aware of their compliance requirements, how to access support, build a speak up culture and clearly communicate how new policies and procedures impact the workplace.

Leadership capability uplift

DCS continues its commitment to building leadership strength through a suite of Leadership Development initiatives including the continuing deployment of 'Elevate Leadership', which was awarded the Best Leadership Development Strategy in 2024 by the Australian Human Resources Institute.

As of March 2025, 1,100 leaders had completed Elevate Leadership with a further 350 leaders enrolled for 2025–26. This program is focused on developing world-class leaders who support their people to drive outcomes, building on their own strengths and amplifying their leadership capability.

Participants and their managers consistently report increased confidence and capability, with the core leadership concepts embedded into daily leader practices. The program is recognised as enabling leadership excellence across DCS. Elevate Edge continues to be an immersive learning experience for senior leaders.

A new targeted masterclass was developed and deployed, Mastering Leadership Conversations, to support leaders in navigating important conversations, whether that be workplace presence, performance, change or wellbeing. As of 30 June 2025, 932 leaders have attended, with demand for additional sessions expected. A customised version of the masterclass was delivered at the DCS Senior Executive Forum in April 2025, offering senior leaders a collective leadership experience they could take to their teams. There will be a continuing focus on equipping leaders with the skills they need to manage their teams effectively in line with the strategic focus on Operational Excellence.

Workplace Presence

The Premier's Workplace Presence circular in August 2024 required DCS's approach to flexible working to be refreshed and we undertook extensive consultation across the organisation. This included both in-person and virtual facilitated sessions, as well as specific surveys to understand key areas of concern for various employees. Using these key insights DCS updated its Flexible Working Policy and created specific guidance for people such as those living with a disability, with caring responsibilities or working regionally. The Flexible Working Policy went through a consultation process and was progressively implemented from February to May 2025.

People and Culture

Talent Attraction and Management

People and Culture continues to place a significant focus on addressing recruitment, internal mobility and resourcing across DCS. People and Culture's Talent Team continue to develop strategies to ensure DCS attracts and retains the best candidates and employees. DCS ensures recruitment practices are inclusive and transparent to help attract a diverse candidate pool so DCS's workforce reflects the communities it serves. People and Culture successfully renewed the Disability Confident Recruiter accreditation for 2024–2025 which reflects ongoing efforts to create a truly inclusive workplace.

DCS continues support for employee mobility in line with the NSW Government Workforce Mobility Placement Policy introduced in January 2024. The approach enables employees impacted by change to be matched to roles at grade across the entire NSW Government sector, assisting in retaining experienced staff and skills across the public sector.

NSW Registry of Births, Deaths and Marriages

The NSW Registry of Births, Deaths and Marriages (the Registry) maintains a complete, accurate, secure and permanent register of life events in NSW, and issues certified information from the Register in accordance with the *Births, Deaths and Marriages Registration Act 1995*.

2024–25: a snapshot

The Registry recorded a snapshot of its service delivery, including:

- Life events registered - 211,930
- Certificates issued - 404,128
- Civil ceremonies conducted - 3,462
- Family history research applications actioned - 21,058

Change of sex legislation

In October 2024 the *Equality Legislation Amendment (LGBTIQA+) Act 2024* (Equality Act) passed the NSW Parliament. This came into effect on 1 July 2025. There were two specific changes related to the Registry:

- undergoing a medical procedure will no longer be required for a person applying to change their sex in NSW
- if a child is born where variations of sex characteristics do not allow for an easy assignment of sex, parents will have an extended time of 180 days after the date of birth to register the birth of their child.

During 2024–25, the Registry worked to implement these changes through the creation of new and updated digital and paper forms, website information and pathways to better support customers.

The Registry worked closely with other Commonwealth and NSW agencies to ensure they were equipped to implement any necessary changes arising from the Equality Act changes, and with Service NSW, delivering training for Service NSW and Registry staff around the new legislative requirements to ensure all customers are well supported from 1 July 2025.

New intuitive digital forms

The Registry developed new, intuitive online forms with secure identity validation using the Document Verification Service. In 2024–25 new forms were released for the Birth Registration Statement, birth certificates, marriage certificates and change of sex application.

Free birth certificates for vulnerable and disadvantaged people

A key priority for the Registry is ensuring that vulnerable and disadvantaged people can access their identity documents. Accessing a birth certificate can be the first step in getting a job, securing accommodation, enrolling in education, or accessing government benefits.

The Registry puts \$1 from every ordinary certificate sale towards a community engagement fund dedicated to helping those in need.

In 2024–25, the Registry delivered 5,557 free birth certificates to vulnerable and disadvantaged people, including children, First Nations people and eligible people in custody.

Community engagement events

Registry staff from the Vulnerable Communities team travelled across the State to connect with people who are vulnerable and disadvantaged.

In 2024–25, the Registry attended 100 community engagement events where they helped people meet the proof of identity requirements or navigate the application process.

Partnered with others to help those in need

As part of the Registry's community engagement program, staff connected with community organisations who support vulnerable and disadvantaged people and their families.

In 2024–25, the Registry collaborated with Legal Aid NSW, Service NSW, Revenue NSW, Corrective Service NSW, Youth Justice NSW, and various community organisations and others across the not-for-profit sector to help people register life events and obtain copies of their certificates.

Increase in civil weddings

The Registry's Pyrmont Bay venue provides secure accommodation for staff and an appropriate space to hold cost-effective civil weddings for the public. The new location is proving to be popular, with 3,417 couples married by the Registry in 2024–25, as compared to 2,933 for the same period in 2023–24. This is an increase of 16% year on year.

Major works

Table 18: New major works in 2024–25

Project name	Total expenditure to 30 June 2025 (\$'000 excl GST)	Estimated total cost (\$'000 excl GST)	Start (year)	Completion date (actual or estimated)
Extreme Cyber Risk Reduction	1,514	16,514	2024	2027
Total new major works	1,514	16,514		

Table 19: Continuing major works in 2024–25

Project name	Total expenditure to 30 June 2025 (\$'000 excl GST)	Estimated total cost (\$'000 excl GST)	Start (year)	Completion date (actual or estimated)	Details of any significant: cost overruns, delays, amendments, deferrals, cancellations
Office Refurbishment and Rationalisation	182,554	209,021	2005	2035	Extended to 2035
ICT Projects	125,601	153,527	2004	2035	Extended to 2035
Data Centre Consolidation Acceleration Program	13,355	23,650	2013	2035	Extended to 2035
Technology Asset Replacement Program	19,954	41,443	2014	2035	Extended to 2035
Securing the benefits of Digital Licensing	13,889	39,671	2024	2026	N/A
Spatial Data Infrastructure Program	33,241	44,485	2014	2028	N/A
Revenue NSW – Critical System Maintenance	22,613	44,370	2017	2028	N/A
ICT Development Program	27,286	36,064	2014	2028	N/A
Revenue Collections System (MARS) Technology Refresh	20,070	28,035	2022	2026	N/A
Corsnet Sustaining Capital	1,291	4,951	2019	2029	N/A
OneGov Digital Services Gateway	8,633	11,444	2013	2028	N/A
Building and Construction Reform Establish NSW Building Commission	-	2,300	2023	2026	Project commencement delayed
Establishing a Strata and Property Services Commissioner	-	2,041	2024	2026	N/A
Parking Space Levy System Enhancements	-	2,234	2024	2026	N/A
Digital Restart Fund – Live.NSW (Digital Twin)	28,207	28,207	2021	2025	Complete

Major works

Project name	Total expenditure to 30 June 2025 (\$'000 excl GST)	Estimated total cost (\$'000 excl GST)	Start (year)	Completion date (actual or estimated)	Details of any significant: cost overruns, delays, amendments, deferrals, cancellations
Digital Restart Fund - DCS GovConnect Cyber Resilience Program - Project Trust	20,027	20,027	2021	2024	Complete
Property Tax Reform	14,040	14,040	2022	2024	Complete
Digital Restart Fund - Modernise Licencing and Compliance Program	96,633	96,633	2020	2024	Complete
Shared Equity Scheme	11,513	11,513	2022	2024	Complete
Births Deaths and Marriages Relocation	7,269	7,269	2021	2024	Complete
Digital Restart Fund - Complaints, Compliance & Enforcement Program	31,306	31,306	2022	2024	Complete
Digital Restart Fund - Mining Royalty Management System Enhancement	2,549	2,549	2022	2024	Complete
Construct NSW - Regulatory Framework	2,242	2,242	2022	2024	Complete
Digital Restart Fund - OneCX	7,100	7,100	2023	2024	Complete
Total	689,373	864,122			

Implementation of Price Determinations

No price determinations were made for services provided by DCS and its related entities in 2024–25.

Major assets, acquisitions, and disposals

Clause 6(2) of the *Government Information (Public Access) Regulation 2018* requires government departments to make certain ‘open access information’ publicly available, including:

- a list of the DCS’s major assets (excluding land holdings), appropriately classified and highlighting any major acquisitions during the previous financial year (clause 6(2)(a))
- the total number and total value of properties disposed of by DCS during the previous financial year (clause 6(2)(b)).

Major DCS assets and acquisitions

During the reporting year, DCS owned 11 major assets:

- 904-945 Londonderry Rd, Londonderry, NSW 2753 *
- 23 Bethlehem St, Cringila, NSW 2502
- 46 Birdwood St, Corowa, NSW 2646
- 40 Gilmore Place, Queanbeyan West, NSW 2620
- 25 Sullivan Rd, Douglas Park, NSW 2569
- 36 Murphy Circuit, Ashtonfield, NSW 2323
- 67 Andrew Rd, Valentine, NSW 2280
- 190 Woodward St, Orange, NSW 2800
- 59 Icely Rd, Orange, NSW 2800
- 21 Libra Cl, Elmore Vale, NSW 2287
- 28 Libra Cl, Elmore Vale, NSW 2287

No major assets were acquired during 2024-25.

Disposals

One (1) major asset was disposed of during 2024-25.

- 35 Regent St, Chippendale, NSW 2008.

The value of the disposed property was \$19,500,000 **.

Further information

Further information about DCS assets, acquisitions and disposals can be found in the Financial Statements section of this report.

Please note that some DCS entities produce their own separate annual reports as required under legislation, including the NSW Telco Authority and Service NSW. Further information about major assets, acquisitions and disposals for these agencies can be found in their annual reports.

* SafeWork NSW began operation as a Public Service executive agency related to DCS from 1 July 2025. Historically, SafeWork NSW’s major assets have been included within the Department and Customer Service major assets, acquisitions and disposals disclosure, and have been included in the above major asset listing due to remaining under DCS ownership for the reporting period 1 July 2024 to 30 June 2025. In subsequent reporting periods, details of SafeWork NSW’s major assets, acquisitions and disposals will be found in SafeWork NSW’s annual report.

** 35 Regent St, Chippendale, NSW 2008 was transferred to Property and Development NSW through an Equity Transfer arrangement in January 2025.

Research and development

Digital NSW

Government Technology Platforms

Government Technology Platforms (GTP) contributed to the AI-assisted Translations Pilot by partnering with the Office of the Chief Scientist to explore multilingual hazard warning translations in HazardWatch, using AI to improve accessibility for non-English speakers.

Building Commission NSW

Strata Defects Survey

Following on from the 2023 Strata Defects Survey, Building Commission NSW partnered with Strata Community Association (NSW) to conduct a second strata defects survey looking into the prevalence of serious defects in class 2 residential apartments (from 2016 to 2022) in NSW.

In the 2023 report, the research found that 53% of the buildings have had serious defects in common property, however, there has been a decrease in serious defects since the *Residential Apartment Buildings (Compliance and Enforcement Powers) Act 2020* and *Design and Design and Building Practitioners Act 2020* came into force in 2020. There were 642 surveys completed using the Strata Hub. The key findings and research report were published on the NSW Government website in November 2023.

The 2025 Strata Defects Survey was launched on 18 June 2025. The survey closed on the 31 August 2025 with the aim of achieving the same or a higher completion rate to the previous 2023 survey. This is the third strata defects survey looking into the prevalence of serious defects in class 2 residential apartments (from 2018 to 2024) in NSW. The report and findings are anticipated to be published in late 2025.

Consumer Confidence Survey Overview

The Consumer Confidence Survey was launched to assess sentiment around apartment purchases in NSW, identify key influences, and explore ways to improve confidence.

The 2022 report found only 30% of residents felt confident, with concerns around affordability, trust, quality, and negative media though confidence improved with stronger compliance measures.

Building on these insights, the 2025 survey aims to track shifts in consumer sentiment, evaluate the impact of recent regulatory initiatives, and measure awareness and engagement with Building Commission NSW.

The Consumer Confidence Survey has now closed. Focus groups and in-depth interviews with NSW residents and industry stakeholders has commenced. The consumer confidence report and findings are anticipated to be published in late 2025.

Fair Trading and Regulatory Services

Strata Knowledge research

NSW Fair Trading engaged Strata Knowledge to conduct research toward developing a prescribed strata management agreement form. The objectives are to:

- strengthen protections for strata owners by ensuring agreements are fit for purpose
- support managers to develop compliant agreements where owners and managers understand their rights and responsibilities
- enhance oversight of this part of the strata sector by enabling NSW Fair Trading auditing through the digital platform
- identify opportunities for the agreement to regulate conduct in lieu of prescriptive rules under the *Strata Schemes Management Act 2015* and *Strata Schemes Management Regulation 2016*
- identify complementary reforms across the sector that will better enable these objectives.

The project commenced in April 2025 and is due to be completed by 30 September 2025. A report will then be provided to NSW Fair Trading's Strata and Property Services Commissioner.

Research and development

Strata Hub – customer-driven value

NSW Fair Trading conducted four rounds of customer research in the first half of 2025 to identify and design new Strata Hub features that provide the most customer value and support the vision of the Strata Hub being the go-to place for strata matters in NSW.

The research explored product ideas and prototypes to test how they can work to address pain points experienced by people living and working in strata. A mixture of online surveys and one on one interviews was completed with a total of 210 participants, comprising a mixture of people living in strata and strata managing agents. The research will continue during the life of Strata Hub enhancements.

The findings have provided valuable insights and have led the design and development of current Strata Hub enhancements. The result is value driven and customer focused product delivery and a future roadmap that ensures the investment into the Strata Hub delivers for people living and working in strata in NSW.

SafeWork NSW

In 2024–25, SafeWork NSW completed a number of research projects. The former Centre for Work Health and Safety closed in November 2024.

Completed research projects

SafeWork NSW completed several research projects aimed at improving workplace safety. These include developing a wellbeing intervention for older workers in nursing and construction, creating a self-assessment tool to strengthen WHS leadership, and producing practical guidelines for managing asbestos-contaminated soil during non-destructive digging. Additional projects addressed electrical safety in agriculture and welding fume exposure, with targeted campaigns and resources to raise awareness and promote safer practices.

Ongoing research focuses on enhancing regulatory effectiveness and engagement. Projects include identifying WHS gaps in emerging work practices through the Regulator Readiness initiative, tracking safety trends via the Radar WHS surveillance program, and improving communication with micro and small businesses to support better safety outcomes.

Policy, Strategy and Governance

Closing the Gap Socio-Economic Outcome 17: Digital Inclusion

DCS is the NSW Government lead division co-leading Closing the Gap (CtG) socio-economic outcome (SEO) 17: ‘by 2026, Aboriginal and Torres Strait Islander people have equal levels of digital inclusion’, with NSW Coalition of Aboriginal Peak Organisations (CAPO) partner, BlaQ Aboriginal Corporation.

In July 2025, DCS and BlaQ released the Aboriginal and Torres Strait Islander Digital Inclusion in NSW: Baseline Evaluation (the Report) and the NSW Aboriginal and Torres Strait Islander Digital Inclusion Roadmap. The research, conducted by Nous Group in partnership with DCS and BlaQ, captures data, statistics and recommendations from 22 yarning circles, across 14 communities. This research is the first study of its kind in NSW.

The Report establishes a baseline measurement on digital inclusion across four domains: access, affordability, ability and media participation and found that many Aboriginal and Torres Strait Islander people are engaging in the digital world even though they experience barriers.

When looking at each of the domains, the Report found affordability is the greatest barrier to digital inclusion followed by media participation.

Performance framework and review

As part of the 2025-26 NSW State Budget, NSW Treasury published Budget Paper 2, The Performance and Wellbeing Statement, which reports on both the performance of government services and the wellbeing of the people of NSW. It meets the Government’s legislated performance reporting requirements as outlined in the *Government Sector Finance Act 2018*.

Wellbeing metrics and performance indicators track progress against domains of life and service areas that communities have said are important to them, and that the Government is prioritising. Through reporting progress, the Performance and Wellbeing Framework brings together evidence to highlight opportunities for reform and innovation.

The Framework is based on feedback from NSW Treasury’s consultation in 2024, as well as the Public Accounts Committee inquiry. A framework for performance reporting and driving wellbeing outcomes in NSW. The Framework emphasises the importance of reporting data in a meaningful and representative way for different population groups.

The NSW Government has undertaken an iterative process to select wellbeing metrics and performance indicators, considering feedback from the NSW community. These measures have been chosen with the goal of informing a comprehensive and well-balanced picture on community wellbeing and government performance.

The DCS contribution to the Performance and Wellbeing Statement comprised three performance indicators, and one wellbeing indicator, under the wellbeing themes of Community, and Connected.

Community

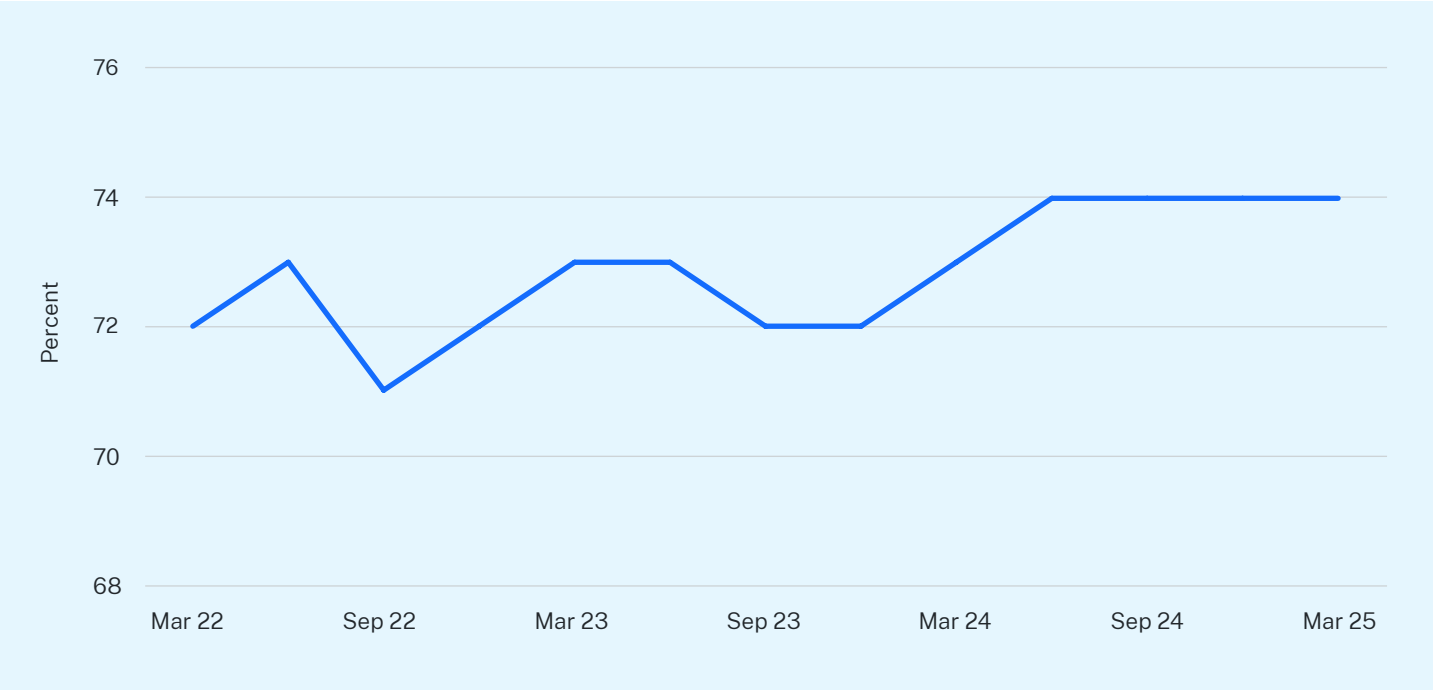
Trust in NSW Government services [performance indicator]

High levels of satisfaction with a government service can increase the perceptions of trust in government services. Government agencies can earn trust by delivering promised services that respect and value community feedback.

DCS, through its Customer Experience Survey (CXS), asks respondents to rate the extent they trust government services to be working in their best interests.

Trust in NSW Government services is measured based on the proportion of respondents that selected ‘trust a great deal’ or ‘somewhat trust’ that the government services is working in their best interests. Between March quarter 2022 and March quarter 2025, overall trust in NSW Government services has been relatively stable, ranging from 71.0% to 74.2%. The results for March quarter 2025 highlight that the level of trust in government services was higher in NSW at 74.0% compared to Victoria and Queensland at 67.6% and 72.8%, respectively.

Figure 2: Trust in government services, NSW



Performance framework and review

Connected

Satisfaction with government services *[wellbeing indicator]*

Satisfaction with government services improves the overall quality of life for individuals and families by ensuring that essential services such as health, transport and public safety are delivered effectively and efficiently.

The proportion of NSW residents satisfied with government services increased from 75.1% in the March quarter 2022 to 76.1% in the March quarter 2025.

Figure 3: Customers satisfied with government services, NSW



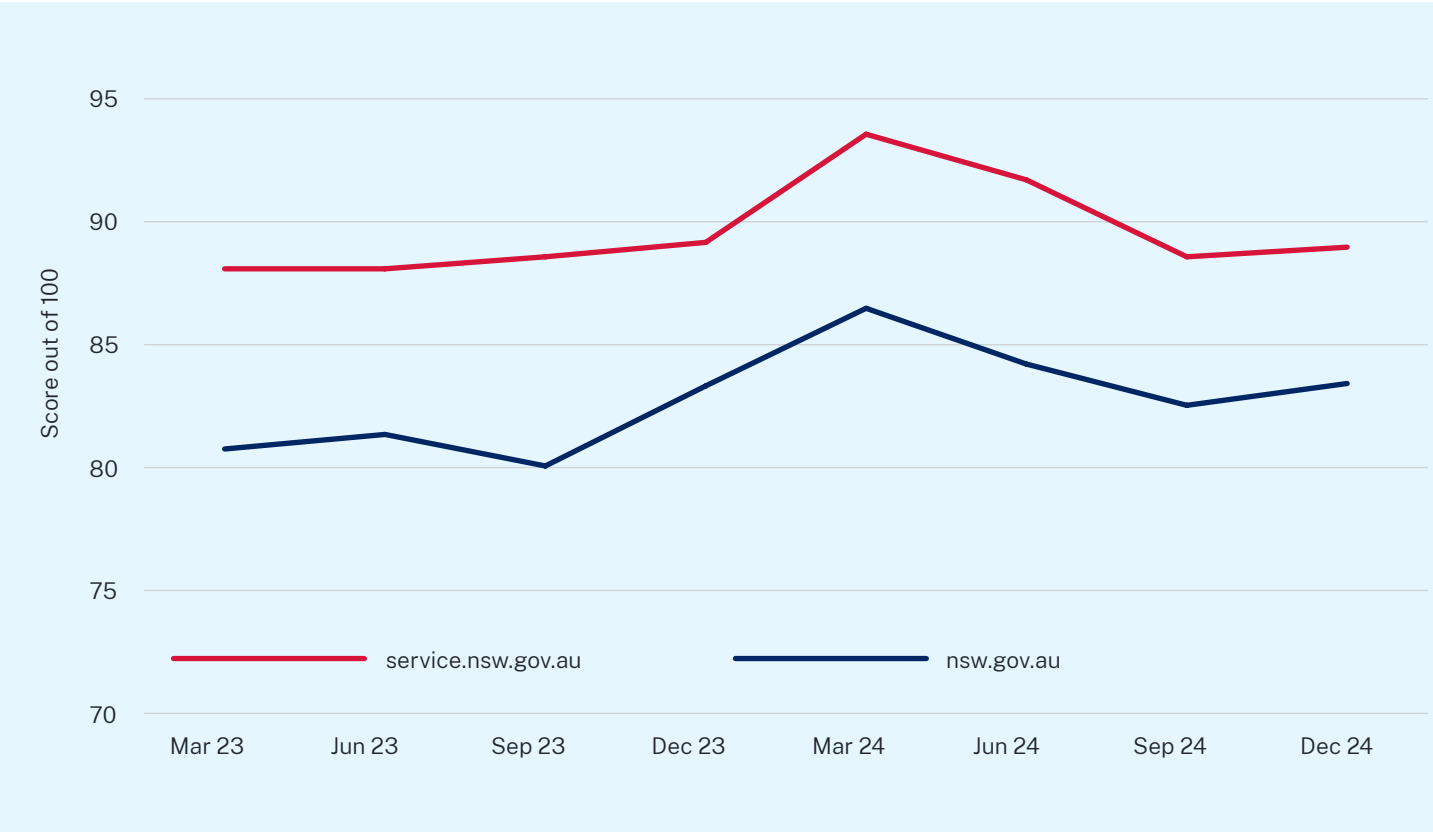
Performance framework and review

Accessible NSW Government websites *[performance indicator]*

Accessible government websites ensure all people, including people with a disability, have equal opportunities to access digital content published by the NSW Government. Accessibility is scored out of 100 with higher scores reflecting higher accessibility for 'nsw.gov.au' and 'service.nsw.gov.au' websites.

The 'nsw.gov.au' website aims to conform to the Website Content Accessibility Guidelines (WCAG) at level AA. The 'nsw.gov.au' website's average score increased from 80.7 in the March quarter 2023 to 83.4 out of 100 in the December quarter 2024. Average scores for the 'service.nsw.gov.au' website rose slightly from 88.0 to 88.9 during this period. Both websites experienced a surge in scores in the March quarter 2024, with 'nsw.gov.au' reaching a high of 86.5 and 'service.nsw.gov.au' reaching a high of 93.6. Significant fluctuations in accessibility scores reflect ongoing content, design and technical changes on the websites which can impact accessibility scores.

Figure 4: NSW Government websites that conform to accessibility standards

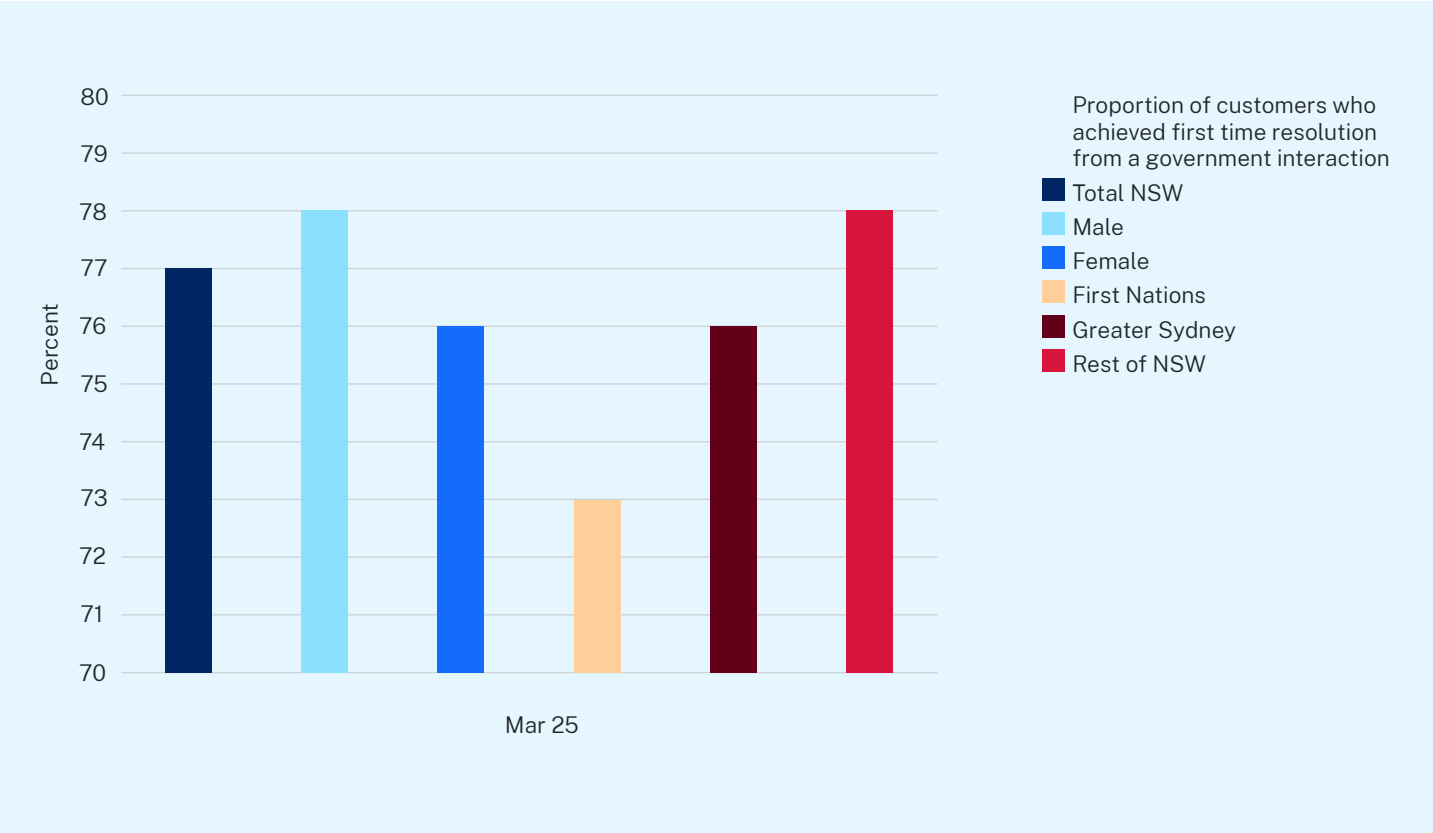


Performance framework and review

Effective resolution from a government interaction *[performance indicator]*

A measure of the effectiveness of government services is the extent to which customers are able to reach an outcome on their first attempt. Since data collection began, in the March quarter 2025, 77.2% of customers were able to reach an outcome on their first attempt when interacting with a government service.

Figure 5: Effective resolution from a government interaction



Economic or other factors affecting achievement of operational objectives

2024-25 saw the community experience some challenging issues across NSW ranging from natural disasters and cost of living pressures to housing security for renters.

DCS has invested in making sure the community is kept well informed and aware of all the assistance that is available. This was facilitated by direct communications via all-of-government electronic direct mail campaigns.

Examples of this include using the newsletter to raise awareness of the new rental laws that ended 'no grounds' evictions, communicating what cost of living relief is available and tips to help families reduce costs as well as raising awareness of grants available for various disaster affected communities and businesses across NSW.

DCS related entities’ annual reports – Office of the Registrar General

The Office of the Registrar General (ORG) is the regulator of the NSW land title system. This includes overseeing NSW Land Registry Services (NSW LRS), which operates NSW land titles registry under a concession with the NSW Government, and Electronic Lodgement Network Operators in NSW, who maintain national digital platforms for lodging land title dealings, such as transfer and mortgages.

ORG also advises government on relevant land title legislation, regulation and policy, is an independent arbitrator of disputed title boundaries, and administers the Torrens Assurance Fund – a statutory compensation scheme designed to compensate people who, through no fault of their own, suffer loss or damage as a result of the operation of the *Real Property Act 1900*.

Table 20: ORG Legislative reform projects

ORG Reform	Details
Strata Schemes Legislation Amendment Act 2025	Passed the NSW Parliament in early 2025. The Act introduces new vendor disclosure requirements in the conveyancing process to notify buyers of strata and community title properties about embedded electricity networks and other exclusive supply networks affecting the scheme. This important consumer protection will give buyers a better understanding of the likely costs they will incur and services they will benefit from once they own the property.
Conveyancing and Real Property Amendment Bill 2025	Makes miscellaneous amendments to modernise and streamline the legislative framework supporting the land title system and clarifies vendor disclosure requirements for certain options. It passed the NSW Legislative Council in June 2025.
Off the plan contracts and covenant consultation	ORG developed and published a discussion paper in early 2025 seeking feedback on a range of reform options to bolster buyer protections and increase transparency in off the plan contracts. Separately, the paper considered proposals to simplify the process to remove obsolete restrictive covenants from land titles.
Powers of Attorney	In September 2024, ORG remade the Powers of Attorney Regulation 2024, which sets out prescribed forms for general and enduring powers of attorney. Separately, ORG is working with relevant state, territory and Commonwealth agencies to review ways to strengthen protections for vulnerable people against misuse of enduring powers of attorney.
Transitioning from paper to digital survey plans	ORG, together with Spatial Services, continued to work with NSW Land Registry Services (LRS) to transition from paper to digital survey plans as part of the NSW Government digital reform agenda. In 2024–25, around 12,450 deposited plans and 1,800 strata plans were lodged with NSW LRS. In 2024–2025, NSW LRS examined over 7,184 Deposited Plans in a hybrid process using digital data captured by Spatial Services, an increase of approximately 685 plans compared to the previous year. ORG, Spatial Services and NSW LRS are working with industry groups to support changes that will allow registered surveyors to submit structured digital data alongside the visual plan image. This will enhance access to cadastral information, eliminate manual data entry, and provide faster, more accurate data for users across the land development sector.
Updating the eConveyancing regulatory framework	During 2024–25, ORG continued to support work towards a competitive market environment for eConveyancing. The interoperability reform is being led by the Australian Registrars’ National Electronic Conveyancing Council (ARNECC). In June 2024, State and Territory Ministers published a joint statement on the need for the Commonwealth government and regulators to support the reform to help address banks’ concerns. In addition, ARNECC notified stakeholders it would pause the design, build and testing work while these issues are resolved, further noting that jurisdictions would continue to consider actions and options to support the reform. ARNECC has commenced two reviews of the interoperability reform to identify and resolve issues and inform next steps.
Strategic scanning project	In 2024–25, Government Records Repository continued conservation work on damaged, historically-important land titling records reaching back to the first land grants in NSW and Australia. The three million images that have already been digitised can be accessed publicly through the Historical Land Records Viewer at hlrv.nswlrs.com.au

DCS related entities' annual reports – Office of the Surveyor General

The Office of the Surveyor-General is part of Spatial Services and operates in accordance with the *Surveying and Spatial Information Act 2002* (S&SI Act) and the *Surveying and Spatial Information Regulation 2017* which was replaced by *Surveying and Spatial Information Regulation 2024* (S&SI Regulation). The S&SI Act provides for the:

- coordination, evaluation, and maintenance of certain state cadastral information
- qualification, registration, regulation and integrity of land and mining surveyors
- coordination of surveys carried out by public authorities
- establishment of a state control survey and advice to the NSW Government relating to the collection, collation, and dissemination of spatial information other than surveys.

The Surveyor-General of NSW is the NSW Government's principal advisor on surveying and spatial information.

The statutory functions cover surveying and positioning infrastructure, geographical naming, electoral boundaries and maintaining the integrity of the State's cadastre and State control survey.

Highlights and achievements

In 2024-25 the Office of the Surveyor-General:

- completed updates to the S&SI Regulation in line with best practice. The *Surveying and Spatial Information Regulation 2024* commenced on 1 March 2025
- reviewed the following Surveyor-General's Directions to ensure consistency and quality of practice across the surveying industry:
 - SGD1 – Approved Permanent Survey Marks – published in August 2025
 - SGD2 – Preparation of Locality Sketch Plan – published in August 2025
 - SGD5 – Calibration of Electronic Distance Measuring (EDM) Equipment – published in December 2024
 - SGD6 – Water as a boundary – published in May 2025
 - SGD7 – *Surveying and Spatial Information Regulation 2024* – Applications – published March 2025
- maintained 12 regional Electronic Distance Measuring baselines to enable surveyors to calibrate their surveying instruments and ensure compliance with legislation

- maintained National Association of Testing Authorities accreditation and National Measurement Institute appointment as a verifying authority under the provisions of the *National Measurement Act 1960* (Cth)
- assessed applications received under the S&SI Act and the S&SI Regulation including:
 - applications for survey mark removal
 - applications for exemption from the provisions of the S&SI Act
 - applications for proposed development at Trigonometrical Station sites
- chaired the Preservation of Survey Infrastructure Collaborative Working Group with Transport for NSW to maintain the integrity of the State control survey and the State cadastre
- contributed to national spatial program under Intergovernmental Committee on Surveying (ICSM). Supporting collaborative efforts to enhance spatial data standards and interoperability across jurisdictions
- ensured the State's control survey is authoritative, accurate, current and complete
- supported the propagation, sourcing, and improvement of the State control survey
- provided survey services for government aerial imagery and LiDAR (Light Detection and Ranging, a remote sensing method) capture programs
- provided survey services for the upgrade and update of the spatial representation of property boundaries (also known as the Digital Cadastral DataBase (DCDB))
- presented at over 15 industry events on a wide range of topics to contribute to the ongoing development of skills and knowledge of surveyors and the community.

CORSnet-NSW

CORSnet-NSW is a network of Global Navigation Satellite System (GNSS) tracking stations that provides cm-level positioning across NSW. The network is made up of 213 Continuously Operating Receiver Stations (CORS) supporting accurate positioning, machine guidance and autonomous driving in industries such as construction, mining, agriculture and the property sector. The CORSnet-NSW network is owned, operated and maintained by Spatial Services with delivery to customers via 2 Value Added Resellers and Geoscience Australia through Positioning Australia.

CORSnet-NSW achievements this year include the successful operation of CORSnet-NSW in the amazon Web Services cloud, with system availability exceeding 99.99%.

DCS related entities’ annual reports – Office of the Surveyor General

Ongoing maintenance and upgrades of the CORSnet-NSW stations continued in line with service level agreements for equipment currency. These include:

- receiver upgrade program – 20 receivers were upgraded, bringing the total to 246 receivers since the beginning of the replacement and modernisation project in 2017
- battery refresh and lithium upgrades – 53 sites received new or upgraded batteries. Of those sites 20 were upgraded to lithium batteries as part of a focus on upgrades to lithium batteries which require an entire cabinet refit. This brings the total to 77 lithium upgraded sites since the project began at the beginning of 2022
- modem upgrade – 28 upgraded modems were installed. 19 sites were upgraded to dual communications (two network service providers for redundancy). Four of these sites were upgraded to 5G network accessible, further enhancing latency times and accuracy of services There was no interruption to services as a result of the Telstra 3G shutdown. This is due to the preparation by the team over the past two years
- four new CORS builds at Rutherford, Ashley, Yass 2 and Concord.

Survey Control Information Management System

The Survey Control Information Management System (SCIMS) is a database that contains the coordinates, heights and related attributes for Permanent Survey Marks which make up the State Control Survey established under the direction of the Surveyor General of NSW. This information is collected under the S&SI Act 2002 and the S&SI Regulation 2024. SCIMS is maintained for the purposes of cadastral boundary definition, engineering surveys, mapping, and a variety of other spatial applications.

In 2024-25, SCIMS achievements include:

- addition of 2,536 new survey marks
- updated coordinates for a further 379 marks
- processed more than 2,804 locality sketch plans
- launch of plastic Cover Box for Permanent Survey Marks (both cheaper and lighter).

Table 21: Number and type of survey marks issued during 2024–25

State Survey Mark					Permanent Mark			
Type 1	Type 2	Type 15	Type 16	Type 15 pin only	Cover box	Stainless steel pin	Brass screw	Number plate
26	229	1,014	346	16	447	326	1,832	1,011

The Office of the Surveyor-General is commencing a new three-year project to deliver a modernised SCIMS, in collaboration with the other business area in Spatial Services. This project aims to modernise and streamline the existing SCIMS management, access, and utilisation of NSW survey data through the development of a centralised, accessible, and reliable database. It will enhance customer experience, enabling intuitive interaction with survey data, including filtering, overlaying, and exporting in formats aligned with regulatory needs. A new self-service interface will be introduced for customers to directly submit survey data, images, and Locality Sketch Plans, supporting both bulk and individual uploads with integrated quality assurance.

DCS related entities’ annual reports – Geographical Names Board

The Geographical Names Board of NSW (GNB) is the authority for place naming in NSW. It operates under the *Geographical Names Act 1966* and manages policy documents on addressing and geographical naming in NSW. GNB’s responsibilities include:

- assigning and determining place names, and maintaining the State gazetteer of place names
- approving that a recorded name of a place shall be its geographical name
- determining address locality (suburb) boundaries
- investigating and determining the form, spelling, pronunciation, origin and history of place names
- evaluating road name proposals and maintaining a list of road names for the State gazetteer
- supporting the production, aggregation, publication and usage of standardised address data across NSW.

Place names help shape our connection to location and are an important part of the social and cultural fabric of NSW. The GNB is responsible for ensuring that place names reflect community sentiment and acknowledge the state’s rich cultural diversity.

Accurate and consistent place names are essential for emergency response, mail and service delivery, and both personal and professional navigation. GNB is committed to a transparent and inclusive approach to place naming, making decisions in line with the clear guidelines and principles set out in the GNB of NSW Policy – Place Naming.

Achievements

In 2024-25 the GNB officially launched on nsw.gov.au, aligning with the NSW Government’s whole-of-government digital strategy. This transition supports a single, user-focused digital platform designed to improve access to services and information.

The GNB also commenced publishing place name stories to celebrate the diversity, cultural significance and meaning behind names being assigned across NSW. These stories help build public awareness and appreciation for the history and community contributions reflected in place naming.

Furthering its engagement with the historical and academic community, the GNB delivered a presentation at the Royal Australian Historical Society’s Annual Conference, showcasing the important role of place naming in preserving local heritage and identity.

In support of Aboriginal language revitalisation, the GNB held a booth at the Aboriginal Languages Gathering hosted by the Aboriginal Language Trust, providing an opportunity to connect with community members and promote the inclusion of Aboriginal place names across the state.

The Reawakening Aboriginal Place Names Video was awarded a 2024 DCS Excellence award in the ‘Together, we create a culture of care and belonging’ category.

Production figures

The following table gives a breakdown of the place names that were formalised in the reporting year in comparison to previous years.

Table 22: Placenames that were formalised in the reporting year comparison to previous years

Designation	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25
Address locality (suburb) names and boundaries	10	16	22	11	23	43
Road names (evaluated)	1,135	1,468	1,808	1,428	1,101	1,099
Dual names	1	0	6	1	2	0
Place names	92	46	59	75	41	44

DCS related entities’ annual reports – Geographical Names Board

Governance

Members are appointed to the Board under section 3 of the *Geographical Names Act 1966*. The Board met formally on five occasions during the year. The Board also held four extraordinary meetings.

The following table shows the 2024-25 Board members and how many of the five formal meetings were attended by each member.

Table 23: 2024–25 Board members and how many of the five formal meetings were attended by each member

Members of the Board	Board meetings attended in 2024–25
Narelle Underwood Surveyor General of NSW. Ex-officio position. Chair of the Board	5
Lauryn Bae Brokate Representing Department of Customer Service. Ex-officio position (position vacated in February 2025)	2
James Bates Representing Department of Customer Service. Ex-officio position (from February 2025)	1
Richard Neville Representing State Library. Ex-officio position	4
Aoife Wynter Representing Department of Planning, Housing and Infrastructure. Ex-officio position	3
Amanda Moylan Representing Department of Planning, Housing and Infrastructure. (Acting for Aoife Wynter at meeting held March 2025) Ex-officio position	1
Simon Chan Representing Multicultural NSW	4
Cr. Alice Glachan Representing Local Government and Shires Association of NSW	4
Dr. Alanna Kamp Representing Geographical Society of NSW	4
Dr. Andrew Burrridge Representing Geographical Society of NSW (Acting for Dr. Alanna Kamp at meeting held July 2024)	1
Cr. Anne Dennis Representing NSW Aboriginal Land Council	1
Rebecca Mathias Representing NSW Aboriginal Land Council (Acting for Cr. Anne Dennis at meeting held July 2024)	1
Prof. Carol Liston Representing Royal Australian Historical Society	4

DCS related entities’ annual reports – Geographical Names Board

Counsellors and attendance

Section 6 of the *Geographical Names Act 1966* provides the Board with authority to appoint counsellors to advise on matters within its powers and functions.

The following table shows the counsellors who were active in 2024-25.

Table 24: Counsellors who were active in 2024-25

Counsellors to the Board	Advice	Board meetings attended in 2023–24
Dr Peter Orlovich	Historical issues	3
Dr Jakelin Troy	Language issues	4
Julie Christie, Australia Post	Issues relating to addresses	1
Marina DeGabriele, NSW Fire and Rescue	Emergency services	2
Terry Kass	Historical and geographical issues	5
Thomas Grinter, Deputy Surveyor General	Policy and Governance	3 (+2 as A/Chair)

5. Management and accountability



Employment statistics

Division	Full Time Equivalent (FTE) over time ¹⁹			
	2022 ¹	2023 ¹	2024 ¹	2025 ¹
Better Regulation Division ⁸	1,676.7	1,947.9		
Births, Deaths and Marriages ¹³				180.2
Building Commission NSW ⁹			426.6	472.4
Corporate Services ^{3,11,16}	809.7	991.4	831.6	
Customer, Delivery and Transformation ⁴	523.6	654.9	594.2	
Digital NSW ^{2,18}	878.9	1,150.5	1,234.0	985.5
Government Shared Services ¹⁴				278.1
Independent Review Office ⁷	56.8	65.0	66.8	62.1
Information and Privacy Commission ⁵	32.2	26.4	26.8	29.1
Long Service Corporation ¹⁵				141.1
NSW Fair Trading ¹⁰			841.5	743.6
Office of the Chief Financial Officer ¹⁶				132.9
Office of The Secretary ³	58.4	48.0	67.3	3.0
People and Culture ¹¹			219.2	292.2
Personal Injury Commission ⁷	153.2	172.3	173.3	171.2
Policy, Strategy and Governance ¹⁷				795.5
Revenue NSW	1,441.9	1,769.4	1,776.1	1,819.4
SafeWork NSW ¹²			755.0	732.5
Small Business Commission ⁸	53.3	39.6	39.1	38.2
State Insurance Regulatory Authority ⁶	302.1	412.6	446.2	446.6
NSW Government Telecommunications Authority ^{2,18}				364.5
Total¹⁵	5,986.8	7,278.0	7,497.7	7,651.9

Notes:

1. Full time equivalent (FTE) staff (excludes chairpersons, casuals, contractor/ agency staff, statutory appointments, trustees, council committee members, staff on secondment to other agencies and staff on long term leave without pay). Statistics are based on Workforce Profile census data as at 23 June 2022, 22 June 2023, 20 June 2024 and 19 June 2025.
2. Digital NSW was renamed from ICT and Digital Government in 2020. NSW Government Telecommunications Authority transferred out of Digital NSW in 2025.
3. Government and Corporate Services (GCS) was renamed Corporate Services (CS) in July 2019. Ministerial Services staff transferred from GCS to the Office of the Secretary in March 2017. CS was disbanded in September 2024 with Office of the Chief Financial Officer being reported as a separate division. Procurement moved into Office of the CFO, DCS Chief Information Office moved into Government Shared Services, Cyber and Information Security Office, Governance Risk and Assurance, DCS Transformation and Legal moved into Policy, Strategy and Governance and Workplace Services moved into People and Culture.
4. Customer, Delivery and Transformation (CDT) was created in July 2019, which included the transfer of NSW Births, Deaths and Marriages (BDM), the Customer Service Commission, the Data Analytics Centre, and the Behavioural Insights Unit into the portfolio. CDT Strategy, CDT Delivery Unit, and Brand, Digital and Communications (BDC) were newly formed in July 2019 when the division was created. CDT was disbanded in September 2024 and merged into other divisions across the Department.

Employment statistics

5. Information and Privacy Commission NSW transferred to DCS in July 2019.
6. Dispute Resolution Services division of the State Insurance Regulatory Authority transferred to the Personal Injury Commission on 1 March 2021.
7. Small Business Commission transferred to DCS on 1 April 2022.
8. Liquor, Gaming and Racing transferred out of DCS on 1 April 2022. These staff are not included in the figures.
9. Building Commission NSW was created on 1 December 2023.
10. NSW Fair Trading was created as a separate division on 1 December 2023.
11. From 2024, People and Culture is reported separately to CS.
12. SafeWork NSW was created as a separate agency on 1 December 2023.
13. BDM transferred out of CDT in September 2024.
14. Government Shared Services was formed in September 2024 with DCS Chief Information Office transferring from CS.
15. Long Service Corporation transferred out of NSW Fair Trading in March 2025, to be a standalone agency.
16. Office of the CFO transferred out of CS in September 2024, Procurement also transferred out of CS and into Office of the Chief Financial Officer.
17. Policy, Strategy and Governance was formed in September 2024, and was comprised of Cyber and Information Security Office, Governance Risk and Assurance, DCS Transformation and Legal from CS, BDC, Customer Data and Insights from CDT, Office of the Secretary and Executive support moved from Office of the Secretary and Strategy and Analytics moved from People and Culture.
18. NSW Government Telecommunications Authority moved from Digital NSW and became a standalone agency in September 2024.
19. The FTE equivalent headcount is the total employee headcount based on the number of hours a person works where a full-time employee is equal to 1 FTE.
20. The increase in FTE staffing observed in prior years was primarily driven by the growth, scale, and complexity of programs the Department was required to deliver. This expansion was in response to the COVID-19 pandemic and successive natural disasters during 2020–21 and 2021–22, and continued into 2022–23 as the Department assumed additional responsibilities for whole-of-government initiatives, particularly in Communications and Media, Digital Transformation, Service Delivery, Disaster Response, and Building and Property Regulation.
21. Further information regarding employees of the Department that provide personnel services to statutory bodies can be found in the annual reporting information of the statutory body.

Employment statistics

Senior executive statistics

In 2024–25, 7.0% of DCS employee-related expenditure was for senior executives, similar to 7.0% in 2023–24. This figure excludes Service NSW who produce their own annual report.

Substantive classification

The Public Service Senior Executive cohort excludes any employees who have been temporarily reclassified due to acting arrangements and are not substantively appointed to senior executive roles.

Senior executive statistics

2024 ^{1 2 3}					2025 ^{1 2 3 4}			
Senior Executive Band	Female	Male	Total	% Representation by Women	Female	Male	Total	% Representation by Women
Band 4 (Secretary)	0	1	1	0.0%	0	1	1	0.0%
Band 3 (Deputy Secretary)	4	3	7	57.1%	6	3	9	66.7%
Band 2 (Executive Director)	21	16	37	56.8%	23	21	44	52.3%
Band 1 (Director)	96	88	184	52.2%	91	81	172	52.9%
Total	121	108	229	52.8%	120	106	226	53.1%

2023–24 ⁴			2024–25 ⁴	
Senior Executive Band	Salary range (\$)	Average remuneration	Salary range (\$)	Average remuneration
Band 4 (Secretary)	\$509,251 - \$588,250	\$588,250	\$509,251 - \$588,250	\$588,250
Band 3 (Deputy Secretary)	\$361,301 - \$509,250	\$457,813	\$361,301 - \$509,250	\$460,135
Band 2 (Executive Director)	\$287,201 - \$361,300	\$330,018	\$287,201 - \$361,300	\$332,715
Band 1 (Director)	\$201,350 - \$287,200	\$245,438	\$201,350 - \$287,200	\$247,823

1 Senior executive statistics exclude casuals, contractor/agency staff, statutory appointments, staff on secondment to other agencies and staff on long term leave without pay

2 Statistics are based on Workforce Profile census data as at 20 June 2024 and 19 June 2025.

3 All employees reported in 2024 and 2025 are appointed under the Government Sector Employment Act 2013. Salary band based on substantive assignment.

4 In 2024–2025, three new Band 3 roles were established: Managing Director, NSW Telco Authority (upgraded from Band 2); Deputy Secretary, Government Shared Services; and Deputy Secretary, Policy, Strategy and Governance. The Deputy Secretary, CDT role was discontinued.

Employment statistics

Reclassified for inclusion of acting PSSE

Public Service Senior Executive (PSSE) cohort includes any non-senior executive employee who has acted in a single senior executive role for 3 or more months as at census date.

Reclassified for inclusion of acting PSSE

2024 ^{1 2 3}					2025 ^{1 2 3}			
Senior Executive Band	Female	Male	Total	% Representation by Women	Female	Male	Total	% Representation by Women
Band 4 (Secretary)	0	1	1	0.0%	0	1	1	0.0%
Band 3 (Deputy Secretary)	4	3	7	57.1%	6	3	9	66.7%
Band 2 (Executive Director)	21	16	37	56.8%	23	21	44	52.3%
Band 1 (Director)	96	88	184	52.2%	101	91	192	52.6%
Total	121	108	229	52.8%	130	116	246	52.8%

2023–24 ⁵			2024–25 ⁴	
Senior Executive Band	Salary range (\$)	Average remuneration	Salary range (\$)	Average remuneration
Band 4 (Secretary)	\$509,251 - \$588,250	\$588,250	\$509,251 - \$588,250	\$588,250
Band 3 (Deputy Secretary)	\$361,301 - \$509,250	\$457,813	\$361,301 - \$509,250	\$460,135
Band 2 (Executive Director)	\$287,201 - \$361,300	\$330,018	\$287,201 - \$361,300	\$332,715
Band 1 (Director)	\$201,350 - \$287,200	\$245,518	\$201,350 - \$287,200	\$245,688

1 Salary ranges effective at the Workforce Profile census dates of 20 June 2024 and 19 June 2025.
2 Senior executive statistics exclude casuals, contractor/agency staff, statutory appointments and staff on secondment to other agencies.
3 Statistics are based on Workforce Profile census data as at 20 June 2024 and 19 June 2025.
4 All employees reported in 2024 and 2025 are appointed under the Government Sector Employment Act 2013. Salary band based on substantive position, except for non-executive employees acting in a single senior executive role for a period of 3 months or more as at the census date 19 June 2025.
5 Salary ranges effective at the Workforce Profile census dates of 20 June 2024 and 19 June 2025.

Employment statistics

Consultants

Consultant	Category	Division	Purpose	Amount (\$)
Fifth Frame Pty Ltd	Consultancy	Digital NSW	To review organisational structure and operating model of Digital NSW	113,550.00
7 Rules Cyber Pty Ltd	Consultancy	Digital NSW	Engagement of Independent Panel Members to support Review of Cyber Security across NSW government	187,176.01
Price, Michelle Clare	Consultancy	Digital NSW	Engagement of Independent Panel Members to support Review of Cyber Security across NSW government	59,428.80
Fair Consulting Group	Consultancy	Government Shared Services	Review of the GovConnect SAP platform to support planning and transition to MyWorkZone as a shared service provider for NSW agencies	168,000.00
Bastion Insights Pty Ltd (Professional Services as per Reporting Pack)	Consultancy	SafeWork NSW	Testing effectiveness, relevance and clarity of SafeWork NSW 2025 campaign on safety compliance at work and get-home-safe for NSW workers.	149,820.00
SFDC Australia Pty Limited	Consultancy	Digital NSW	To assess architectural design of Salesforce products to ensure optimal functionality, privacy and security compliance for implementation of Incident Remediation Platform for data breach prevention.	156,000.00
Fifth Frame Pty Ltd	Consultancy	Government Shared Services	To define an operating model and organisational structure for Government Shared Services.	112,440.00
GHD Pty Ltd	Consultancy	SafeWork NSW	Independent review and validation of industry impacts and the determination of a strategic approach to addressing identified risks following industry consultation on solid ammonium nitrate separation distances by SafeWork NSW.	163,830.00
Strata Knowledge Pty Ltd	Consultancy	NSW Fair Trading	A comprehensive study on strata management agreements and practices to complement reforms and strengthen protection for owners and managers.	125,000.00
Silverspan Pty Ltd	Consultancy	Government Shared Services	Undertake an independent review of ICT funding to validate the GovConnect cost and recovery model for future planning and to support the development and establishment of Government Shared Services (GSS).	90,300.00
Subtotal – engagements costing \$50,000 and above				\$1,325,544.81
Other external consultancy engagements less than \$50,000 (16 engagements)				\$358,054.69
Key consultancy engagements during 2024–25 for the DCS principal department				\$1,683,599.50

Employment statistics

International travel

The following table lists overseas visits undertaken by our officers and employees during 2024–25 and the main purpose of those visits. The table includes visits by officers within the DCS principal department only. Some agencies within DCS publish their own annual reports. Further information about overseas visits by officers from these agencies is available in their annual reports.

Date	Officer	Destination	Purpose
October 2024	Director Policy and Litigation, Office of the Registrar General	Canada	To attend the 2024 Registrars of Title Conference (ROTC).
November 2024	Executive Officer, Office of the Secretary	New Zealand	To attend face-to-face session for work-based project, for Australia and New Zealand School of Government (ANZSOG) Executive Master of Public Administration study.
November 2024	Electrical Engineer, SafeWork NSW	New Zealand	Routine quality audit of TestSafe client manufacturer to ensure safe use of equipment in industry.
December 2024	Senior Engineer, SafeWork NSW	Malaysia and Vietnam	Routine quality audit of TestSafe client manufacturer to ensure safe use of equipment in industry.
March 2025	Senior Engineer, SafeWork NSW	China and South Africa	Routine quality audit of TestSafe client manufacturer to ensure safe use of equipment in industry.
April 2025	Manager, Behavioural Insights Unit, Policy, Strategy and Governance	Malaysia	To present on the NSW Sludge Audit Method and to meet with officials from the Malaysian Government and the Asian Productivity Organisation. This travel was at the invitation and expense of the Malaysian government.
May 2025	Government Chief Information and Digital Officer	Spain	To contribute Digital NSW's insights on best practices and represent DCS as a guest of the Organisation for Economic Co-operation and Development (OECD) to assist a provincial council in its efforts to design and deliver inclusive government services that foster a more connected and sustainable territorial development.

Legislation administered

Minister for Customer Service and Digital Government

The Minister for Customer Service and Digital Government has the administration of the following Acts (as at 30 June 2025):

- *Access to Neighbouring Land Act 2000* No 2
- *Births, Deaths and Marriages Registration Act 1995* No 62, jointly with the Attorney General
- *Community Land Development Act 2021* No 6
- *Conveyancing Act 1919* No 6
- *Conveyancing and Law of Property Act 1898* No 17
- *Data Sharing (Government Sector) Act 2015* No 60
- *Digital Restart Fund Act 2020* No 15
- *Electronic Conveyancing (Adoption of National Law) Act 2012* No 88
- *Electronic Conveyancing Enforcement Act 2022* No 62
- *Encroachment of Buildings Act 1922* No 23
- *Geographical Names Act 1966* No 13
- *Government Advertising Act 2011* No 35, jointly with the Premier and the Special Minister of State
- *Government Information (Information Commissioner) Act 2009* No 53, jointly with the Attorney General
- *Government Information (Public Access) Act 2009* No 52, jointly with the Attorney General
- *Government Telecommunications Act 2018* No 67
- *Home Building Act 1989* No 147, Parts 6, 6A, 6B and 6C
- *Insurance Protection Tax Act 2001* No 40, jointly with the Treasurer and the Minister for Work Health and Safety
- *Land Sales Act 1964* No 12
- *Licensing and Registration (Uniform Procedures) Act 2002* No 28
- *Motor Accident Injuries Act 2017* No 10
- *Motor Accidents Act 1988* No 102
- *Motor Accidents Compensation Act 1999* No 41
- *Perpetuities Act 1984* No 43
- *Personal Injury Commission Act 2020* No 18, whole Act except: sections 7(1), (2), (6) and (7) and 16 and Schedule 2, clause 15 – jointly with the Attorney General; and sections 7(4), 810, 14 and 15, Schedule 1, clause 7 and Schedule 2, clauses 114, 16 and 17 – the Attorney General solely
- *Powers of Attorney Act 2003* No 53
- *Privacy and Personal Information Protection Act 1998* No 133, jointly with the Attorney General
- *Real Property Act 1900* No 25
- *Relationships Register Act 2010* No 19, jointly with the Attorney General
- *Service NSW (Onestop Access to Government Services) Act 2013* No 39
- *State Insurance and Care Governance Act 2015* No 19, whole Act except: Part 2 and Schedules 1 and 2; and Parts 1 and 4 and Schedule 4 in so far as they relate to Insurance and Care NSW
- *Strata Schemes Development Act 2015* No 51, jointly with the Minister for Building
- *Surveying and Spatial Information Act 2002* No 83
- *Workers Compensation Act 1987* No 70, whole Act except: Part 4 and Part 7, Division 1A
- *Workplace Injury Management and Workers Compensation Act 1998* No 86

Minister for Better Regulation and Fair Trading

The Minister for Better Regulation and Fair Trading has the administration of the following Acts (as at 30 June 2025):

- *Agricultural Tenancies Act 1990* No 64
- *Architects Act 2003* No 89, jointly with the Minister for Building
- *Associations Incorporation Act 2009* No 7
- *Biofuels Act 2007* No 23
- *Boarding Houses Act 2012* No 74, whole Act except: Parts 1 and 5 and Schedule 2, Part 1 – jointly with the Minister for Housing; and Part 4 and Schedule 2, Part 2 – the Minister for Housing solely
- *Building and Construction Industry Security of Payment Act 1999* No 46
- *Building and Development Certifiers Act 2018* No 63, jointly with the Minister for Building
- *Building Products (Safety) Act 2017* No 69, jointly with the Minister for Building
- *Business Names (Commonwealth Powers) Act 2011* No 44
- *Charitable Fundraising Act 1991* No 69
- *Coal Mine Subsidence Compensation Act 2017* No 37
- *Community Gaming Act 2018* No 60
- *Community Land Management Act 2021* No 7
- *Contracts Review Act 1980* No 16
- *Conveyancers Licensing Act 2003* No 3
- *Cooperative Housing and StarrBowkett Societies Act 1998* No 11
- *Cooperatives (Adoption of National Law) Act 2012* No 29

Legislation administered

- *Credit (Commonwealth Powers) Act 2010* No 6
- *Design and Building Practitioners Act 2020* No 7, jointly with the Minister for Building
- *Environmental Planning and Assessment Act 1979* No 203, Part 6 and section 10.13(1)(d), jointly with the Minister for Planning and Public Spaces and the Minister for Building
- *Fair Trading Act 1987* No 68
- *Funeral Funds Act 1979* No 106
- *Gas and Electricity (Consumer Safety) Act 2017* No 15, jointly with the Minister for Building
- *Holiday Parks (Longterm Casual Occupation) Act 2002* No 88
- *Home Building Act 1989* No 147, whole Act jointly with the Minister for Building (except Parts 6, 6A, 6B and 6C)
- *Motor Dealers and Repairers Act 2013* No 107
- *Mutual Recognition (Automatic Licensed Occupations Recognition) Act 2014* No 51
- *Paintball Act 2018* No 44
- *Partnership Act 1892* No 12, in so far as it relates to the functions of the Registrar of the register of limited partnerships and incorporated limited partnerships and to the setting of fees to be charged for maintaining that register, jointly with the Attorney General
- *Pawnbrokers and Secondhand Dealers Act 1996* No 13
- *Personal Property Securities (Commonwealth Powers) Act 2009* No 35, Schedule 1, Part 2, Division 2 and Schedule 1, clause 24, jointly with the Attorney General
- *Plumbing and Drainage Act 2011* No 59, jointly with the Minister for Building
- *Professional Standards Act 1994* No 81
- *Property and Stock Agents Act 2002* No 66
- *Residential Apartment Buildings (Compliance and Enforcement Powers) Act 2020* No 9, jointly with the Minister for Building
- *Residential (Land Lease) Communities Act 2013* No 97
- *Residential Tenancies Act 2010* No 42, whole Act except: Part 7, jointly with the Minister for Housing
- *Retirement Villages Act 1999* No 81
- *Storage Liens Act 1935* No 19
- *Strata Schemes Management Act 2015* No 50
- *Swimming Pools Act 1992* No 49
- *Tow Truck Industry Act 1998* No 111
- *Uncollected Goods Act 1995* No 68

Minister for Building

The Minister for Building has the administration of the following Acts (as at 30 June 2025):

- *Architects Act 2003* No 89, jointly with the Minister for Better Regulation and Fair Trading
- *Building and Development Certifiers Act 2018* No 63, jointly with the Minister for Better Regulation and Fair Trading
- *Building Products (Safety) Act 2017* No 69, jointly with the Minister for Better Regulation and Fair Trading
- *Design and Building Practitioners Act 2020* No 7, jointly with the Minister for Better Regulation and Fair Trading
- *Environmental Planning and Assessment Act 1979* No 203, Part 6 and section 10.13(1)(d), jointly with the Minister for Planning and Public Spaces and the Minister for Better Regulation and Fair Trading
- *Gas and Electricity (Consumer Safety) Act 2017* No 15, jointly with the Minister for Better Regulation and Fair Trading
- *Home Building Act 1989* No 147, whole Act jointly with the Minister for Better Regulation and Fair Trading (except Parts 6, 6A, 6B and 6C)
- *Plumbing and Drainage Act 2011* No 59, jointly with the Minister for Better Regulation and Fair Trading
- *Residential Apartment Buildings (Compliance and Enforcement Powers) Act 2020* No 9, jointly with the Minister for Better Regulation and Fair Trading
- *Strata Schemes Development Act 2015* No 51, jointly with the Minister for Customer Service and Digital Government

Legislation administered

Minister for Finance

The Minister for Finance has the administration of the following Acts (as at 30 June 2025):

- *Betting Tax Act 2001* No 43, jointly with the Treasurer
- *Contractors Debts Act 1997* No 110
- *Duties Act 1997* No 123, jointly with the Treasurer
- *Fines Act 1996* No 99, whole Act jointly with the Treasurer (except Part 2, Divisions 1 and 2 and sections 13, 120 (in so far as it relates to registrars of the courts and the Sheriff) and section 123)
- *First Home Owner Grant and Shared Equity Act 2000* No 21, jointly with the Treasurer
- *Gaming Machine Tax Act 2001* No 72, jointly with the Treasurer and the Minister for Gaming and Racing (except Part 4 and Schedule 1)
- *Health Insurance Levies Act 1982* No 159, jointly with the Treasurer
- *Land Tax Act 1956* No 27, jointly with the Treasurer
- *Land Tax Management Act 1956* No 26, jointly with the Treasurer
- *Loan Fund Companies Act 1976* No 94
- *Payroll Tax Act 2007* No 21, jointly with the Treasurer
- *Payroll Tax Deferral (BlueScope Steel) Act 2015* No 68, jointly with the Treasurer
- *State Debt Recovery Act 2018* No 11, jointly with the Treasurer
- *Taxation Administration Act 1996* No 97, jointly with the Treasurer
- *Unclaimed Money Act 1995* No 75, jointly with the Treasurer

Minister for Work Health and Safety

The Minister for Work Health and Safety has the administration of the following Acts (as at 30 June 2025):

- *Dangerous Goods (Road and Rail Transport) Act 2008* No 95, whole Act (except in so far as it relates to the on-road and on-rail transport of dangerous goods by road or rail, the Minister for the Environment)
- *Explosives Act 2003* No 39
- *Government Insurance Office (Privatisation) Act 1991* No 38, sections 26 and 27
- *Insurance Protection Tax Act 2001* No 40, jointly with the Treasurer and the Minister for Customer Service and Digital Government
- *Motor Accidents (Lifetime Care and Support) Act 2006* No 16
- *Motor Vehicles (Third Party Insurance) Act 1942* No 15
- *NSW Self Insurance Corporation Act 2004* No 106
- *Sporting Injuries Insurance Act 1978* No 141
- *State Insurance and Care Governance Act 2015* No 19, Part 2 and Schedules 1 and 2, and Parts 1 and 4 and Schedule 4 in so far as they relate to Insurance and Care NSW
- *Work Health and Safety Act 2011* No 10
- *Workers Compensation Act 1987* No 70, Part 4 and Part 7, Division 1A
- *Workers Compensation (Bush Fire, Emergency and Rescue Services) Act 1987* No 83
- *Workers' Compensation (Dust Diseases) Act 1942* No 14

Minister for Small Business

The Minister for Small Business has the administration of the following Acts (as at 30 June 2025):

- *Retail Leases Act 1994* No 46
- *Small Business Commissioner Act 2013* No 22

Minister for the Arts

The Minister for the Arts has the administration of the following Act (amongst others) (as at 30 June 2025) (note: the Minister administers other Acts that are within the remit of other agencies)

- *Entertainment Industry Act 2013* No 73

Legislative changes

The following legislative changes were made to legislation administered (solely or jointly with other Ministers) by the **Minister for Customer Service and Digital Government, Minister for Better Regulation and Fair Trading, Minister for Building, Minister for Finance, Minister for Work Health and Safety, and Minister for Small Business** during the 2024-25 financial year.

Amending legislation (Acts assented to during 2024-25)

- *Automatic Mutual Recognition Legislation Amendment Act 2025 No 17*
- *Better Regulation Legislation Amendment (Miscellaneous) Act 2024 No 53*
- *Coal Mine Subsidence Compensation Amendment Act 2024 No 48*
- *Crimes (Domestic and Personal Violence) and Other Legislation Amendment Act 2024 No 59*
- *Environmental Planning and Assessment Amendment (Certification) Act 2024 No 72*
- *Equality Legislation Amendment (LGBTIQA+) Act 2024 No 71*
- *Fines Amendment (Parking Fines) Act 2024 No 79*
- *Industrial Relations Amendment Act 2025 No 8*
- *Justice Legislation Amendment (Civil) Act 2025 No 13*
- *NSW Self Insurance Corporation Amendment (Special Liability Insurance) Act 2024 No 54*
- *Police Amendment (Police Officer Support Scheme) Act 2024 No 60*
- *Residential Tenancies Amendment Act 2024 No 75*
- *Revenue Legislation Further Amendment Act 2024 No 90*
- *State Insurance and Care Governance Amendment (Governance Arrangements) Act 2024 No 88*
- *Statute Law (Miscellaneous Provisions) Act 2024 No 47*
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2024 No 82*
- *Strata Managing Agents Legislation Amendment Act 2024 No 65*
- *Strata Schemes Legislation Amendment Act 2025 No 14*
- *Work Health and Safety Amendment (Standalone Regulator) Act 2025 No 18*

New regulations

- *Births, Deaths and Marriages Registration Regulation 2025 No 297*
- *Explosives Regulation 2024 No 439*
- *Government Advertising Regulation 2024 No 407*
- *Paintball Regulation 2024 No 442*
- *Payroll Tax Regulation 2024 No 443*
- *Powers of Attorney Regulation 2024 No 412*
- *Professional Standards Regulation 2024 No 413*
- *Surveying and Spatial Information Regulation 2024 No 605*
- *Uncollected Goods Regulation 2025 No 243*

Legislative changes

Amending regulations

- *Automatic Mutual Recognition Legislation Amendment (Compensation Fund) Regulation 2025 (SI 275)*
- *Building, Design and Strata Legislation Amendment Regulation 2025 (SI 276)*
- *Coal Mine Subsidence Compensation Amendment (Contributions) Regulation 2025 (SI 210)*
- *Community Land Management Amendment (Pets) Regulation 2024 (SI 543)*
- *Conveyancing (General) Amendment (Telstra Limited) Regulation 2025 (SI 142)*
- *Duties Amendment (Qualified Investors) Regulation 2025 (SI 16)*
- *Explosives Amendment (Miscellaneous) Regulation 2025 (SI 301)*
- *Fair Trading Amendment Regulation 2025 (SI 43)*
- *Fines Amendment (Parking Fines) Regulation 2025 (SI 163)*
- *Government Information (Public Access) Amendment (Crown Solicitor's Office) Regulation 2025 (SI 281)*
- *Home Building Amendment (Information) Regulation 2025 (SI 212)*
- *Home Building Amendment (Supervision Practice Standard) Regulation 2024 (SI 363)*
- *Information Sharing Amendment (Corrective Services NSW) Regulation 2024 (SI 508)*
- *Justice Legislation Amendment (Penalty Notices) Regulation 2024 (SI 30)*
- *Property and Stock Agents Amendment (Landcom Exemptions) Regulation 2025 (SI 146)*
- *Residential (Land Lease) Communities Amendment Regulation 2024 (SI 415)*
- *Residential Tenancies Amendment Regulation 2025 (SI 139)*
- *Residential Tenancies Amendment (Termination Notice for Significant Renovations or Repairs) Regulation 2025 (SI 284)*
- *Strata Schemes Management Amendment (Strata Bond) Regulation 2024 (SI 536)*
- *Work Health and Safety Amendment (Crystalline Silica Substances) Regulation 2024 (SI 390)*
- *Work Health and Safety Amendment (Penalty Notices) Regulation 2024 (SI 288)*
- *Workers Compensation Amendment (Information Disclosure) Regulation 2024 (SI 314)*

Significant judicial decisions

Building Commission NSW

Decision	Brief explanation of the decision
Building Commission NSW matter of Michael Travis Almond	On 23 May 2025, the Local Court convicted Mr Almond of 34 offences under the <i>Home Building Act 1989</i>. Mr Almond was fined \$72,000. Mr Almond was convicted for: - contracting to do residential building work without a licence and a contract of insurance - demanding deposits which exceeded 10 percent - receiving payment for residential building work without having a contract of insurance that complies with the Act.
Building Commission NSW matter of Glenn Lawrence	On 14 March 2025, the Local Court convicted Mr Lawrence ex-parte of 17 offences under the <i>Home Building Act 1989</i>. Mr Lawrence was convicted for: - contracting to do residential building work without a licence and a contract of insurance - demanding deposits which exceeded the maximum - receiving payment for building work without a contract of insurance that complies with the Act. Mr Lawrence was fined a total of \$85,000. The Court ordered that the prosecutor receive 50 percent of the fine value.
Building Commission NSW matter of Walid Omary and Marvelous Building Group	On 26 February 2025, the Local Court convicted Mr Omary, sole director of Marvelous Building Group (the company), of seven offences and the company of four offences under the <i>Home Building Act 1989</i>. Mr Omary was convicted for: - contracting to do residential building work without a licence and a contract of insurance - demanding deposits which exceeded the maximum - receiving payment for building work without a contract of insurance that complies with the Act. The offences for which the company was convicted included: - contracting to do residential building work without a licence and insurance - demanding deposits which exceeded the maximum - receiving payment for building work without a contract of insurance that complies with the Act. Mr Omary was fined \$9,000 and the company was fined \$7,000. The Court ordered that the prosecutor receive 50 percent of the fine value.
Damico v Secretary, Department of Customer Service [2025] NSWCATAP 109	In March 2024, Mr Damico sought a renewal of his contractor licence in the category of painter. In June 2024, the renewal application was refused by the Department of Customer Service (the Department) on the basis that Mr Damico was not a fit and proper person to hold the licence.
Damico v Secretary, Department of Customer Service [2024] NSWCATOD 192	On 7 August 2024, Mr Damico applied to the NSW Civil and Administrative Tribunal (NCAT) for administrative review of the decision. On 27 November 2024, NCAT affirmed the Department's decision to refuse the renewal of his licence. In affirming the Department's decision, NCAT stated 'the licensing regime is protective of the public, not punitive of the Applicant. It is necessary for the regulator to maintain public confidence in the home building industry'. Mr Damico appealed the NCAT decision. On 19 May 2025, the NCAT Appeal Panel dismissed the appeal.
Karall v Secretary of the Department of Customer Service [2025] NSWCATOD 38	In July 2023, Mr Karall sought a renewal of his building contractor licence. In November 2023, the renewal application was refused by the Department of Customer Service (the Department) as Mr Karall was a director of a company that had been placed into external administration prior to the making of the application and as such, he was not fit and proper person to hold such a licence. On 25 January 2024, Mr Karall applied to the NSW Civil and Administrative Tribunal (NCAT) for administrative review of the Department's decision. On 16 April 2025, NCAT affirmed the Department's decision to refuse the application.

Significant judicial decisions

NSW Fair Trading

Decision	Brief explanation of the decision
NSW Fair Trading matter of Andrew Leech	On 19 November 2024, the Local Court convicted Mr Leech of two offences under the <i>Motor Dealers and Repairers Act 2013</i>. Mr Leech was sentenced to nine months imprisonment to be served by way of an Intensive Correction Order, with conditions to comply with any required mental health treatment. He was also fined \$1,170 and ordered to pay the prosecution's professional costs of \$1,000. An investigation revealed that Mr Leech bought and sold 16 motor vehicles at a profit of \$52,250, and he rendered the odometer of one motor vehicle inaccurate.
NSW Fair Trading matter of Matthew Rizk	On 31 October 2024, the Local Court convicted Mr Rizk of one offence under the <i>Crimes Act 1900</i>. Mr Rizk was sentenced to an 18-month Community Correction Order, with 40 hours of community service. He was also ordered to pay the prosecution's professional costs of \$500. An investigation revealed that Mr Rizk misappropriated a total of \$15,436.16 from the Rental Bond Board.
NSW Fair Trading matter of Rachel Fares	On 6 December 2024, the Local Court convicted Ms Fares of two offences under the <i>Crimes Act 1900</i>. Ms Fares was sentenced to a 12 month Community Correction Order. She was also ordered to pay the prosecution's professional costs of \$500. An investigation revealed that Ms Fares, employed as a property manager by First National Parramatta at the material time, misappropriated \$1,801.34 in rental bond monies and received rental bond refunds totalling \$7,400.69 in circumstances where there were reasonable grounds for her to suspect the property was the proceeds of crime.
NSW Fair Trading matter of Branislav Supa	On 27 February 2025, the District Court of NSW confirmed the Local Court convictions of Mr Supa of seven offences under the <i>Australian Consumer Law</i>. Mr Supa was fined a total of \$2,000 and ordered to pay compensation to affected consumers for the sum of \$5,621.71. An investigation revealed that Mr Supa was knowingly concerned in contraventions by Milano Republic Pty Ltd (a supplier of various furniture items) accepting payment for goods but failing to supply the goods within a reasonable time.
NSW Fair Trading matter of Hossein Arabshahi	On 24 March 2025, the District Court of NSW convicted Mr Arabshahi of one offence under the <i>Crimes Act 1900</i>. Mr Arabshahi was discharged under a Conditional Release Order for a period of two years (without conviction), with conditions to be of good behaviour, undergo recommended treatment, and not to breach conditions. He was also ordered to pay the prosecution's professional costs of \$500. An investigation revealed that Mr Arabshahi provided six false 'Form 5 Motor Dealer's Notices' to an authorised officer in response to a section 152 Notice to Produce Records under the <i>Motor Dealers and Repairs Act 2013</i>.
NSW Fair Trading matter of Vanessa Nguyen	On 7 March 2025, the Local Court convicted Ms Nguyen of two offences under the <i>Crimes Act 1900</i>. Ms Nguyen was sentenced to an aggregate term of two years imprisonment to be served by way of an Intensive Correction Order, including 180 hours of community service. She was also ordered to pay compensation of \$80,866.20. An investigation revealed that Ms Nguyen misappropriated \$50,225.00 in bond monies and \$50,505.00 in trust monies while she was employed as a property manager at a real estate agency.

Significant judicial decisions

Decision	Brief explanation of the decision
NSW Fair Trading matters of Daniel Yu and Danco Group Pty Ltd	On 13 June 2025, the Local Court convicted Mr Yu and Danco Group Pty Ltd of five offences each, under the <i>Fair Trading Act 1987</i> and the Australian Consumer Law. Mr Yu was fined \$9,000 and ordered to pay compensation of \$18,359.30. Danco Group Pty Ltd was fined \$9,000. An investigation revealed that Mr Yu, the director of Danco Group Pty Ltd, was knowingly concerned in Danco Group Pty Ltd (a supplier and installer of timber flooring products) accepting payment for goods but failing to supply the goods within a reasonable time or at all.
NSW Fair Trading matter of NSW Land Services	On 27 September 2024, the Local Court convicted NSW Land Services Pty Ltd of two offences under the <i>Surveying and Spatial Information Act 2002</i>, relating to carrying out surveying work while unregistered. The defendant company had entered voluntary external administration, and the Court granted leave for the prosecution to proceed and the matter was finalised under section 190 of the <i>Criminal Procedure Act 1986</i>. NSW Land Services Pty Ltd was fined a total of \$4,000 and ordered to pay the prosecution's professional costs of \$750. An investigation revealed that NSW Land Services Pty Ltd had issued survey plans whilst unlicensed, contrary to section 21 of the <i>Surveying and Spatial Information Act 2002</i>.
NSW Fair Trading matter of Atom Motorss Pty Ltd	On 20 May 2025, the Local Court convicted Atom Motorss Pty Ltd of one offence under the <i>Motor Dealers and Repairers Act 2013</i> and eight offences under the <i>Australian Consumer Law</i>. Atom Motorss Pty Ltd was fined a total of \$12,800 and ordered to pay the prosecution's professional costs of \$500. An investigation revealed that Atom Motorss Pty Ltd had continued trading from unauthorised locations despite regulatory warnings, and provided misleading vehicle title information on multiple sales. The Court found the conduct to be deliberate and structured, noting the strong need for general deterrence.
NSW Fair Trading matter of Open Close It Pty Ltd	On 5 December 2024, the Local Court convicted Open Close It Pty Ltd of seven offences under the <i>Australian Consumer Law</i>. Open Close It Pty Ltd was fined \$5,100 and ordered to pay compensation of \$2,100 to an affected consumer, and the prosecution's professional costs of \$5,203. An investigation revealed that Open Close It Pty Ltd had accepted payments from consumers without timely supply of goods. An application for the matter to be dealt with 'without conviction' was refused, and the Court emphasised the importance of deterrence and accountability, despite the offence being in the lower range. The defendant's appeal was subsequently withdrawn.
NSW Fair Trading matter of Nicholas Paxinos	On 5 December 2024, the Local Court convicted Mr Paxinos of six offences under the <i>Australian Consumer Law</i>. Mr Paxinos was fined \$5,100 and ordered to pay compensation to two affected consumers for the sum of \$20,095.30, and the prosecution's professional costs of \$5,203. Applications under section 14 of the <i>Mental Health and Cognitive Impairment Forensic Provisions Act 2020</i> and section 10 of the <i>Crimes (Sentencing Procedure) Act 1999</i> were refused. On 25 March 2025, Mr Paxinos appealed both the refusal of the section 14 application and the severity of the sentence. The District Court dismissed the appeal in its entirety, finding the sentence to be fair and adequate in all the circumstances. An investigation revealed Mr Paxinos had accepted payments without proper fulfilment of supply obligations.

Significant judicial decisions

Decision	Brief explanation of the decision
PSMG Pty Limited v Commissioner for Fair Trading [2025] NSWCATOD 83	NSW Civil and Administrative Tribunal (NCAT) PSMG Pty Limited (PSMG) and Mr Whitney Hong Wang (the sole director of PSMG) held licences under the <i>Property and Stock Agents Act 2002</i> (PSA Act) to manage strata properties. On 22 July 2024, the delegate of the NSW Commissioner for Fair Trading (the Commissioner) issued Notice of Decisions against PSMG and Mr Wang to (amongst other things) cancel their licences, reprimand them, and disqualify them from holding equivalent licences for a period of ten years. On 25 July 2024, PSMG and Mr Wang (the Applicants) applied for an administrative review of the decisions and an interim order seeking a stay of the decisions. The NSW Civil and Administrative Tribunal (NCAT) confirmed the interim order. On 30 June 2025, NCAT set aside the original decisions and issued orders which included reprimands for PSMG and Mr Wang, \$15,000 fine for PSMG, licence cancellation for Mr Wang, and 12-month disqualification from being involved in the direction, management or conduct of the business of a licensee under the PSA Act for Mr Wang. This decision is currently under appeal in the NCAT Appeal Panel.

Significant judicial decisions

Office of the Registrar General

Decision	Brief explanation of the decision
JEA Holdings (Aust) Pty Ltd t/as Miller Shopping Centre v Registrar General of New South Wales; Registrar General of New South Wales v JEA Holdings (Aust) Pty Ltd t/as Miller Shopping Centre [2024] NSWCA 255	The Court of Appeal decision concerned an omitted easement which the Registrar General had reinstated on the burdened property which had been purchased by a developer with a view to developing the land as part of an integrated retail/residential project. The terms of the registered dealing that created the easement prohibited the ground floor of the property from being used for anything other than parking. The developer claimed compensation from the Torrens Assurance Fund for diminution in the value of the property and legal costs. At first instance, Justice Richmond accepted that the developer suffered loss by reason of the omission and subsequent registration of the easement and that the loss was caused by the Registrar General. However, his Honour found that the quantum of the developer’s loss was limited to the costs it had incurred in the relevant legal proceedings. His Honour did not accept that there had been diminution in the value of the land by reason of the registration of the easement, on the basis that clause 1.9A of the Liverpool Local Environment Plan 2008 (Liverpool LEP) permitted the council to suspend the operation of the easement when granting development consent. The developer’s central contention on appeal was that the primary judge erred in finding that the easement fell within the terms of clause 1.9A. Alternatively, the developer contended that the development controls in the Liverpool LEP, in conjunction with the easement, restricted the development of the land. Her Honour, Justice Mitchelmore, delivered the leading judgment with their Honours Payne and Stern JJA agreeing. The Court of Appeal accepted, inter alia, Justice Richmond’s conclusion that the Memorandum of Transfer, being the dealing creating the easement, satisfied the description of an “agreement, covenant or other similar instrument” that restricted the carrying out of the development of the land in accordance with clause 1.9A of the Liverpool LEP or a development consent. The operation of the easement was therefore suspended in accordance with the Local Environmental Plan upon the granting of the developer’s Development Approval, thereby enabling development to be carried out on the land in accordance with the development consent that the developer obtained in 2016. The Court of Appeal emphasised that it will be necessary in each case to consider the terms of the environmental planning instrument and the particular easement to determine whether in fact the easement ceases to be operative.
Transport for NSW v Registrar General of New South Wales [2024] NSWSC 1186	This decision concerned an application by way of Summons for the compulsory acquisition of Community Scheme land by Transport for NSW for the purposes of Stage 2 of the Parramatta Light Rail Project, a significant State infrastructure project. The Project will provide a new 10km two-way track to connect the Greater Parramatta and the Olympic Park Peninsula to the Sydney Metro West (under construction), existing heavy rail in Parramatta and Sydney Olympic Park, and ferry services at Rydalmere and Sydney Olympic Park. Pursuant to section 73(6) and section 79(5) of the Community Land Development Act 2021 (NSW), a resuming authority must apply to the Supreme Court of NSW for orders dealing with the consequences of the resumption of land in a Community Scheme. The Registrar General is joined as the nominal defendant and appears ‘amicus curiae’ to primarily assist the Court in ensuring that orders can be made based on evidence that satisfies NSW Land Registry Services’ registration and titling requirements. Having regard to the expert/lay evidence and submissions by the respective parties, the Court was satisfied that it could make the orders sought by Transport for NSW for the compulsory acquisition.

Significant judicial decisions

Registry of Births, Deaths and Marriages

Decision	Brief explanation of decision
Li v Registrar of Births, Deaths and Marriages [2025] NSWCATAD 6	On 6 October 2023, the applicant and her partner lodged two applications to the Registrar of Births, Deaths and Marriages (Registrar) to register the births of two of their children. On 8 March 2024, the Registrar determined there was insufficient evidence to register the two births as there were no witnesses to the births, natal or post natal care treatment details were not provided nor were any details of witnesses who might have seen the children after their births, and no historical documents were provided for the children. Very limited documents for the children were provided between 6 October 2023 and 7 March 2024. The applicant sought an internal review of the decision, which was refused. On 14 August 2024, the applicant applied to the NSW Civil and Administrative Tribunal for administrative review of the decision. The applicant contended in part that she and her partner avoided taking steps that would result in her pregnancy and first child's birth being known due to fears around their student visa status and the potential disapproval of their parents overseas, and social stigmatisation of her teenage pregnancy. The applicant also contended that she did not seek medical attention due to a 'lack of education and awareness about the potential risks associated with unassisted childbirth'. As to the respondent's contention that there was a real possibility the children were born not in NSW but on an interstate trip, the Senior Member considered it 'unlikely that the applicant would wish to undertake an interstate trip while she was in the final stages of pregnancy'. Ultimately, the Senior Member found on the balance of probabilities that the two children were born in NSW in 2011 and 2019 and as such, the births must be registered under section 13 of the <i>Births, Deaths and Marriages Registration Act 1995</i>. The decision under review was set aside and the Senior Member ordered that the Registrar issue birth certificates for the two children.

Significant judicial decisions

Revenue NSW

Decision	Brief explanation of the decision
Bupa HI Pty Ltd v Chief Commissioner of State Revenue [2024] NSWSC 1105	At all relevant times, the Plaintiff carried on a business of providing health benefits to residents of NSW within the meaning of the <i>Health Insurance Levies Act 1982</i> (HIL Act). The Plaintiff was required by section 10 of the HIL Act to pay a levy calculated in a manner and at the rate specified in sections 10 and 10A of the HIL Act. The principal issue in dispute in the legal proceedings was whether the Plaintiff has discharged its onus of proving that there were Exempt Contributors in the number for which it contended. On 29 August 2024, the Supreme Court of NSW concluded that while the Plaintiff did not prove what the ‘precise’ number of Exempt Contributors was, this was of no consequence as the Plaintiff was able to demonstrate the number of Exempt Contributors for the purpose of calculating its liability under section 10 of the HIL Act by way of expert actuarial evidence. The number of Exempt Contributors accepted by the Court was the Plaintiff’s expert’s figure of 11% of contributors, being an estimate that was ‘highly unlikely’ to exceed the actual number of Exempt Contributors.
Uber Australia Pty Ltd v Chief Commissioner of State Revenue [2024] NSWSC 1124	Uber is sometimes described as a rideshare system which puts riders who wish to be transported by motor vehicles (riders), in contact with drivers offering the service of picking them up and driving them to their destination (drivers). The connection is achieved by way of Uber’s software applications. The Chief Commissioner of State Revenue (the Chief Commissioner) had issued payroll tax assessments to the Plaintiff on the basis that payments made by the Plaintiff to the drivers were taken to be ‘taxable wages’ under the ‘relevant contract’ provisions in Part 3, Division 7 of the <i>Payroll Tax Act 2007</i>. The Plaintiff objected to the payroll tax assessments, and the Chief Commissioner disallowed the objection. On 6 September 2024, the Supreme Court of NSW held (amongst other things): • the contractual agreements between the Plaintiff and the drivers constituted ‘relevant contracts’ for payroll tax purposes under section 32(1)(b) of the <i>Payroll Tax Act 2007</i>; • the statutory exclusions from the ‘relevant contracts’ provisions were generally not applicable (with some exceptions) in the circumstances; and • the amounts paid or payable by the Plaintiff to the drivers under the agreements were not ‘for or in relation to the performance of work’ relating to a relevant contract, and were not taken to be wages paid or payable by the Plaintiff for payroll tax purposes. The matter has been appealed – Chief Commissioner of State Revenue v Uber Australia Pty Ltd [2025] NSWCA 172.

Significant judicial decisions

Decision	Brief explanation of the decision
Loan Market Group Pty Ltd v Chief Commissioner of State Revenue; Loan Market Pty Ltd v Chief Commissioner of State Revenue [2024] NSWSC 390	The Plaintiffs (Loan Market Group Pty Ltd (LMG) and Loan Market Pty Ltd (LML)) sought a review of the Payroll Tax Notices of Assessments issued by the Chief Commissioner of State Revenue (the Chief Commissioner) for the relevant period. During the relevant period, LML was a party to agreements with individual mortgage brokers (Broker Agreements) whereby, in consideration for fees paid by the broker to LML, the broker was provided with various services by LML which assisted the broker in operating their mortgage broking business. That business involved the broker applying to lenders for loans on behalf of their clients using systems provided by LML and, when those loans were approved, brokers became entitled to part of the commission paid by the lender. Lenders pay the commission on loans originated by the brokers to eMOCA Pty Ltd (a related company of LMG and LML) and the commission is then paid to the individual mortgage brokers by LML, after subtracting fees owing to LML. The Chief Commissioner assessed payroll tax to be payable under the <i>Payroll Tax Act 2007</i> (PT Act) in respect of commissions paid by LML, via LMG, to the authorised brokers who had contractual relationships with LML, under the Broker Agreements (Assessed Brokers) during the relevant period. The Chief Commissioner contended that payroll tax is payable on the payments made to the Assessed Brokers because: • The Broker Agreements were ‘relevant contracts’ under section 32(1)(b) of the PT Act. • The exceptions under section 32(2) of the PT Act did not apply. • The payments made to Assessed Brokers were ‘for or in relation to the performance of work relating to a relevant contract’ under section 35(1) of the PT Act. • By reason of these matters, LML is taken to be the employer of the Assessed Brokers and the amounts paid to the Assessed Brokers are taken to be wages. The employer is liable to pay payroll tax on those wages. On 12 April 2024, the Supreme Court of NSW held (amongst other matters) that the Broker Agreements constituted ‘relevant contracts’ under section 32(1)(b) of the PT Act. The Court found that the commissions paid under the agreements to mortgage brokers were taxable wages and payroll tax applied. However, it was held that the trail commissions (following the termination of the agreements) were not taxable wages. On 4 November 2024, the Supreme Court of NSW delivered its judgment on issues regarding penalty tax, the premium component of interest on unpaid primary tax, and costs which, by agreement by the parties, were left outstanding in the decision in <i>Loan Market Group Pty Ltd & Anor v Chief Commissioner of State Revenue</i> [2024] NSWSC 390. The Court held that there should be a remission of penalty tax and the premium component of interest on the primary tax but only for particular periods (as specified in the judgement). The Plaintiffs were ordered to pay 60% of the Chief Commissioner’s costs.
Conexa Sydney Holdings Pty Ltd v Chief Commissioner of State Revenue [2025] NSWCA 20	In September 2019, the Appellant (Conexa Sydney Holdings Pty Ltd) acquired all the shares in SGSP Rosehill Network Pty Ltd (Rosehill), which was the owner of a water carrying pipeline which connects a recycled water plant to large industrial sites. The Chief Commissioner of State Revenue assessed the Plaintiff to landholder duty under the <i>Duties Act 1997</i> on the basis that the total unencumbered value of the land holdings and goods of Rosehill at the time of acquisition. The issue on appeal was whether the Appellant’s interest in the pipeline and related infrastructure which it acquired was an interest in land or goods for the purposes of sections 147 and 155 of the <i>Duties Act 1997</i>. On 27 February 2025, the Court of Appeal of the Supreme Court of NSW concluded that the Appellant’s interest in the pipeline and related infrastructure which it acquired from Rosehill was an ‘interest in land’ and the appeal should be dismissed.

Significant judicial decisions

Decision	Brief explanation of the decision
Hixson Pty Limited v Chief Commissioner of State Revenue [2025] NSWSC 192	This case turned on whether the Plaintiff (Hixson Pty Ltd), which is wholly owned by Alsim Pty Ltd, which in turn is wholly owned by the Lady Mary Fairfax Trust, was entitled to an exemption from surcharge land tax afforded to an Australian testamentary trust by clause 66 (4) of Schedule 2 to the <i>Land Tax Management Act 1956</i> (LTMA). On 12 March 2025, the Supreme Court of NSW held that the Plaintiff was a ‘foreign person’ within the meaning of section 5A of the <i>Land Tax Act 1956</i> as at 31 December in each of the 2018 to 2022 years. As it was not a trustee of an Australian testamentary trust, the Plaintiff was not entitled to the exemption provided by clause 66(4) of Schedule 2 to the LTMA. Consequently, the notices of assessments for the 2019 to 2023 years were affirmed. The Court dismissed the Plaintiff’s summons with costs.
Whitehaven Coal Mining Limited v Chief Commissioner of State Revenue [2025] NSWSC 488	The Plaintiffs, which are subsidiaries of Whitehaven Coal Limited, had an intra group arrangement for selling coal and paying royalties from 2007 to 2019. From 1 July 2015, administration of the royalty system was moved from the Department of Trade and Investment, Regional Infrastructure and Services, to the Office of State Revenue (OSR). At this time, the Royalty Online Service (ROS) was introduced, an online application which allowed authorised persons to lodge and pay mineral royalty returns directly with the OSR. The Plaintiffs asserted that the confirmations issued upon lodging a royalty return through ROS were assessments of tax liability made by the Chief Commissioner of State Revenue (the Chief Commissioner) under section 8 of the <i>Taxation Administration Act 1996</i>, meaning they were effectively an acceptance of the continuation of the intra-group arrangement. On 16 May 2025, the Supreme Court found that the operation of the ROS cannot validly be equated with the ascertainment by the Chief Commissioner of the amount of tax chargeable. This is because its operation leaves no room for any consideration by the Chief Commissioner of any circumstances, or the formation and application of any opinion. The Supreme Court found in favour of the Chief Commissioner in respect of the following grounds argued by the Plaintiffs: • Under section 289 of the <i>Mining Act 1992</i> (MA), holders of mining leases (i.e. mining companies) are required to lodge returns with the Chief Commissioner, and pay royalties on a monthly basis. • The formula by which the value of coal is calculated is set out in the Ministerial Determination dated 31 December 2008, as referred to in section 283(5) of the MA. This does not require an active consideration on the part of the Chief Commissioner. • Pursuant to section 282(1) of the MA, the holder of an active mining lease is liable to pay royalties on minerals recovered under that lease. There is no legislative authority under the MA to offset a royalty liability against a different mining lease.

Significant judicial decisions

Decision	Brief explanation of the decision
Agrinova Pty Ltd v Chief Commissioner of State Revenue [2025] NSWCATAP 86	The Chief Commissioner of State Revenue (the Chief Commissioner) notified the Appellant (Agrinova Pty Ltd), by way of two notices of assessment dated 28 October 2021, that two transfers of land were subject to duty totalling approximately \$1.8 million. At first instance, the NSW Civil and Administrative Tribunal (NCAT) upheld the two assessments of duty issued by the Chief Commissioner of State Revenue (the Chief Commissioner) on the basis that NCAT considered it was bound by the doctrine of stare decisis, and that the decision in <i>Gazzo v Comptroller of Stamps (Victoria)</i> (1981) 149 CLR 227 (<i>Gazzo</i>) was good law and applicable on the facts. In <i>Gazzo</i>, the High Court of Australia determined that section 90 of the <i>Family Law Act 1975 (Cth)</i> (FLA) (as written at that time) was invalid as it was not supported by a head of power under the Constitution. The Appellant sought to appeal the decision before the Appeal Panel of NCAT. The Appellant’s sole ground of appeal was that NCAT had erred in finding that section 90 of the FLA is not a valid law of the Commonwealth, meaning NCAT was not bound by the decision in <i>Gazzo</i>. On 23 April 2025, the Appeal Panel of NCAT dismissed the appeal, reaffirming the earlier NCAT decision. The Appeal Panel rejected the Appellant’s contention that the Chief Commissioner should disregard <i>Gazzo</i> on the basis that if the matter were heard today by the High Court, that decision may be overturned and section 90 of the FLA may operate to exempt the transfers from duty. In coming to this conclusion, the Appeal Panel did not consider it necessary to consider the judicial criticisms or comments concerning <i>Gazzo</i> and noted the decision has not been overruled. The matter is currently in the NSW Court of Appeal.

Significant judicial decisions

SafeWork NSW

Decision	Brief explanation of decision
SafeWork NSW v Scopeview Projects Pty Ltd & Cameron Doueihi [2024] NSWDC 323	On 14 December 2020, a labourer at a residential construction site was standing near a masonry brick wall, when it collapsed, causing him to fall onto a protruding screw and causing him serious injuries. Following a SafeWork NSW investigation, Scopeview Projects Pty Ltd (Scopeview) and Mr Cameron Doueihi (the sole director of Scopeview) pleaded guilty to offences under sections 32/19(1) and sections 32/27(1) respectively of the <i>Work Health and Safety Act 2011</i>. On 23 July 2024, Scopeview and Mr Doueihi were convicted by the District Court. On 7 August 2024 Scopeview was fined \$375,000 and Mr Doueihi was fined \$60,000. The Court noted, amongst other things, that the risk of an unsupported wall collapsing was actually foreseen by the defendants as unsupported walls had already collapsed at the site, and the risk had been outlined in a Geotechnical Report for a nearby property. The risk could have been minimised by taking simple and available steps, which were not burdensome or inconvenient, but they were not taken.
SafeWork NSW v Avant Stone Pty Ltd [2024] NSWDC 507	On 20 August 2022, a warehouse worker was crushed under two fallen stone slabs (each weighing approximately 315kg) and sustained fatal injuries. Following a SafeWork NSW investigation, Avant Stone Pty Ltd pleaded guilty to an offence under sections 32/19(1) of the <i>Work Health and Safety Act 2011</i>. On 31 October 2024, the defendant was convicted by the District Court and fined \$450,000. The Court noted, amongst other things, that the defendant failed to take reasonably practicable measures to eliminate or minimise the risk, such as providing an adequate racking system that prevents stone slabs from inadvertently falling. The defendant should have known the risk of stone slabs falling by reason of the guidance material available and the risk was clearly present when unrestrained stone slabs are stored on A- frames without any means of restraining them if the slabs fell.
SafeWork NSW v State of New South Wales (Department of Communities and Justice, Corrective Services NSW) [2024] NSWDC 606	On 19 December 2020, two correctional officers working in the Mid North Coast Correctional Centre were ambushed by two inmates and led into the officers' workstation. One officer managed to escape, but the other officer was held hostage for more than six hours and subjected to threats and actual physical violence. Following a SafeWork NSW investigation, the State of New South Wales (Department of Communities and Justice, Corrective Services NSW) pleaded guilty to an offence under sections 32/19(1) of the <i>Work Health and Safety Act 2011</i>. On 20 December 2024, the defendant was convicted by the District Court and fined \$600,000. The Court noted, amongst other things, that the defendant failed to take a number of reasonably practicable measures to minimise the risk, such as requiring staff entering inmate areas to depart and re-enter the officers' stations using airlock doors, implementing a safe system of work or procedure to store hazardous chemicals, and implementing a safe system of work or procedure to secure and/or dispose of prison-made weapons.
SafeWork NSW v Bay Timber Manufacturing Pty Ltd [2024] NSWDC 585	On 6 December 2021, a labourer was operating an overhead travelling crane repositioning a 950 kg steel coil. The coil fell onto their leg, causing serious injuries. Following a SafeWork NSW investigation, Bay Timber Manufacturing Pty Ltd pleaded guilty to an offence under sections 32/19(1) of the <i>Work Health and Safety Act 2011</i>. On 12 December 2024, the defendant was convicted by the District Court and fined \$300,000. The Court noted, amongst other things, that the likelihood of the risk occurring was very high, in circumstances where a young worker was left to perform a complex and potentially dangerous task, without supervision, experience or suitable training. While safety procedures existed for the use of the crane, the procedures were not enforced. The steps that should be taken were not burdensome or inconvenient.

Significant judicial decisions

Decision	Brief explanation of decision
SafeWork NSW v Newcastle Roofing Professionals Pty Ltd [2025] NSWDC 155	On 8 November 2021, a roofing plumber sustained serious injuries when he fell 4.2 metres from the perimeter edge of a residential house during roof replacement works. No scaffolding was installed but instead, a combination of partial roof rails and a harness-based system was implemented. Following a SafeWork NSW investigation, Newcastle Roofing Professionals Pty Ltd pleaded guilty to an offence under sections 32/19(1) of the <i>Work Health and Safety Act 2011</i>. The defendant was convicted by the District Court on 29 April 2025. On 2 May 2025, the defendant was fined \$300,000. The Court noted, amongst other things, that the risk was foreseen by the defendant, which had completed a SafeWork seminar shortly prior to the incident, and the likelihood of the risk occurring was significant, particularly given the wet and slippery conditions that day. Well known steps were available to eliminate or minimise the risk. It was inferred by the Court that the defendant put its own financial interests ahead of the safety of its workers by selecting to use the lesser protection control measures.
SafeWork NSW v The Salvation Army (New South Wales) Property Trust [2024] NSWDC 608	On 27 February 2021, a resident of an aged care facility was being transferred from a bed bath to a chair by two nursing assistants using a full hoist patient lifter when a spreader bar attached to the lifter detached causing the resident to fall about a metre onto the floor. The resident later died from the injuries sustained. Following a SafeWork NSW investigation, The Salvation Army (New South Wales) Property Trust pleaded guilty to an offence under sections 32/19(2) of the <i>Work Health and Safety Act 2011</i>. On 20 December 2024, the defendant was convicted by the District Court and fined \$300,000. The Court noted, amongst other things, that the objective seriousness of the risk of a person being exposed to the risk of injuries from falling from a lifter was very high. General deterrence is a significant factor when safety obligations are breached and must be a significant feature of the sentence imposed upon the defendant. The aged care sector is unique as it involves the ongoing care of vulnerable citizens. The Court further noted that specific deterrence was also required to remind the defendant of the importance of maintaining safety standards, especially on plant used in very common tasks, such as that being undertaken on this occasion.
SafeWork NSW v Multiquip Poultry Pty Ltd and Poultry Enterprises NSW Pty Ltd [2025] NSWDC 15	On 16 August 2021, a worker suffered fatal injuries as a result of being struck by a forklift while he was undertaking chicken catching/harvesting in dimly lit conditions. Following a SafeWork NSW investigation, Multiquip Poultry Pty Ltd (Multiquip) and Poultry Enterprises NSW Pty Ltd (Poultry Enterprises) each pleaded guilty to an offence under sections 32/19(1) of the <i>Work Health and Safety Act 2011</i>. On 12 February 2025, both defendants were convicted by the District Court and each fined \$300,000 respectively. The Court noted, amongst other things, that the risk of being struck by mobile plant while harvesting chickens was known to the defendants. The need for an exclusion zone between workers performing hand catching and the mobile plant was also known, but poorly communicated. The Court further noted that having workers perform hand catching in the vicinity of operating plant in dimly lit conditions was inherently dangerous and unnecessary.

Significant judicial decisions

Decision	Brief explanation of decision
SafeWork NSW v Hibernian Contracting Pty Ltd [2025] NSWIC 4	On 17 August 2022, a labourer sustained serious injuries when using an angle grinder to cut through a pipe attached to an old waste oil tank. The labourer suffered serious burns when the sparks from the grinder ignited oil within the tank, causing an explosion. Following a SafeWork NSW investigation, Hibernian Contracting Pty Limited pleaded guilty to an offence under sections 32/19(1) of the <i>Work Health and Safety Act 2011</i>. On 14 May 2025, the defendant was convicted by the Industrial Court and fined \$180,000. The Court noted, amongst other things, that the risk posed to a worker whilst using an angle grinder in the presence of flammable materials was obvious and well-known to the defendant and the industry. The likelihood of the risk materialising was high given the residual hazardous chemicals in the waste oil tank. The Court further noted that the steps to avoid resultant harm could have been implemented without great burden or inconvenience to the defendant.
Edstein Creative Pty Ltd v SafeWork NSW [2025] NSWCCA 69	From January 2012 to November 2018, an installation worker was exposed to a risk of silicosis from airborne respirable crystalline silica (RCS) dust whilst installing manufactured stone products at customer premises. Following a SafeWork NSW investigation, Edstein Creative Pty Ltd (Edstein) pleaded guilty to an offence under sections 32/19(1) of the <i>Work Health and Safety Act 2011</i>. On 17 May 2024, the defendant was convicted by the District Court and fined \$375,000. Edstein sought leave of the NSW Court of Criminal Appeal (CCA) to appeal against its conviction. The appellant argued that SafeWork NSW had commenced its prosecutions outside of the two year limitation period provided for in the Act on the basis of the reasoning in the CCAs decision of <i>Prime Marble & Granite Pty Ltd v SafeWork NSW</i> [2024] NSWCCA 105. In summary, this was argued on the basis that SafeWork NSW had undertaken testing in a section of Edstein’s factory premises demonstrating levels of RCS that were higher than the recommended level more than two years before its prosecutions were commenced. On 12 May 2025, the CCA handed down its judgement refusing the defendant’s application for leave to appeal. The CCA’s judgement noted, amongst other things, that: • The testing report relied on by Edstein did not provide reasonable grounds for believing that one or more of its workers were exposed to a risk of death or serious injury. At most, the report established those workers working in the relevant section of the factory were working in an environment where the dust samples contained levels of RCS above the recommended level. The report also indicated that those employees wore respiratory protective equipment. There was nothing in the report to suggest that that line of defence together with the other measures that were taken were not sufficient to avoid the risk of death or serious injury or disease. • There was no reason to think that the risk of death or serious injury or disease resulting from inhaling RCS was the same or similar for installers working off-site as they were for workers working in the relevant section of the factory that was tested.

Governance principles and framework

For 2024-25, DCS had a well-defined governance and accountability model that provided corporate oversight across the Customer Service portfolio.

This was underpinned by the following principles:

- clear roles and responsibilities
- transparent, accountable and ethical decision-making
- respect for legal and regulatory requirements and high probity standards.

The DCS governance model includes the:

- DCS Executive Leadership Team
- Divisional and agency leadership teams
- independent audit and risk committees
- division boards and committees
- decision-making executive forums for finance, people and management assurance.

The model was supported by central teams, including Governance, Risk and Assurance, and Internal Audit, providing strong capability and advice to the DCS portfolio in governance, risk, compliance, privacy and information and data governance.

The central teams provided support services using NSW Treasury's 'Three Lines Model', which includes management functions, risk, control and compliance oversight functions, and independent assurance functions such as internal audit.

The following units provided additional oversight of corporate governance functions:

- Cyber and Information Security Office
- Corporate Finance
- Information Communications Technology
- Legal Services
- People and Culture.

There were also several key governance support initiatives:

- Risk and Compliance Community of Practice
- Privacy Partners Network
- Business Continuity Network
- Records and Information Management Community of Practice – a network of project and program management offices.

Government Information (Public Access) Act 2009 reporting

The *Government Information (Public Access) Act 2009* (the GIPA Act) mandates NSW Government agencies to disclose information, encourages proactive release of information and provides mechanisms for individuals to apply to access government information.

For more information on how to access DCS information please visit: nsw.gov.au/departments-and-agencies/customer-service/access-to-information

Review of proactive release program

The GIPA Act authorises and encourages agencies to proactively release government information. DCS's approach to proactively sharing information involves analysing data collected on requests for information under the GIPA Act over the reporting year, considering the kinds of government information we have that may be suitable for proactive release and asking our divisions and branches to identify information relevant to the public interest.

Our *Proactive Release of Government Information Policy* promotes staff awareness of proactive release of information and assists business areas in regularly reviewing and identifying information for public release.

To view our policy, please visit: nsw.gov.au/departments-and-agencies/customer-service/access-to-information/proactive-release-of-government-information-policy

During the reporting period, DCS proactively released a wide range of free information about its functions and services through various division websites and traditional channels. This included guidance material, nsw.gov.au webpages, data and statistics, and other resources. We also used social media channels to inform the community about new publications, codes, guides and campaigns.

Examples of information and tools we released include the SafeWork NSW video safety alert about managing the risk of violence and aggression in the workplace.

SafeWork NSW released findings reports, including:

- Scaff Safe in Construction 2024
- Mental Health in Construction 2024.

SafeWork NSW also published 23 media releases including:

- Illegal fireworks on Australia Day
- Construction Inspector blitz
- Flood cleanup
- Violence and aggression in the workplace
- International Day of Mourning
- Young workers.

Fair Trading NSW publications and information releases included:

- McGrath Nicol report into Netstrata – a report commissioned by NSW Fair Trading as part of its broader investigation into Netstrata
- New strategy and regulatory priorities launched to protect consumers and businesses
- Public warnings – warnings issued relating to unsatisfactory goods, unfair business practices and or other matters that adversely affect people receiving goods or services from suppliers.

Fair Trading also had several social media releases including:

- New Rental Laws start today
- Strata laws are changing
- Rent Bidding in NSW Insights Report.

Revenue NSW released new and updated data and statistics for various taxes, duties, benefits, and penalty notices via the Revenue NSW website, allowing users to select specific pieces of data (a year, postcode, month etc) and customise the report to meet their needs.

In addition, this year Revenue NSW also launched the 'First home buyers assistance dashboard' which provides access and visualisation of first home buyer assistance transaction data across NSW.

Building Commission NSW issued a news update on the amendments to building regulations, they also released the launch of the new 'Building Industry Research Panel' calling on tradespeople from around the state to help shape the future of the NSW construction industry.

Government Information (Public Access) Act 2009 reporting

Government Information (Public Access) statistics

During 2024-25, DCS received 1,129 access applications. This includes withdrawn applications but excludes invalid applications. 20 access applications were refused, either wholly or in part, because the application was for disclosure of information for which there is conclusive presumption of overriding public interest against disclosure.

These figures are from the following DCS divisions and entities:

- Policy, Strategy and Governance (includes DCS Legal and NSW Data Analytics Centre)
- Digital NSW (includes Spatial Services and Surveyor General, Cyber Security NSW and the Geographical Names Board)
- Building Commission NSW
- Fair Trading and Regulatory Services (includes NSW Fair Trading, Office of the Registrar General, Professional Standards Authority and Subsidence Advisory NSW)
- Revenue NSW
- People and Culture
- NSW Registry of Births, Deaths and Marriages
- SafeWork NSW
- Long Service Corporation
- Personal Injury Commission
- Office of the Property Services Commissioner
- NSW Telco Authority.

It is important to note that while some DCS agencies publish their own annual reports, for the purposes of the GIPA Act some of these entities are declared to be part of DCS. The statistical information for those entities is included in the aggregated figures in the following tables. This includes agencies such as NSW Telco Authority, Personal Injury Commission, Long Service Corporation and Rental Bond Board.

For those entities not included in the statistics below, further information about how those divisions manage access applications, as well as statistical information about matters under the GIPA Act, can be found in their annual reports.

Government Information (Public Access) Act 2009 reporting

Table A: Number of applications by type of applicant and outcome¹

Applicant type	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	5	13	7	6	1	1	0	1
Members of Parliament	1	0	0	1	0	0	0	1
Private sector business	13	116	7	26	4	4	0	47
Not-for-profit organisations or community groups	3	7	0	7	1	0	0	1
Members of the public (by legal representative)	11	236	19	124	12	6	0	91
Members of the public (other)	50	166	22	43	26	10	1	51

Table B: Number of applications by type of application and outcome

Applicant type	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications ²	8	5	0	1	0	0	0	16
Access applications (other than personal information applications)	29	66	13	35	10	8	0	31
Access applications that are partly personal information applications and partly other	46	467	42	171	34	13	1	145

¹ More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

² A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Government Information (Public Access) Act 2009 reporting

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	79
Application is for excluded information of the division (section 43 of the GIPA Act)	4
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	83
Invalid applications that subsequently became valid applications	30

Table D: Conclusive presumption of overriding public interest against disclosure (matters listed in Schedule 1 of the GIPA Act)

Reason	Number of times consideration used ¹
Overriding secrecy laws	0
Cabinet information	5
Executive Council information	0
Contempt	0
Legal professional privilege	6
Excluded information	10
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transactions under Land and Property Information NSW (Authorised Transactions) Act 2016	0

¹ More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recoded (but only once per application). This also applies in relation to Table E.

Government Information (Public Access) Act 2009 reporting

**Table E: Other public interest considerations against disclosure
(matters listed in the table to section 14 of the GIPA Act)**

Reason	Number of occasions when application not successful
Responsible and effective government	399
Law enforcement and security	28
Individual rights, judicial processes and natural justice	524
Business interests of agencies and other persons	264
Environment, culture, economy and general matters	1
Secrecy provisions	71
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timelines

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	979
Decided after 35 days (by agreement with applicant)	55
Not decided within time (deemed refusal)	0
Total	1,034

Table G: Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)

Review type	Decision varied	Decision upheld	Total
Internal review	5	10	15
Review by Information Commissioner ¹	4	8	12
Internal review following recommendation under section 93 of the GIPA Act	2	1	3
Review by NCAT (NSW Civil and Administrative Tribunal)	2	1	3
Total	13	20	33

¹ The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Government Information (Public Access) Act 2009 reporting

Table H: Applications for review under Part 5 of the GIPA Act (by type of applicant)

Applicant	Number of applications for review
Applications by access applicants	24
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	8

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act (by type of transfer)

Type of transfer	Number of applications transferred
Division-initiated transfers	33
Applicant-initiated transfers	2

Type of transfer	Number of applications transferred
Agency-initiated transfers	24
Applicant-initiated transfers	0

Compliance with the *Privacy and Personal Information Protection Act 1998*

The *Privacy and Personal Information Protection Act 1998* (PPIP Act) contains 12 information protection principles regulating the collection, use and disclosure of personal information by NSW public sector agencies. In addition, the *Health Records and Information Privacy Act 2002* (HRIP Act) contains 15 health privacy principles. These principles require agencies to only collect personal or health information for lawful purposes and to ensure that this information is protected from misuse, unauthorised access or release. This legislation also gives individuals the right to access and amend their personal or health information.

DCS has established mechanisms to help employees understand their privacy obligations. This includes a Privacy Management Plan (the Plan) that explains how DCS follows the provisions of the PPIP Act and the HRIP Act.

The Plan is supported by the DCS Privacy Management Framework, Data Breach Policy and three other aligned corporate governance policies:

- Risk Management Framework
- Information Security Policy
- Information and Data Governance Framework.

The DCS Code of Ethics and Conduct requires staff to uphold the law, including obligations to protect the privacy of personal and health information under the PPIP Act and the HRIP Act.

DCS also informs and educates its employees to understand their privacy obligations through online training modules, making information about privacy obligations readily available via internal communications and through formal and informal education channels.

Access request applications under section 14 of the PPIP Act

The DCS principal department received 15 formal applications by individuals requesting their personal information under the PPIP Act during 2024-25.

Applications for internal review of the conduct of DCS under section 53(1) of the PPIP Act

In 2024-25, DCS received eight applications for internal reviews under the PPIP Act.

- Average number of days taken to complete – 69
- Minimum number of days taken to complete – 53
- Maximum number of days taken to complete – 143
- Number where external review was requested at the NSW Civil and Administrative Tribunal – 1

Information in other annual reports

Some entities and agencies within the Customer Service portfolio publish their own annual reports. Further information about how they manage privacy, as well as statistical information about matters under the PPIP Act and HRIP Act, can be found in their annual reports.

Risk management framework, implementation and monitoring

Risk management

During 2024-25, DCS carried out a wide range of activities designed to mature risk management across the Customer Service portfolio and gain better insights into the risk profile of DCS and its related entities and agencies.

These activities included:

- completing a comprehensive review with the DCS ELT of enterprise risks
- improving the online risk management system
- enhancing the risk culture through risk campaigns and other communications to engage staff and promote risk awareness across DCS
- offering online and bespoke training to develop risk management skills across DCS.

Compliance management

DCS is committed to ensuring compliance obligations and risks are managed effectively. We have continued to improve our compliance culture, capability and processes, and enhanced our management reporting and insights.

Activities included:

- annual review of our compliance management framework and policy for alignment with the updated ISO 37301:2021 Compliance management systems – Requirements and the provision of guidance for its use
- implementation of a compliance self-assessment tool to test the integrity of our compliance management system, help DCS improve its practices and assure key stakeholders that we are effectively handling compliance obligations and risks.

Business continuity management

During 2024-25, DCS worked on improving the effectiveness of business continuity management and supporting business units to manage the ongoing effects of the NSW severe weather events.

These activities included:

- annual review of the Business Continuity Policy and Framework to reflect the requirements of ISO 22301:2019 Security and resilience – Business continuity management systems – Requirements
- improvement of the Business Continuity Bootcamp, a practical, internal training course to improve the knowledge, skills and effectiveness of Business Continuity coordinators and representatives.

Risk management framework, implementation and monitoring

Internal Audit and Risk Management Attestation Statement for the 2024-2025 Financial Year for Department of Customer Service

I, Graeme Head, Secretary of the Department of Customer Service, am of the opinion that the Department of Customer Service has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core Requirements		For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function		
2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee		
3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Risk management framework, implementation and monitoring

Membership

For the 2024-25 reporting period, the independent chair and members of the Audit and Risk Committee were:

Role	Name	Start Term Date	Finish Term Date
Independent Chair	Ken Barker	1 March 2022	31 October 2025*
Independent Member	David Black	1 November 2022	31 October 2025
Independent Member	Jill Davies	1 November 2022	31 October 2025
Independent Member	Rosemary Milkins	3 November 2022	2 November 2025

*Includes term of Chair appointment commencing 1 November 2022

Shared Arrangements

I, Graeme Head, Secretary of the Department of Customer Service, advise that Department of Customer Service (DCS) has entered into an approved shared Audit and Risk Committee arrangement with the following agencies:

- NSW Government Telecommunications Authority
- Rental Bond Board



Graeme Head
Secretary
Department of Customer Service

Date: 29/08/25

Agency Contact Officer
Tim McGregor
Director Governance, DCS GRA Governance
tim.mcgregor@customerservice.nsw.gov.au

Risk management framework, implementation and monitoring

Key internal and external risks

DCS reviewed and updated the enterprise risk register to monitor and prioritise a diverse range of enterprise risks. The DCS Executive regularly reviewed enterprise risks and their associated controls.

DCS’s key risks from 2024-25 are shown in the table below.

Table 25: DCS’s key risks 2024–25

Enterprise risk	Theme
Cyber	Compromise of DCS systems, networks and infrastructure
Privacy	Breach of sensitive and/or personally identifiable information
Maladministration	Governance of administrative activities
Legacy systems	Legacy and out of support systems
DCS priorities	Delivery of government priorities
Employee wellbeing	Psychological and physical health and wellbeing of staff
Staff safety	Customer aggression in the workplace
Emerging technology	Adoption, integration and understanding of emerging technology
Public facing system disruption	Preparation for disruption of corporate and public facing systems, services, and resources
Internal and external partnership management	Governance to support assurance and management of critical internal and external business partnerships
Leadership	Leadership capabilities and behaviours to promote high performance and strong organisational culture
Fiscal management	Understanding of, and compliance with, authorising fiscal environment
Legality	Understanding of, and compliance with, legislative and authorising environment
Operating model	Deliver government priorities or adaptation to future government priority changes

Risk management framework, implementation and monitoring

Internal Audit

Internal Audit provides independent and objective assurance and consulting services to the Secretary, Executive leadership team and the Audit and Risk Committees. The services of Internal Audit aim to add value and enhance the DCS's achievement of its strategic objectives.

During 2024-25, the Internal Audit team updated its policy, the IA Charter, internal processes, tools and templates to ensure alignment with the Global Internal Audit Standards that became effective in January 2025. The Internal Audit team also completed 25 audits in total across the DCS portfolio for the 2024-25 period.

A new IT Audit Manager role was created which will uplift IT audit capabilities across the team and better support and address cyber and IT control reviews.

Additionally, the team has implemented a process for continuous control audits using data analytics to perform a cyclical audit review of operational effectiveness of key internal controls. This work helps to provide better ongoing control monitoring and early warning of control weaknesses.

This year has also seen significant efforts to provide agile monitoring and reporting through the centralisation and development of an internal audit balanced scorecard as well as an audit management tool known as "Audit Hub". These are planned for roll out in early 2025-26.

Investigations and Corruption Prevention

DCS takes a zero-tolerance approach to fraud, corruption and other serious wrongdoing. Fraud and corruption is incompatible with its vision, values and the expectations of the public. It can damage our reputation, the ability to deliver services for the people of NSW and our ability to attract and retain skilled staff.

The DCS Investigations and Corruption Prevention team receives reports of fraud, corruption and maladministration, which are assessed and investigated as required. Some of these reports are also public interest disclosures under the *Public Interest Disclosures Act 2022*. The team provides advice on corruption prevention, risk and internal control improvements, and facilitates mandatory reporting to the Independent Commission Against Corruption and the NSW Ombudsman. The team has continued to refresh DCS

policies and procedures to drive increased awareness and support fraud and corruption prevention education sessions across DCS.

Audit and Risk Committee

During 2024-25, DCS maintained an Audit and Risk Committee compliant with the NSW Treasury TPP 20-08 Internal Audit and Risk Management Policy for the General Government Sector. DCS's Internal Audit and Risk Management Attestation Statement is included in this annual report.

The committee's goal is to provide independent assistance to the entities involved, by monitoring, reviewing and providing advice about their governance processes, risk management and control frameworks, and their external accountability requirements. The Audit and Risk Committee also provides independent assurance and advice to the Secretary.

External Audit

The Audit Office of NSW audited the DCS financial statements for the year ended 30 June 2025 and issued an Independent Audit Report with an unmodified audit opinion in October 2025.

The audit report included the following key audit matters, identified by the Audit Office as being of most significance in the audit of the financial statements:

- Valuation of service concession asset
- Recognition and measurement of administered revenue and receivables
- Consolidation and Funding Structure of the Project Remediate Trust

All matters were addressed as part of the audit of DCS's financial statements. Audit recommendations are implemented across the business within agreed timeframes. The implementation of recommendations is overseen by DCS's Audit and Risk Committee.

Insurance activities

Business risk insurance

DCS had insurance arrangements in place for all its assets and major risks. Insurable risk cover was primarily provided through participation in the NSW Treasury Managed Fund (TMF) – the NSW Government self-insurance scheme.

The TMF Statement of Cover provided cover for the following risk exposure:

- Liability, covering:
 - general liability, including, but not limited to, public liability, products liability, environmental liability, liability for claimed misleading representations, professional indemnity, cyber liability, legal, expenses, and statutory liability
 - directors and officer’s liability.
- Workers’ compensation liabilities arising under NSW legislation
- Property (for repair or full replacement, and consequential loss)
- Motor Vehicles (loss or damage)
- Miscellaneous including employee dishonesty, personal accident, cancellation of events and travel (domestic and international).

DCS claims performance

Table 26: Number of claims 2024–25

Line of business	2024–25
Workers’ compensation	308
Motor vehicle	180
Property	0
General liability	17
Miscellaneous	1
Total	506

Table 27: Net incurred claims costs 2024–25

Line of business	2024–25
Workers’ compensation	\$8,406,890
Motor vehicle	\$728,900
Property	0
General liability	\$1,911,195
Miscellaneous	0
Total	\$11,046,985

Notes:

Data regarding incurred claims and relevant costs was sourced from the iCare TMF Dashboard. It is based on the claims submitted (both reportable and non-reportable claims) and relevant assessment as of 30 June 2025.

Reportable claims include claims incidents where payments were made, or estimates established. Non-reportable claims include claims incidents with no payments and nil estimates that are not, or not yet, classified as claims.

The final costs and claim numbers may vary due to the timing of loss incurred, claims reported, and the outcome of the negotiated settlement. The claims performance data outlined above excludes Service NSW, which reports its insurance data in its annual report.

Cyber security policy attestation

Department of Customer Service



Cyber Security Annual Attestation Statement – FY2024/2025

I, Graeme Head, attest that the Department of Customer Service (DCS) has assessed the portfolio's cyber security posture in a manner consistent with the mandatory requirements set out in the NSW Government Cyber Security Policy (NSW CSP). The evidence presented to me as part of this attestation demonstrates the Department's continued commitment to safeguarding sensitive information and ensuring that public trust in government is maintained.

Several cyber security risks have been identified that are currently outside of the defined risk appetite and driven by both the increasingly complex technology environment and the ever-persistent cyber threat. These risks are being mitigated through substantial investment via the Department's cyber security strategy that aims to improve cyber security posture and enhance operational resilience.

In FY24 – 25, the Department either met or partially met all of the mandatory requirements as defined in the NSW CSP.

This attestation does not cover, the following agencies whose agency heads will attest individually:

- Service NSW
- NSW Telecommunications Authority
- Architects Review Board
- Independent Review Office
- Long Service Corporation
- Personal Injury Commission
- Information and Privacy Commission
- Small Business Commission
- State Insurance Regulatory Authority
- SafeWork NSW

A handwritten signature in blue ink, appearing to read "Graeme Head".

Graeme Head AO
Secretary, NSW Department of Customer Service

Date: 19/09/25

6. Sustainability



Climate-related financial disclosures

Summary

DCS's 2024-25 climate-related financial disclosure provides an assessment of DCS's level of exposure to climate change impact at an enterprise level as at 30 June 2025. The disclosure sets out DCS's approach and basis of preparation, and addresses the governance, strategy, risk management, and metrics and targets in line with the reporting requirements of *TPG24-33 Reporting Framework for Climate-Related Financial Disclosures* (TPG24-33).

DCS Secretary and the ELT provide governance oversight of DCS's approach to climate risk and opportunity management, with independent advice from the Audit and Risk Committee. Management oversight is delegated to the Policy, Strategy and Governance (PSG) Division, with day-to-day management being the responsibility of the Chief Risk Officer and the Principal Climate Change Risk Officer.

DCS commenced its first Climate Risk And Opportunity Assessment Project (CROA Project) in January 2025. The climate risk identification part of the assessment is complete as at the end of the reporting period. This disclosure details five physical and three transition enterprise climate risks, and five climate opportunities. No risks or opportunities identified at the end of the reporting period have been excluded from this disclosure.

DCS's ability to examine the impact of identified climate risks and opportunities on its strategy, business model, financial position, major transactions, transition and adaptation planning approaches and associated decision-making processes is dependent upon the completion of its CROA Project during the next reporting period. DCS anticipates that additional resource investment will be required to address the impacts of climate risks and realise the benefits of climate opportunities.

DCS has adopted the CROA methodology set out in the [Climate Risk Ready NSW Guide](#) and aligned the climate scenarios used in the process with those established under the NSW and Australian Regional Climate Modelling (NARCLiM2.0) project (for physical climate risks) and the International Energy Agency's [Global Energy and Climate modelling framework](#) (for transition climate risks). Timeframes used in DCS's CROA process are also consistent with [Climate Risk Ready NSW](#) guidance and DCS's strategic and operational planning cycles.

DCS's reported greenhouse gas emissions from direct (scope 1 – stationary and transport fuels) and indirect (scope 2 – purchased electricity) sources for 2024-25 totalled 3,111 tonnes equivalent carbon dioxide (tCO₂e). This is reasonably consistent with total emissions for the period 2021-22 to 2023-24 and reduced from over 12,900 tCO₂e in 2018-19 and over 7,700 tCO₂e in 2019-20. This reflects the impact of COVID-19 and related changes to working arrangements. Purchased electricity accounted for approximately 67% of DCS' total emissions for 2024-25.

DCS is guided by the whole of government emissions reduction targets set out in the [Net Zero Government Operations Policy](#). DCS will also consider further targets that align with its strategic objectives, operational priorities, organisational values and enterprise risk management approach, as well as its policy obligations and the outcomes of its climate risk and opportunity assessment processes to address the impacts and benefits of climate risks and opportunities.

Approach to disclosures and basis of preparation

This disclosure is mandatory for the financial year 2024-25 and aligns with the requirements of TPG24-33. It has been prepared using a consolidated reporting approach, on a primarily qualitative basis and using quantitative data where available. The following sections establish DCS's organisational, operational and emissions boundaries for this disclosure.

Limitations to the robustness and consistency of reporting are identified under each disclosure pillar. Future priorities are also identified to support a continuous improvement approach and improve completeness and accuracy of disclosures over time.

DCS acknowledges the rapidly changing climate policy landscape in NSW and Australia and will adjust its approach to preparing climate-related financial disclosures as requirements evolve.

Climate-related financial disclosures

Organisational boundary

The figure below sets out the DCS organisational boundary for the 2024-25 emissions reporting period. Independent reporting entities excluded from the organisational boundary for the reporting period are listed in the table below.

Figure 6: DCS organisational boundary financial year 2024-25



Table 28: Excluded entities financial year 2024-25

Entities excluded from the DCS organisational boundary for the 2024–2025 emissions reporting period
Independent Review Office
Information and Privacy Commission NSW
Long Service Corporation
NSW Architects Registration Board
NSW Government Telecommunications Authority
Personal Injury Commission
Service NSW
Small Business Commission
State Insurance Regulatory Authority

Operational boundary

DCS’s greenhouse gas footprint for the purpose of this disclosure is defined by the operating activities associated with the office space and vehicle fleets owned by, or under the operational control of, DCS during the reporting period. DCS has reported its emissions over the period 2018-19 to 2024-25 in alignment with the whole of government baseline established under the NSW Government’s [Net Zero Government Operations Policy](#).

Emissions sources and scope

Emissions sources are included in this disclosure for which whole-of government contract data is available and accurate through the Sustainable Government Portal. DCS emissions are summarised as:

- Scope 1: direct emissions from the use of natural gas, liquid petroleum gas (LPG – stationary and transport fuel), and other transport fuels (petrol and diesel)
- Scope 2: indirect emissions arising from the generation of electricity purchased and consumed.

Climate-related financial disclosures

Governance and management oversight

DCS has established mechanisms of governance and management oversight for climate risk, including the provision of independent advice to its governing bodies by its Audit and Risk Committee. The figure below illustrates DCS's governance and management oversight arrangements for climate risk.

Figure 7: DCS climate risk governance and management oversight



Climate-related financial disclosures

DCS Secretary is the accountable authority for DCS's strategy and risk management approach, including for climate-related matters. DCS's Deputy Secretaries are responsible for implementing risk management, including climate risk, in their respective divisions and portfolio entities.

The Deputy Secretary PSG oversees risk management, including climate-related risk, across DCS. During the reporting period, the Deputy Secretary PSG was kept informed of climate-related matters on an ad hoc basis through informal meetings, briefing notes or tailored presentations.

The Chief Risk Officer (CRO) is responsible for the day-to-day management of risk across the portfolio, including climate change risks and opportunities. The CRO sits within the PSG Division and is supported by the Climate Change Team. The Climate Change Team is led by the Principal Climate Change Risk Officer, appointed under the Climate Change Risk Officer Program coordinated and funded by the Department of Climate Change, Energy, the Environment, and Water (DCCEEW). The Team's priorities include building internal climate change management capability, supporting climate change risk assessments, and embedding climate change into departmental practices.

DCS commenced its first enterprise-level CROA Project in January 2025. The findings of the CROA Project as at the end of the reporting period are addressed under the Strategy section of this disclosure. The CROA process is addressed under the Risk Management section of this disclosure.

Use of controls

DCS is in the early stages of identifying and implementing controls to support the oversight of climate risk and opportunities. Alignment with the [Climate Risk Ready NSW Guide](#) and quarterly climate risk reporting to DCS's Audit and Risk Committee were key methodological controls for the DCS CROA process.

Capability development

Senior executive staff are supported to attend the annual DCCEEW Climate Ready Leadership Executive Masterclass series.

DCS developed and hosted two Climate Risk Leadership sessions in partnership with the Department of Primary Industries and Regional Development (DPIRD) and Edge Consulting during May 2025. These sessions were targeted at senior leaders and focused on climate change and risk fundamentals and strategic implications for government, an introduction to the NSW and Australian Regional Climate Modelling ([NARCLiM2.0](#)) project, an overview of climate-related financial disclosures and a panel session on climate change risk management and practice. 31 staff attended the sessions, which were funded by the DCCEEW Climate Change Risk Officer Program Facilitation Service.

Climate-related financial disclosures

Future priorities

Table 29: Future priorities – governance and management oversight

Priority	Action
DCS CROA Project	DCS's ELT will review the CROA Project and its recommendations on project completion during the next reporting period
Climate risk and opportunity monitoring	As part of its review of the CROA Project recommendations, the ELT will consider processes for the regular review of climate risks and opportunities, and the setting and monitoring of climate risk-related baselines and targets, taking into account state-wide targets established under legislation and policy
Climate risk integration	The ELT will consider CROA Project recommendations for integration of climate risks and opportunities with oversight of DCS' strategy, decisions on major transactions and the Department's risk management framework and process, including climate risk-related controls. This will include strengthening DCS' governance and management oversight arrangements, and competency development approach
Net Zero Accelerator Leadership Program	Three DCS staff are enrolled to complete the NSW Government Agency Leadership Accelerator – Net Zero Program during the next reporting period. This program is delivered by DCCEE's Sustainability Advantage Team and is designed to build capability in greenhouse gas emissions accounting and reporting, and net zero transition planning

Strategy

DCS is in the early stages of identifying and assessing the impacts of climate change on its strategy, business model, financial position and associated decision-making processes. At a high level, DCS anticipates that there will be a need for additional expenditure or other intervention to respond to climate risks and opportunities. This may have impacts on the delivery of key services and achievement of strategic objectives. This will also inform DCS's approach to adaptation and transition planning.

Climate related risks and opportunities

DCS has identified climate-related risks and opportunities that may reasonably be expected to impact its operations, workforce and service delivery. These risks and opportunities will be assessed in the next stages of the CROA Project during 2025-26.

Climate-related financial disclosures

Physical risks

The table below summarises DCS's identified physical climate risks.

Table 30: Identified physical climate risks

Identified physical risks	Risk description	Impact horizon
Increased frequency and severity of climate change events, leading to physical and psychological health and safety concerns for staff, resulting in illness or injuries	Increasing frequency and severity of climate events may create unsafe working conditions and contribute to climate-related psychological stress among staff. Frontline employees may face heightened customer aggression or vulnerability, with broader impacts including staff illness or injury, service disruption, increased compensation costs, reduced workforce retention, and reputational risk	Now: Emerging risk with moderate impacts; some evidence of stress and unsafe conditions 2030: More frequent and visible impacts; increased staff anxiety and exposure 2050: Widespread and persistent risk; health and safety consistently affected
Increased frequency and severity of climate change events, leading to an increase in staff workloads, resulting in reduced service delivery, and impacts to staff psychological health and safety	Increasing frequency and severity of climate events is expected to drive higher demand for DCS services, placing pressure on emergency response functions and frontline teams. This may result in sustained workload increases, reduced capacity to maintain business-as-usual operations, and urgent policy reform requirements. Consequences include staff burnout, service disruption, reputational risk, reduced workforce retention, and increased operational costs	Now: Occasional workload surges during major events 2030: Chronic pressure on emergency and business as usual functions; reputational concerns grow 2050: Systemic risk requiring structural changes to service delivery
Increased frequency and severity of climate change events, leading to asset damage, increased operational or maintenance demands or reduced accessibility to assets, resulting in greater cost to address	Increasing frequency and severity of climate events may damage DCS assets, particularly those with existing structural vulnerabilities or located in high-risk areas. This may result in increased maintenance and capital costs, reduced asset accessibility, service disruption, health and safety concerns, and reputational risk	Now: Isolated incidents; risk is mostly latent 2030: More frequent wear and tear; increased operational strain 2050: Common and costly damage; significant service and financial impacts
Increased frequency and severity of climate change events, leading to disrupted access to workplace or systems, resulting in reduced service delivery	Increasing frequency and severity of climate events may disrupt power supply, transport, communications infrastructure, and third-party services, limiting access to DCS workplaces and systems. This may result in service disruption, staff safety concerns, and increased emergency response costs	Now: Occasional and short-lived disruptions 2030: Regular disruptions affecting continuity and staff wellbeing 2050: Prolonged and widespread disruptions; contingency planning essential
Increased frequency and severity of climate change events, leading to staff requiring time off work, resulting in reduced service delivery	Increasing frequency and severity of climate events may result in staff being personally impacted—through threats to personal safety, property damage, or impacts to family and community—or engaged in volunteering with emergency response organisations. These circumstances may lead to staff absences, contributing to service disruption, increased emergency response costs, and physical and psychological safety concerns	Now: Some staff absences due to personal impact or volunteering 2030: Increased absenteeism; more frequent service gaps 2050: Absences harder to backfill; broader impacts on operations

Climate-related financial disclosures

Transition risks

The table below summarises DCS’s identified transition climate risks.

Table 31: Identified transition climate risks

Identified physical risks	Risk description	Impact horizon
Rapidly emerging climate requirements which exceed DCS’ operational capacity to address, resulting in non-compliance with legislation	The transition to a net zero economy is driving the introduction of new climate-related policies and legislative requirements, including mandatory reporting on climate change management. DCS is at risk of non-compliance due to constrained resources, organisational capability gaps, and internal limitations, with potential reputational and regulatory consequences	Now: New requirements introduced at pace, increasing capability and capacity required to comply. 2030: Regulatory pressure increases; potential risk of penalties and reputational damage 2050: Risk diminishes as compliance becomes standard
Changing stakeholder expectations, leading to pressure to adopt greater climate-friendly efforts, resulting in increased costs to transition and/or reputational impacts	Stakeholder expectations are increasing for climate-resilient services and alignment with government climate targets. DCS may face cost pressures, reputational risk, and failure to adapt in responding to these expectations	Now: Minimal pressure due to indirect climate role 2030: Expectations grow; reputational sensitivity increases 2050: Risk stabilises as sustainability becomes embedded
Transition to a net zero economy, leading to increased need for support to manage new industries, technology or compliance requirements for staff and customers, resulting in increased workloads, reputational impacts and inability to deliver objectives	The transition to a net zero economy is driving technological innovation, market shifts, and evolving climate-related requirements. These changes may cause technological and/or compliance requirements for staff and customers resulting in increased workloads for DCS. Increasing risk of being unable to deliver on organisational objectives, increasing costs and reputational damage	Now: Early stages of transition action, difficult to predict systemic changes that impact DCS and where to concentrate effort to mitigate 2030: Rapid change increases complexity; adaptation challenges intensify 2050: Risk reduces as transition stabilises, and systems mature

DCS is in the early stages of identifying, assessing and prioritising climate-related opportunities. This process is focused on examining the feasibility and potential benefits of these opportunities, and how they could align with DCS’s strategy and operations. This process commenced using entity-wide workshops during 2024-25.

Identified opportunities include improved resource efficiency, access to new markets and funding, enhanced service offerings, and increased organisational resilience. The table below summarises DCS’s identified opportunities.

Climate-related financial disclosures

Table 32: Identified climate change opportunities

Category	Identified opportunity	Potential benefits
Resilience	Integrate climate risk management, adaptation, and mitigation into core DCS functions Embed robust climate risk management—including adaptation planning and mitigation strategies—into business continuity, procurement, financial modelling, communications, and workforce planning. This will enhance organisational resilience and enable coordinated, proactive responses to climate-related disruptions	• Strengthened preparedness and operational continuity • Improved cross-functional collaboration • Comprehensive climate governance and accountability
Resource efficiency	Improve energy efficiency across high-intensity services Identify and implement energy efficiency and emissions reduction initiatives across high-consumption services such as data centres and workplace operations to support whole-of-government sustainability targets	• Reduced operational emissions • Lower energy costs • Contribution to government-wide climate goals
Resilience	Strengthen sector-wide climate risk resilience and support Enable DCS entities to lead and support sector-wide climate resilience by centralising climate risk reporting, enhancing procurement practices, and providing guidance to frontline services during climate events	• Streamlined climate risk management across agencies • Increased public trust and satisfaction • Improved service delivery during climate disruptions
Markets/resource efficiency	Advance sustainable technologies and practices across services and assets Accelerate the adoption of sustainable technologies and practices—including fleet upgrades, digitisation, and EV infrastructure—to reduce environmental impact and improve service efficiency	• Cost savings and operational efficiencies • Enhanced staff and customer resilience • Improved public and stakeholder perception
Resilience	Enhance staff safety, wellbeing, and climate resilience Develop targeted support for staff wellbeing, including climate anxiety management and frontline guidance during climate events, to build a resilient and safe workforce	• Reduced health-related costs and absenteeism • Increased staff engagement and resilience • Safer working conditions during climate emergencies

Future priorities

Table 33: Future priorities - strategy

Priority	Action
Concentration of impacts	Once the CROA Project is completed, DCS will conduct a more detailed analysis to examine concentration of impacts in terms of DCS’s locations, assets and service delivery. This analysis will also inform DCS’s strategy to manage climate risks and opportunities, including adaptation and transition
Impacts on strategy and business model	Concentration of impact analysis will support DCS’s examination of how these impacts may affect DCS’s strategy and business/operating models over the short, medium and long-term
Impacts on financial position and performance	Concentration of impact analysis will also support the Department’s examination of how these impacts may affect DCS’s financial position and performance, and cash flows over the short, medium and long-term, including any significant risk of material adjustments to the carrying amounts of assets and liabilities in the financial statements

Climate-related financial disclosures

Risk management

Climate risk and opportunity assessment overview

DCS’s CROA methodology was aligned with the [Climate Risk Ready NSW Guide](#) approach and utilised a modified version of the Guide’s toolkit. The methodology adopted an all-hazards, primarily qualitative approach, integrating quantitative information where available.

Definitions of physical and transition risks are consistent with the [Climate Risk Ready NSW Guide](#):

- climate-related physical risks are risks resulting from climate change that can be event-driven (acute) or driven by longer-term shifts in climatic patterns (chronic)
- climate-related transition risks are risks arising from efforts to transition to a lower-carbon economy. These include policy, legal/liability, technological, market and reputational risks.

DCS’s methodology comprises three distinct phases: identification, assessment, and treatment. DCS commenced work on its first CROA Project at enterprise level in 2024-25. The table below summarises the DCS CROA methodology. More detail is available in the following sections.

Table 34: DCS’s CROA methodology - phases and key activities

Timing	Phase	Key activities
January 2025 – March 2025	Risk identification – Divisional risk identification workshops	Workshops across DCS divisions to support climate-informed decision-making. Climate projections and scenarios, such as SSP1-2.6, SSP3-7.0, and NARCLiM 2.0, were introduced to help participants understand potential future climate conditions and their implications
March 2025	Risk identification – aggregation to enterprise-level risk statements	Identification of climate risks and opportunities. Risk statements were developed and validated by workshop participants. Risks were thematically reviewed and aggregated into enterprise climate risk statements for the DCS entity. These risk statements were then reviewed and approved by senior leadership
April 2025 – May 2025	Risk assessment – preliminary ratings	Approved risk statements were assigned preliminary inherent and residual ratings
June 2025 – ongoing	Risk assessment – validation	Preliminary ratings are being reviewed and validated with key stakeholders. Validated risk ratings will be reviewed and approved by senior leadership

Climate-related financial disclosures

Physical risk scenarios

The CROA Project utilised the two physical climate scenarios integrated with [NARCLiM2.0](#):

- Low emissions scenario (SPP1 2.6): a low-emissions future with a global transition towards sustainable and equitable development with a projected 1.3 – 2.4 degrees Celsius of warming by 2100 and transition to net zero by 2075
- High emissions scenario (SPP3 7.0): a high-emissions future of regional conflict and development where countries do not collaborate on tackling climate change and do not focus on sustainable and equitable development, with a projected 2.8 – 4.6 degrees Celsius of warming by 2100, and where carbon dioxide emissions double by 2100.

Transition risk scenario

The CROA Project utilised one transition scenario only due to the low level of transition risk and opportunity assessment maturity within DCS at the time the project was commenced. This was the Net Zero Emissions by 2050 foundational decarbonisation scenario integrating massive deployment of clean energy technologies by 2030, with a focus on changes to energy generation, transport, industry, agriculture and energy production. This scenario operates under the International Energy Agency's [Global Energy and Climate modelling framework](#) and is consistent with the emissions reduction targets for NSW set out in the [Net Zero Government Operations Policy](#).

Assessment timeframes

Time horizons used in the CROA process are consistent with the Department's strategic, planning and operational timeframes, [Climate Risk Ready NSW](#) guidance and [NARCLiM2.0](#) projections.

The physical climate risk assessment process utilised the following timeframes:

- Current ('today': 2024 – 2025)
- 2030
- 2050.

The transition climate risk assessment process utilised the following timeframes:

- short term ('today': 2024 – 2025 to 12 months)
- medium term (one – five years)
- long term (five years and beyond).

The timeframes are linked to internal immediate planning cycles (current and short term), strategic planning cycles and the first NSW net zero interim target (2030 and medium term) and the NSW net zero by 2050 target (2050 and long term).

Materiality

DCS has undertaken a preliminary review of the principles of materiality and materiality assessment guidance in TPG24-33, with reference to the Commonwealth Department of Finance [materiality application guidance](#), and determined that all identified risks and opportunities be reported in this disclosure.

Climate risk identification

A series of climate risk identification workshops were conducted across DCS divisions during January – early March 2025 with representatives from DCS divisions including People and Culture, Revenue NSW, Digital NSW, Policy, Strategy and Governance, Fair Trading and Regulatory Services, Finance and Procurement, Building Commission, Government Shared Services, Births, Deaths & Marriages and Small Business Commission. The workshops introduced [NARCLiM2.0](#) projections and the SSP1-2.6 and SSP3-7.0 scenarios, along with DCS climate-specific inputs to support participants' understanding of potential future scenarios and their implications for DCS, and inform the decision-making process on climate risk identification.

The workshops generated 107 preliminary climate risk statements which were validated by participants and used to identify common themes and hazards. The Climate Change Team consolidated the preliminary climate risk statements, themes and hazards into an entity-level set of eight climate risk statements.

31 climate risk opportunities were also identified during the workshops and then thematically categorised.

Eight validated risk statements and five identified opportunities were presented to senior leaders for endorsement.

Climate-related financial disclosures

Climate risk and opportunity assessment process

The Climate Change Team conducted a preliminary climate risk assessment by using qualitative data and the DCS Risk Management Guide to assess likelihood and consequence ratings for each validated risk statement. This data was then used to calculate inherent and residual risk ratings (High, Medium or Low) using the DCS Risk Matrix across physical and transition risk time horizons.

From June 2025, preliminary risk ratings are undergoing validation across relevant DCS divisions using workshop-based consultation with stakeholders. This process includes reviewing the preliminary consequence and likelihood ratings and examining what controls or mitigating factors are in place for each risk.

The climate opportunity assessment process will adopt a modified approach due to the low level of maturity within DCS. Identified opportunities are being reviewed and analysed against specific criteria for further consideration by senior leaders.

Integrating and monitoring climate risks and opportunities

Consequence criteria for climate change were integrated into DCS’s Risk Management Guide in April 2025 by DCS Enterprise Risk and Compliance. These criteria address energy use and emissions management, stakeholder expectations and impacts on assets and have been integrated into the DCS’s CROA process.

Future priorities

Table 35: Future priorities – risk management

Priority	Action
Assessment and prioritisation of climate risks and opportunities	DCS will develop a more integrated process for the assessment and prioritisation of identified climate risks and opportunities (including the use of internal controls) and formalise how climate risks and opportunities are monitored, during the next reporting period
Materiality	DCS will develop a process for assessing the materiality of climate risks and opportunities
Climate risk integration	DCS will integrate climate change impacts and risk assessment into its enterprise risk environment, including its Risk Management Policy and Framework and Risk Appetite Statement

Metrics and targets

DCS conducted its first greenhouse gas inventory during June – August 2025. Scope 1 and 2 emissions are reported, along with a preliminary exploration of scope 3 emissions sources. The methodology used for emissions calculations is also provided.

DCS has relied on data provided through the Sustainable Government Portal via the Net Zero Accelerator (NZA) and the Centralised Analysis Systems for Performance of Energy and Resources (CASPER) applications to calculate and report on scope 1 and 2 emissions for the reporting period. DCS has based its emissions reporting for this disclosure on entities and operations where data is available through NZA and CASPER for whole-of-government utility and fleet contracts.

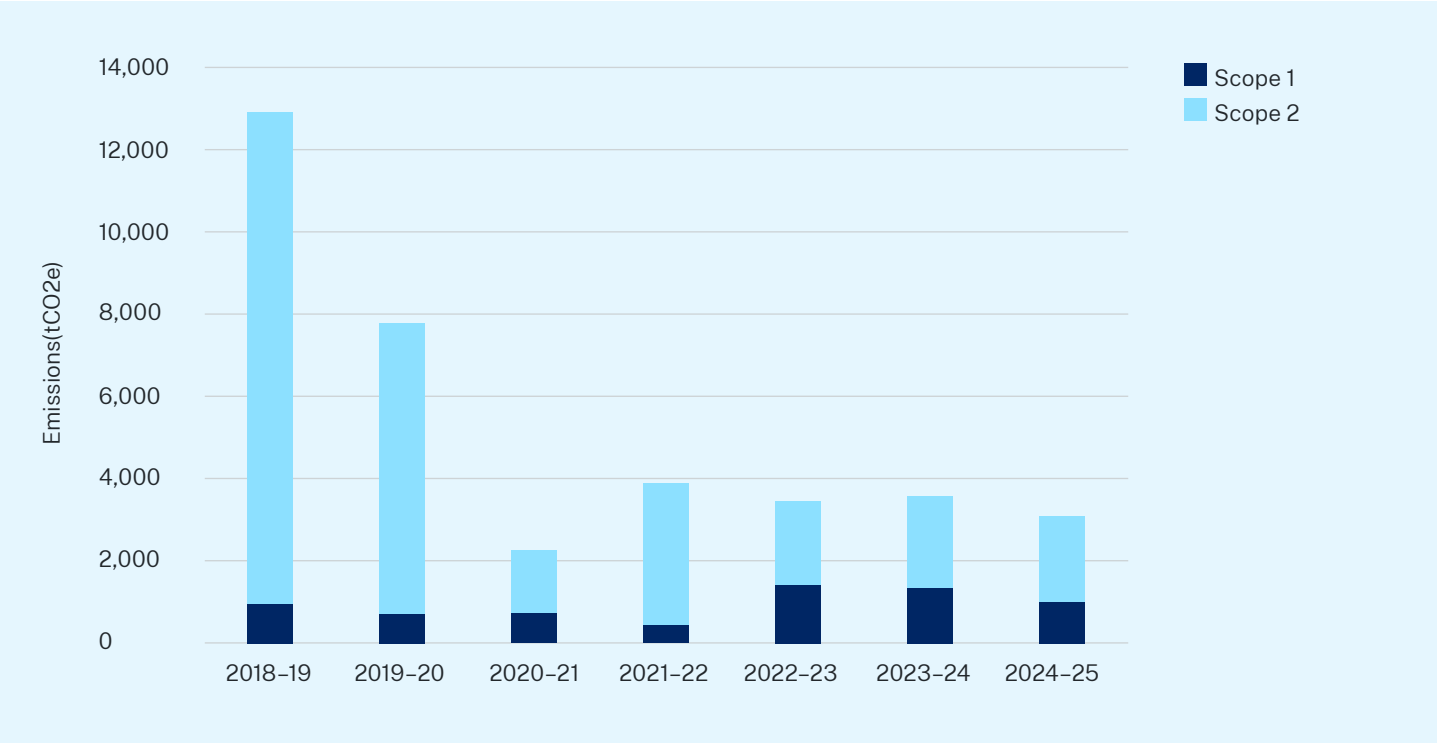
DCS acknowledges current limitations in capturing emissions data for locations and assets not linked to whole-of-government utility and fleet contracts, and the importance of improving internal data capture mechanisms to incorporate these data into future reporting cycles (subject to operational control determination).

Climate-related financial disclosures

Scope 1 and 2 emissions

DCS’s total scope 1 and 2 greenhouse gas (GHG) emissions generated during 2018-19 to 2024-25 are captured in the figure below. It highlights the impacts on DCS’s emissions profile of the COVID-19 years of 2019-20 to 2022-23 and changed working arrangements through to 2024-25. DCS’s emissions footprint indicates potential for emissions reduction initiatives focused on renewable energy and energy efficiency.

Figure 8: DCS total scope 1 and 2 (absolute gross) GHG emissions in tonnes carbon dioxide equivalent (tCO2e) 2018-19 to 2024-25

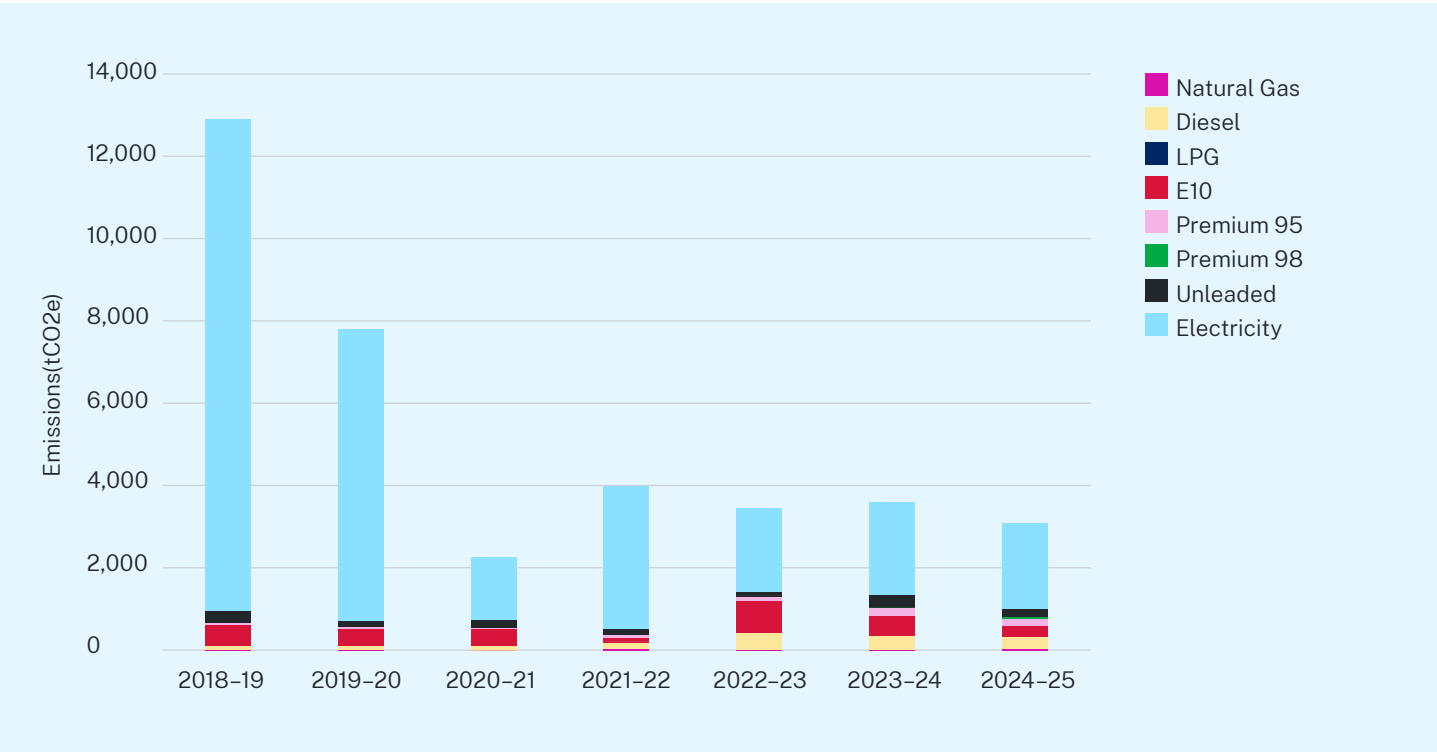


Data extracted from the Sustainable Government Data Platform 15 August 2025

Climate-related financial disclosures

The figure below captures DCS’s emissions footprint by source. Although natural gas (pipeline and LPG) and transport fuels collectively form a small fraction of total emissions (indicating limited direct combustion activities), energy transition, fuel efficiency and fleet electrification initiatives can assist in scope 1 emissions reduction.

Figure 9: DCS total scope 1 and 2 GHG emissions(tCO2e) by source 2018–19 to 2024–25



Data extracted from the Sustainable Government Data Platform 15 August 2025

Climate-related financial disclosures

Greenhouse gas emissions measurement approach

Emissions were calculated using the methodology set out in the [NSW Greenhouse Gas Emissions and Accounting Guidelines](#) (the Guidelines) and in alignment with the requirements of the [Net Zero Government Operations Policy](#) and TPG24-33. No changes were made by DCS to the Guidelines methodology.

The operational approach was applied to emissions calculations, meaning DCS accounts for 100% of emissions from sources it controls directly (natural gas and transport fuel combustion) and indirectly (purchased electricity).

Emissions factors for each fuel or energy source were drawn from the [National Greenhouse Accounts \(NGA\) Factors](#) and applied to activity data (such as litres of fuel or megawatt hours (MWh) of consumed electricity) to calculate emissions in metric tonnes of carbon dioxide equivalent (tCO₂-e). Specifically:

- Scope 1 emissions (stationary and transport fuels) were calculated using activity data (litres) and multiplying these by the NGA factor for each fuel type
- Scope 2 emissions (purchased electricity) were calculated using activity data (MWh) and multiplying these by the location-based emissions factor for NSW grid electricity in 2024-25 (0.66 tCO₂e per MWh).

Where emissions data was not directly available through the NZA, DCS accessed available activity data through CASPER to support emissions calculations. These data included utilities billing, fleet and fuel card data.

No estimates were used in the calculation of DCS's emissions profile.

Use of the Guidelines, alignment of the DCS approach with the requirements of NSW Government policy and use of NGA emissions factors are key methodological controls for the DCS emissions inventory process.

Carbon offsets

DCS did not utilise any carbon offsets during the reporting period.

Emissions reporting gaps

Activity data used in emissions calculations for the reporting period were sourced from all-of-government contract data. This included electricity, natural gas and other major utility and fuel contracts operating across NSW Government. While these data provide a consistent and reliable foundation for calculation emissions, they do not capture emissions associated with off-contract activities. These include energy consumption at smaller facilities not operating on central contracts, and fuel use across non-contracted fleet vehicles.

Scope 3 emissions

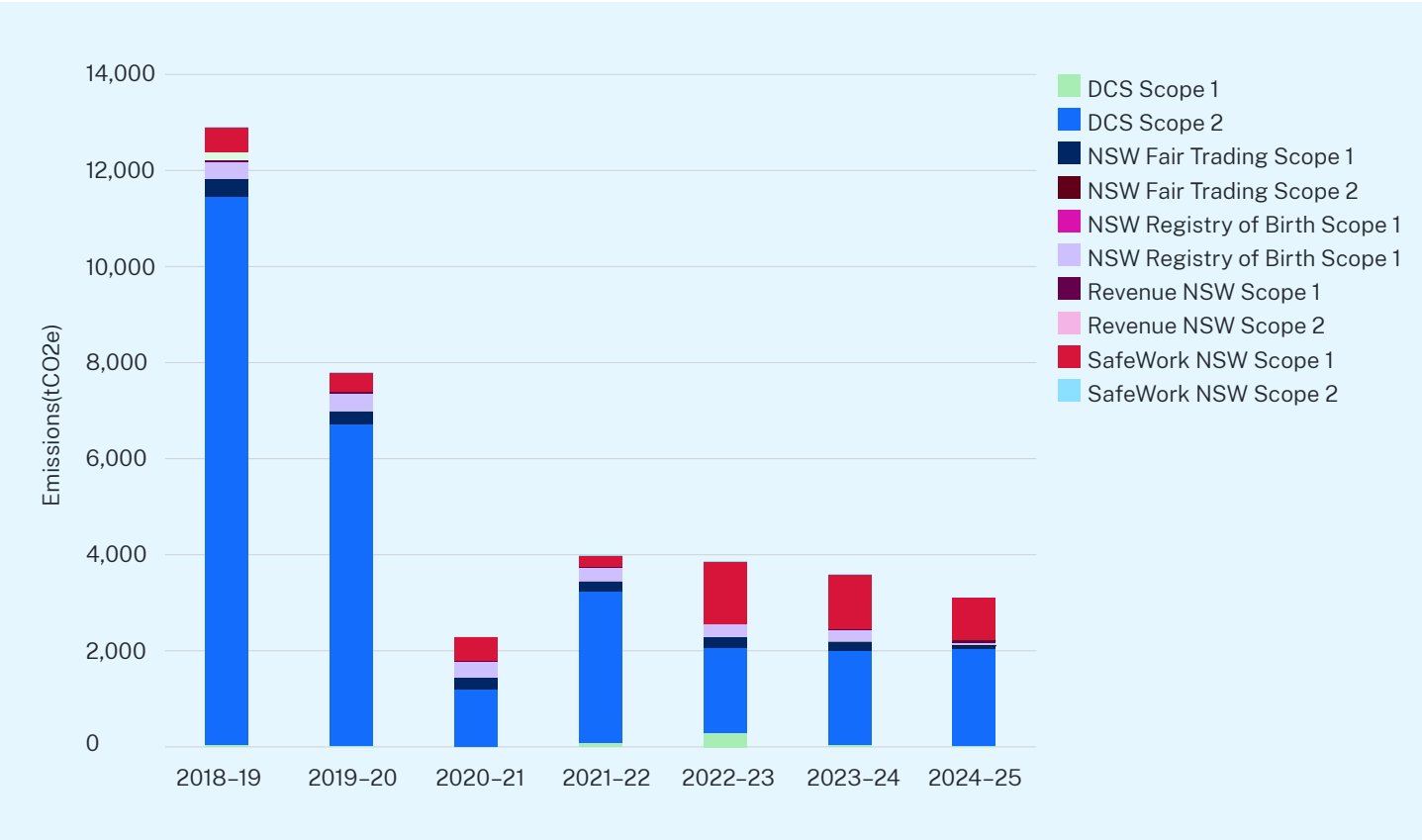
DCS has begun to explore sources contributing to its scope 3 emissions profile. Scope 3 emissions are more complex to measure and report given direct activity data limitations and the dispersed nature of sources. Source categories identified during the reporting period include purchased goods and services, upstream transportation and distribution, water use, waste generated through its operations, business travel, and employee commuting.

Climate-related financial disclosures

Disaggregated scope 1 and 2 emissions

The figure below illustrates disaggregated scope 1 and 2 emissions for DCS and entities within its organisational boundary. DCS accounts for most of the emissions profile.

Figure 10: Disaggregated scope 1 and 2 emissions (tCO₂e) across DCS and entities within its organisational boundary 2018-19 to 2024-25



Data extracted from the Sustainable Government Data Platform 15 August 2025

Location-based scope 2 emissions

DCS operates solely within the jurisdiction of NSW. Figure 8 above (DCS total scope 1 and 2 (absolute gross) GHG emissions in tonnes carbon dioxide equivalent (tCO₂e) 2018-19 to 2024-25 – Data extracted from the Sustainable Government Data Platform 15 August 2025) captures DCS’s total scope 2 location-based GHG emissions.

Additional climate-related metrics

DCS did not develop any additional climate-related metrics during the 2024-25 reporting period.

Climate-related financial disclosures

Climate-related targets

DCS is guided by the whole of government emissions reduction targets set out in the [Net Zero Government Operations Policy](#), where agencies should aim to achieve a reduction in scope 1 and 2 emissions to contribute to:

- 50% reduction by 2030 and 70% by 2035 (on 2018-19 levels) and
- net zero by 2050.

DCS will consider targets that align with its strategic objectives, operational priorities, and enterprise risk management approach, as well as its policy obligations and the outcomes of its CROA Project to address the impacts of transition climate risks. Areas of focus may include:

- procurement of renewable energy
- on-site renewable energy initiatives such as solar power
- progressive transition of vehicle fleets to electric or hybrid vehicles, subject to operational requirements
- energy and fuel consumption reduction
- exploration of battery storage or other clean energy enabling technologies.

DCS will also consider:

- adaptation-related targets to address the impacts of physical climate risks. These may include monitoring of asset exposure to high-risk climate zones, and investment in and performance of infrastructure upgrades or resilience-building initiatives
- sustainability-related targets, as they align with the outcomes of CROA or sustainability risk and opportunity assessments and related emissions reduction reporting. These may include water efficiency and waste management initiatives.

Future priorities

Table 36: Future priorities – metrics and targets

Priority	Action
Emissions data gaps	DCS will address data gaps in its emissions inventory to improve data capture, quality and completeness over time, in line with the NSW Net Zero Government Operations Policy and evolving disclosure reporting requirements
Scope 3 emissions	DCS plans to develop data collection processes and analytical methodologies to support scope 3 emissions reporting, with a particular focus on waste, water, procurement and travel. Activities to support this approach may include: Internal and external collaboration with procurement and the supply chain to gather data related to purchased goods and services Mapping waste streams across operating locations Sourcing data on staff air and road travel. DCS aims to commence quantifying and disclosing Scope 3 emissions in its next annual climate-related financial disclosure, with the aim of progressively expanding coverage and improving data quality in future years.
Climate-related targets	DCS will develop a process for identifying, setting and monitoring its performance against climate-related metrics and targets. The process will integrate climate-relevant targets and actions as they apply to DCS under the Net Zero Government Operations Policy
Emissions inventory management plan	DCS will prepare an annual emissions inventory management plan in line with the requirements of the Greenhouse Gas Protocol Corporate Accounting and Reporting Standards, and ISO14064-1:2018 Greenhouse Gases - Part 1: Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals.

Modern Slavery Act 2018 (NSW) reporting

DCS remains committed to ensuring that our operations and supply chains are free from all forms of modern slavery. To support this outcome and strengthen compliance with the *Modern Slavery Act 2018 (NSW)*, DCS undertook the following actions during the reporting period:

- developed and published the DCS Modern Slavery Policy and accompanying Risk Management Plan, applicable to all DCS staff, including contractors and consultants
- produced supporting procurement resources and internal communications to raise awareness of staff obligations and due diligence requirements
- integrated the Anti-slavery Commissioner's Inherent Risk Identification Tool into the DCS Procurement Risk Assessment Template to identify procurements at high-risk of modern slavery
- ensured all procurements using DCS standard templates include a modern slavery clause aligned with legislative requirements
- embedded modern slavery clauses into the ICT Purchasing Framework (specifically ICTA and Core and Contract Templates), which is mandatory for all NSW Government ICT procurements
- incorporated modern slavery provisions into the all-of-government ICT End User Devices and Services Contract and the Print and Imaging Devices and Services Contract, with a focus on the high-risk category of hardware procurement
- required all tenderers to confirm compliance with the *Modern Slavery Act 2018 (NSW)* and, where applicable, outline mitigation strategies for identified risks
- tracked heightened modern slavery risk procurements through the DCS Contracts Register
- continued to build staff capability by promoting and monitoring completion of the Anti-slavery Commissioner's training modules as they became available
- actively participated in the Anti-slavery Commissioner's Shared Implementation Plan Working Group to support coordinated action across government.

Additionally, in 2024-25, no concerns were raised by the NSW Anti-slavery Commissioner regarding DCS operations as presenting a significant risk.

Work health and safety

DCS is committed to the health and safety of all workers through the implementation of a health and safety management system that prevents injuries and ill-health while supporting and promoting health and wellbeing. DCS recognises that achieving a healthy and safe workplace relies on a prevention-based approach, where all employees take responsibility in identifying, investigating and controlling work-related hazards, risks and incidents.

Work health and safety

DCS focuses on preventing injuries and illnesses from occurring and embedding processes and systems, the following programs and initiatives were implemented during 2024-25:

- mandatory online training courses, Introduction to health and safety at work and WHS due diligence (for managers), ensure all staff (including contractors) are current and up-to-date with work health and safety key responsibilities and policies
- our new Employee Assistance Program is provided by PeopleSense. Available at any time to all staff and their immediate family members providing access to mental, physical and financial health support including free and confidential counselling service
- the Work Health and Safety Management System is currently being reviewed and refreshed with a commitment to consulting with subject matter experts, DCS knowledge holders and all employees to develop new policies, procedures and processes to increase awareness and improve safety across DCS. Information for all staff is available on the DCS WHS Consultation page and ability to provide feedback when open for consultation
- the dedicated Work Health and Safety Hub provides instruction and guidance on reporting and managing hazards and incidents. Other resources are also accessible on safety topics such as ergonomics, unreasonable behaviour by customers and consultation, to support employee health and safety
- an illness prevention strategy which includes key measures that are reasonably practical to implement to minimise the risks of COVID-19, influenza and other potential infectious diseases
- annual flu vaccination program continues at no cost to employees, that runs in the lead-up to winter each year and is available to all DCS staff

- a dedicated Recover at Work team collaborates closely with icare as the new claim service provider for the majority of DCS to review trends and strategies to support staff to recover through work as quickly and safely as possible
- Work Health and Safety Dashboard allows managers and people leaders to obtain a snapshot of incidents, hazards, and investigation details from an easy-to-use and simple customised WHS dashboard
- DCS continues to partner with Fitness Passport to offer a low cost, flexible corporate gym and pool membership program at a reduced cost for all staff
- a Prevention of Sexual Harassment in the Workplace Policy has been embedded utilising the Public Service Commission's best practice policy after being launched last year. The Policy was formally consulted with all employees across DCS, including health and safety representatives. As part of the positive duty of care, DCS is currently completing risk assessment to ensure effective strategies and controls are in place and/or developed to prevent potential sexual harassment in the workplace. Further to this, an online e-learning module has been developed to ensure all employees are aware of the policy requirements, responsibilities and reporting requirements.

Incident management

The number of hazard and incident reports in DCS has risen compared to 2023-24. The increase in incident reporting has risen with the continued promotion of reporting hazards and incidents through the work health and safety reporting system, mySafety.

Promotion has included employee and manager scheduled drop-in training sessions facilitated by DCS's safety and wellbeing team and simultaneously promoting the importance of reporting to eliminate and/or mitigate the risk to ensure a safe place to work.

All incident reports (including hazards and injuries) increased from a total of 1,580 incidents in 2023-24 to all incidents reported of 1,919 in 2024-25.

Prosecutions

There were nil prosecutions in 2024-25 for health and safety breaches consistent with nil prosecutions in 2023-24.

Work health and safety

Workers compensation

DCS remains committed to facilitating recovery at work for all injured employees in accordance with DCS’s Return to Work (RTW) Program and NSW workers compensation legislation, guidelines, and obligations.

The Recover at Work team has continued to provide best practice and comprehensive case management using evidence-based strategies to drive optimal recovery at work outcomes.

DCS’s RTW program is our formal policy that outlines DCS’s general procedures for handling work related injury or illness. It represents our commitment to the health, safety and recovery of DCS’s employees following an incident.

Claims reviews have been held quarterly with DCS’s Claims Services Providers with a focus on returning an employee to work as safely as possible with the support of key stakeholders. There continues to be a focus on psychological injuries as these continue to significantly increase, whilst the number of physical injury claims have remained stable.

The table below shows that the reportable claims increased by 28% in 2024-25 compared to the previous year. Revenue NSW claims accounted for 41% of all reportable claims submitted in 2024-25, up from 28% the previous year. The next largest contributor to reportable claims was SafeWork NSW, with 15% of claims. The increase in reportable claim numbers is driven by psychological injuries, with Revenue NSW having 16 psychological injury claims.

Table 37: Reportable claims for 2024–25 (excludes non-reportable claims)

Policy	2022–23	2023–24	2024–25
Building Commission	N/A	N/A	10
Corporate Services	3	8	10
Digital NSW	5	9	6
NSW Fair Trading	9	11	10
Revenue NSW	17	19	35
SafeWork NSW	16	14	13
NSW Registry Births Deaths and Marriages	2	2	2
Customer, Delivery and Transformation	1	4	N/A
Total	53	67	86

Note 1: Reportable claims are incidents where payments were made or estimates established.

Note 2: Non-reportable claims are incidents with no payments and nil estimates that are not or not yet classified as claims. They are excluded from table 1. Non-reportable claims can be reopened or become reportable claims in future and incur costs. This can result in figures reported in previous annual reports being adjusted if a claim has since been opened.

Note 3: Corporate Services includes Government Shared Services, Portfolio Finance, Small Business Commission, People and Culture, Policy, Strategy and Governance.

Note 4: Customer, Delivery and Transformation is no longer a division at DCS. Independent agencies who produce their own annual reports have been removed from the table.

Diversity and inclusion at DCS

Diversity strategy

In 2024-25, DCS advanced its vision of making NSW a safer, fairer, easier and more productive place to live and work including through its commitment to diversity, equity and inclusion (DEI) and refreshed the DEI strategy.

In 2024-25, DCS adopted a new approach to inclusion—where inclusion benefits everyone—aligned with the DCS Strategy.

Inclusion Action Plans

In 2024-25, DCS focused on delivering and embedding key inclusion plans across DCS, with program governance and delivery supported by the DCS Inclusion Steering Committee. We finalised and published DCS's inaugural Gender Equality Action Plan (GEAP) which supports a NSW Government commitment to ensure that everyone receives equitable access, treatment and opportunities in the workplace and community.

DCS continued to monitor progress under the Multicultural Policies and Services Plan (MPSP) and strengthen support for culturally and linguistically diverse (CALD) employees and communities. Key achievements include the Cultural Diversity Champions Program and the rollout of the Multicultural NSW learning module supporting newly arrived refugees in the workplace. Services have been enhanced with NSW Fair Trading continuing to engage with multi-cultural communities and stakeholders across NSW through Community Voice Networks and Let's Talk roadshows, raising awareness of consumer rights and identifying emerging issues to inform government programs and initiatives.

These plans are key to embedding inclusion into our systems, services and culture which attracts diverse talent, supports psychological safety and builds strategic partnerships.

Proposed diversity strategies

In the coming year, DCS will continue embedding a refreshed, inclusive approach across its operations, focusing on strategic initiatives that promote equity, support diverse communities, and foster a workplace culture where all employees feel valued and empowered. Specific initiatives for 2025-26 are outlined in DCS' Gender Equality Action Plan, draft Disability Inclusion Action Plan, current Aboriginal Employment Strategy, and Multicultural Plan.

Employee Resource Groups (ERGs)

DCS's ERGs play a key role in fostering a culture where inclusion benefits everyone. They help build psychological safety, support career development, and nurture future leaders from all backgrounds. ERGs also provide valuable insights into the needs of our diverse workforce and communities and have been active participants in co-designing more inclusive policies, services and experiences.

Diversity and inclusion statistics

Diversity and inclusion statistics

The Diversity and Inclusion statistics for DCS, including Service NSW, for 2024-25 are outlined below. It should be noted that completion of Equal Employment Opportunity (EEO) employee data is voluntary and as such under-reporting is likely. 91.6% of staff chose to respond to diversity data in 2024-25, an increase of 3.5 percentage points on last year.

Women in Leadership

Female PSSE appointments 2024–25 ¹	Total
Number of PSSE appointments (ongoing)	32
Number of women appointed as PSSEs (ongoing)	15
Ratio of women (ongoing)	47%

Highlights for 2024-25 include:

As at 19 June 2025 (PSC census date):

- there were 262 substantive senior executive leaders in the portfolio, of which 144 (55.0%) were female
- the ratio of women in leadership remained steady from the previous year
- the portfolio has met the previous Premier’s Priority of 50% women in leadership roles by 2025
- of the 144 female senior executive leaders, 2.8% identified as Aboriginal, 9.0% identified as having a disability, and 16.7% identified as belonging to a racial, ethnic or ethno-religious minority group.

Aboriginal staff

As at 19 June 2025:

- 3.0% of DCS employees identified as Aboriginal
- the employment rate for Aboriginal new starters was 3.9 percentage points lower than those exiting the organisation
- 37% of Aboriginal new starters commenced at Grade Scale equivalent
- 49% of Aboriginal new starters were placed in ongoing roles
- the separation rate for Aboriginal staff was 19.7% compared to 17.4% for all employees

- the commencement rate for Aboriginal staff was 15.8% compared to 11.6% for all employees
- 5 senior executive staff members identified as Aboriginal
- Total number of Aboriginal employees as at census date was 335.

People with disability

As with other EEO data, the identification of staff with a disability has to date posed a challenge due to inconsistent reporting.

The below data reflects the demographic information voluntarily provided by individuals. However, the number of employees with a disability is likely to be higher than that reported.

In late 2024–25 financial year the Behavioural Insights Unit commenced work to identify gaps between the People Matter Employee Survey (PMES) and SAP disability disclosure rates, using a number of methods including trial targeted email prompts that increased diversity disclosures, and is now using these findings to inform broader uplift identification. It is expected these disclosure rates will increase in future reporting.

- 74 people with a disability commenced in 2024-25, with 99 staff with a disability exiting the department
- the separation rate for people with disabilities was 14.1%, which was higher than the rate for all employees of 17.4%
- the ratio of commencements for people with disabilities was 5.3%
- 28% of people with a disability who voluntarily left the department, left within their first 12 months
- of new starters who identified as having a disability:
 - 3% were at Public Service Senior Executive banding or equivalent
 - 9% were at grade 11/12 or equivalent
 - 16% were at grade 9/10 or equivalent
 - 15% were at grade 7/8 or equivalent
 - 16% were at grade 5/6 or equivalent
 - 19% were at grade 3/4 or equivalent
 - 5% were at grade 1/2 or equivalent
 - 16% were at general scale or equivalent.

¹ Data includes new ongoing appointments to senior executive roles only and excludes promotions amongst existing senior executives. Data excludes non-executive employees who have acted in a single senior executive role for three or more consecutive months

Diversity and inclusion statistics

Workforce Diversity Group

Workforce Diversity Group	Benchmark	2023	2024	2025
Women	50%	63.0%	62.2%	62.4%
Aboriginal and/or Torres Strait Islander People	3.3%	3.1%	2.9%	3.0%
People whose First Language Spoken as a Child was not English	23.2%	29.0%	30.4%	29.5%
People with Disability	5.6%	4.5%	4.6%	6.4%
People with Disability Requiring Work-Related Adjustment	N/A	1.4%	1.5%	2.3%

Notes

1. Statistics are based on Workforce Profile census data as at 22 June 2023, 20 June 2024 and 19 June 2025.
2. The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.
3. The NSW Public Sector Aboriginal Employment Strategy 2019–2025 takes a career pathway approach in that it sets an ambitious target of 3% Aboriginal employment at each non-executive grade of the public sector by 2025.
4. A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.
5. In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. More information can be found at: Jobs for People with Disability: A plan for the NSW public sector. The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.
6. Further information regarding employees of the Department that provide personnel services to statutory bodies can be found in the annual reporting information of the statutory body.

Disability Inclusion Action Plans

In 2024-25, DCS continues work to develop and co-design its second Disability Inclusion Action Plan (DIAP) 2025-29, building on the foundations of the 2020-24 DIAP. Guided by workforce and customer insights and shaped by lived experience, the new DIAP is scheduled for publication in 2026. Accessible summaries of the 2020-24 DIAP remain publicly available in Auslan and Easy Read formats, reflecting our ongoing commitment to inclusive communication.

Key achievements in 2024-25 include participation in the *Foundations of Disability Leadership* program, renewal of Disability Confident Recruitment accreditation, the launch of Service NSW's first Visual Story 'Visiting a service centre', supporting DCS's commitment to inclusive and accessible communication using Plain English. The Disability ERG hosted the annual *Chat-Listen-Champion* event, where employees with disability shared their experiences with senior leaders, helping to build understanding and drive inclusive change across DCS.

Services have been enhanced through the launch of Digital NSW's Easy Read Hub and the NSW Digital Inclusion Strategy and establishment of the Digital Accessibility Customer Council to engage directly with customers with disability and ensure digital services are informed by lived experience and align with Australian accessibility standards (AS EN 301549).

The Accessibility and Inclusivity Toolkit continues to support employees with practical tools and advice to create accessible, user-friendly services. The Accessibility team within Digital NSW also provided tailored technical guidance to agencies across NSW Government, helping them design more inclusive products and services.

Indigenous engagement

DCS has continued to make progress in supporting the Aboriginal Employment Strategy over the past 12 months. Key achievements include:

Created Aboriginal Onboarding/Offboarding Process

We developed a tailored onboarding and offboarding process to support Aboriginal employees throughout their employment journey. This initiative ensures culturally appropriate guidance, recognition, and support from entry to exit, fostering a more inclusive and respectful workplace experience. The Buddy program is available to partner with other Aboriginal employees to provide a reliable and familiar point of contact for basic questions regarding their work experience at DCS, help them feel part of a community and assistance in handling general issues and concerns they may have. An Aboriginal-specific exit survey designed to help us better understand the reasons behind departures and identify opportunities to improve our workplace culture, support systems, and retention strategies has been developed.

Elsa Dixon Aboriginal Employment Grant and Trainees

The Elsa Dixon Aboriginal Employment Grant (EDAEG) develops and supports Aboriginal people through the creation of training and employment opportunities. The first Elsa Dixon Aboriginal trainee graduated in December 2024, marking a significant milestone in the program and trainees onboarded for the 2025 Intake are due to complete the program in 2027.

First Aboriginal Mental Health Training

DCS conducted the inaugural Aboriginal mental health training session, marking a vital step toward culturally responsive wellbeing support. This initiative ensures Aboriginal employees have access to relevant mental health resources, fostering a safer, healthier, and more inclusive workplace environment.

Built Aboriginal Recruitment Hub

DCS launched a dedicated Aboriginal Recruitment Hub to strengthen culturally informed talent acquisition. This hub offers specialised support and guidance for hiring managers, recruiters and internal candidates, helping them confidently navigate the recruitment process and promoting greater representation and inclusion in the workforce.

Aboriginal Meeting Room Names

Naming DCS meeting rooms in Aboriginal languages not only honours and strengthens Aboriginal identity but also helps foster culturally safe and inclusive work environments.

Using Aboriginal languages in our workplace acknowledges the deep cultural heritage and enduring connection of Aboriginal peoples to Country. It reflects respect for the traditional custodians of the land and promotes awareness of the diverse languages and cultures.

7. Financial performance





INDEPENDENT AUDITOR'S REPORT

Department of Customer Service

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Department of Customer Service (the Department), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a Statement of Material Accounting Policy Information and other explanatory information of the Department and the consolidated entity. The consolidated entity comprises the Department and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2024* (GSF Regulation) and the Treasurer's Directions
- present fairly the financial position, financial performance and cash flows of the Department and the consolidated entity.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Department and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Key Audit Matters

Australian Auditing Standard ASA 701 'Communicating Key Audit Matters in the Independent Auditor's Report' applies to the audit of the general purpose financial statements of listed entities or when an auditor is required by legislation to communicate key audit matters in the auditor's report. There is no legislative requirement to communicate key audit matters in my independent audit report on the Department. I have voluntarily included a narrative on Key Audit Matters to enhance the readability of my audit opinion.

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements for the year ended 30 June 2025. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon. I do not provide a separate opinion on these matters.

Key Audit Matter	How my audit addressed the matter
Valuation of service concession asset	
The Department performed a comprehensive valuation of its land titling database, a service concession asset, at 30 June 2025. This resulted in an increase in the service concession asset and asset revaluation reserve of \$45.6 million. The carrying value of the service concession asset was \$959 million at 30 June 2025. I considered this to be a key audit matter because: - the service concession arrangement is financially significant to the Department's financial position - the measurement of service concession assets is complex and involve significant judgements and assumptions. Further information on the valuation techniques for the service concession asset are disclosed in notes 14 and 15.	Key audit procedures included the following: - evaluated and tested the design and implementation of key controls in the financial reporting of the service concession asset - assessed the appropriateness of the valuation methodology, key assumptions and judgements adopted - tested the key inputs and mathematical calculation of the valuation model - assessed the adequacy of the financial statement disclosures against the requirements of applicable Australian Accounting Standards and NSW Treasurer's Directions.
Recognition and measurement of administered revenue and receivables	
The Department reported administered revenue of \$48.2 billion and administered expenses of \$674 million in 2024-25, and \$7.8 billion in administered assets as at 30 June 2025 including a \$584 million allowance for impairment for taxes and fines receivable. I considered this to be a key audit matter because: - the judgement applied in determining whether the Department administers, rather than controls, the administered transactions and balances - of the financial significance of the administered transactions and balances and the disclosure of these amounts in the financial statements - the calculation of the allowance related to the administered taxation and fines receivable requires significant judgements and assumptions. Refer to Notes 28, 29 and 30 in the financial statements for related disclosures.	Key audit procedures included the following: - evaluated the design and tested the operating effectiveness of controls over key administered revenue streams, including payroll tax, duties, land tax, mineral royalties and gaming machine taxes - recalculated key administered revenue streams for reasonableness against the requirements of the relevant taxation legislation - assessed the methodology and assumptions used to estimate the allowance for impairment related to administered taxes and fines receivable against historical recoverability rates and write-off of debt for reasonableness - recalculated the allowance for impairment recognised for mathematical accuracy - assessed the adequacy of the financial statement disclosures against the requirements of the applicable Australian Accounting Standards and NSW Treasurer's Directions.
Consolidation and Funding Structure of the Project Remediate Trust	
The Department consolidates the Project Remediate Trust (the Trust), a special purpose vehicle established	Key audit procedures included the following:

Independent Auditor's Report

Key Audit Matter	How my audit addressed the matter
in 2022-23, to facilitate borrowing from a capital provider. The borrowings are used to fund interest free loans to owner corporations for the replacement of flammable cladding in eligible residential apartment buildings under the Project Remediate program. The Department reported \$205 million in notes payable and \$161 million in loans receivable at 30 June 2025, and subsidies of \$42.5 million for the year then ended. I considered this to be a key audit matter because of: - the complexity and judgement involved in accounting for the interest free loans - the material impact of the Trust's financial activities on the Department's consolidated financial statements - the public interest in the Project Remediate program and its funding mechanisms.	- assessed the appropriateness of the consolidation methodology and accounting treatment under AASB 10. - tested the recognition and measurement of the Trust's financial balances and transactions, including borrowings, loans issued and subsidies. - reviewed the adequacy of disclosures in the financial statements for clarity and compliance with applicable Australian Accounting Standards and NSW Treasurer's Directions.

Secretary's Responsibilities for the Financial Statements

The Secretary is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulation and Treasurer's Directions. The Secretary's responsibility also includes such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the ability of the Department and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/media/5fkcysek/ar5_2024.pdf. The description forms part of my auditor's report.

Independent Auditor's Report

The scope of my audit does not include, nor provide assurance:

- that the Department and the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



David Daniels
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

3 October 2025
SYDNEY

DEPARTMENT OF CUSTOMER SERVICE

STATEMENT BY THE ACCOUNTABLE AUTHORITY FOR THE YEAR ENDED 30 JUNE 2025

Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* (*“the Act”*), I state that these financial statements:

- a) have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the *Government Sector Finance Regulation 2024* and the Treasurer’s directions, and
- b) present fairly the Department of Customer Service and the consolidated entity’s financial position, financial performance and cash flows for the year ended 30 June 2025.



Graeme Head
Secretary
Department of Customer Service

29 September 2025

Financial statements

DEPARTMENT OF CUSTOMER SERVICE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025						
		Consolidated			Parent	
	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024* \$'000	Actual 2025 \$'000	Actual 2024* \$'000
Expenses excluding losses						
Employee-related expenses	2(a)	1,084,176	1,092,245	979,983	1,092,245	979,983
Operating expenses	2(b)	556,555	422,939	484,725	422,885	484,649
Depreciation and amortisation	2(c)	77,639	127,574	88,831	127,574	88,831
Grants and subsidies	2(d)	1,032,624	943,904	913,373	943,904	913,373
Finance costs	2(e)	2,389	7,747	1,559	7,747	1,559
Other expenses/(reversal)	2(f)	5,195	(314)	10,883	(314)	10,883
Total expenses excluding losses		2,758,578	2,594,095	2,479,354	2,594,041	2,479,278
Revenue						
Appropriations	3(a)	1,979,111	1,664,856	1,624,379	1,664,856	1,624,379
(Transfers to the Crown)	3(b)	-	(33,927)	-	(33,927)	-
Sale of goods and services from contracts with customers	3(c)	211,111	362,942	342,351	362,942	342,351
Personnel services revenue	3(d)	180,067	184,741	163,674	184,741	163,674
Investment revenue	3(e)	3,000	6,166	26,692	6,112	26,622
Retained taxes, fees and fines	3(f)	245,339	228,341	237,514	228,341	237,514
Grants and other contributions	3(g)	185,335	173,923	236,260	173,923	236,260
Acceptance by the Crown of employee benefits and other liabilities	3(h)	23,042	29,979	2,598	29,979	2,598
Other income	3(i)	150,540	151,602	148,391	151,602	148,385
Total Revenue		2,977,545	2,768,623	2,781,859	2,768,569	2,781,783
Operating result		218,967	174,528	302,505	174,528	302,505
Gains/(losses) on disposal	4	2,134	(283)	(35)	(283)	(35)
Other losses	5	(505)	(42)	(900)	(42)	(900)
		1,629	(325)	(935)	(325)	(935)
NET RESULT		220,596	174,203	301,570	174,203	301,570
Other comprehensive income						
<i>Items that will not be reclassified to net result in subsequent periods</i>						
Changes in revaluation surplus of property, plant and equipment	13(a)	-	2,491	5,248	2,491	5,248
Changes in revaluation surplus of service concession intangible asset	14	-	45,610	73,681	45,610	73,681
Total other comprehensive income		-	48,101	78,929	48,101	78,929
TOTAL COMPREHENSIVE INCOME		220,596	222,304	380,499	222,304	380,499

* Comparative figure has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

The accompanying notes form part of these consolidated financial statements.

DEPARTMENT OF CUSTOMER SERVICE STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025						
		Consolidated			Parent	
	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024* \$'000	Actual 2025 \$'000	Actual 2024* \$'000
ASSETS						
Current Assets						
Cash and cash equivalents	7	759,647	882,244	691,800	880,095	690,691
Receivables	8	129,350	186,238	196,311	186,238	196,311
Contract assets	9	25,132	9,180	10,288	9,180	10,288
Financial assets at fair value	10	5,990	-	11,996	-	11,996
Other financial assets	11	-	3,261	485	-	-
Non-Current assets held-for-sale	12	3,008	765	-	765	-
Total Current Assets		923,127	1,081,688	910,880	1,076,278	909,286
Non-Current Assets						
Financial assets at fair value	10	65,882	65,878	48,934	65,878	48,934
Other financial assets	11	37,413	157,628	37,924	-	-
Property, plant and equipment	13(a)	125,455	117,877	141,014	117,877	141,014
Right-of-use assets	13(b)	51,156	62,960	77,884	62,960	77,884
Intangible assets	14	1,296,897	1,252,260	1,232,646	1,252,260	1,232,646
Total Non-Current Assets		1,576,803	1,656,603	1,538,402	1,498,975	1,500,478
Total Assets		2,499,930	2,738,291	2,449,282	2,575,253	2,409,764
LIABILITIES						
Current Liabilities						
Payables	16	113,550	124,602	138,850	124,602	138,850
Contract liabilities	9	74,537	63,308	41,014	63,308	41,014
Borrowings	17	10,967	38,345	71,105	35,084	32,599
Provisions	18	154,761	165,765	154,937	165,765	154,937
Service concession liability	19	77,807	77,876	77,845	77,876	77,845
Other current liabilities	20	84,141	6,433	11,131	5,418	10,119
Total Current Liabilities		515,763	476,329	494,882	472,053	455,364
Non-Current Liabilities						
Contract liabilities	9	-	44,519	34,683	44,519	34,683
Borrowings	17	38,233	243,806	58,490	85,044	58,490
Provisions	18	47,151	30,574	43,937	30,574	43,937
Service concession liability	19	2,100,799	2,024,785	2,101,816	2,024,785	2,101,816
Total Non-Current Liabilities		2,186,183	2,343,684	2,238,926	2,184,922	2,238,926
Total Liabilities		2,701,946	2,820,013	2,733,808	2,656,975	2,694,290
Net Liabilities		(202,016)	(81,722)	(284,526)	(81,722)	(284,526)
EQUITY						
Reserves		110,800	160,762	117,136	160,762	117,136
Accumulated funds		(312,816)	(242,484)	(401,662)	(242,484)	(401,662)
Total Equity		(202,016)	(81,722)	(284,526)	(81,722)	(284,526)

* Comparative figure has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

The accompanying notes form part of these consolidated financial statements.

DEPARTMENT OF CUSTOMER SERVICE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2025				
Consolidated	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total \$'000
Balance at 1 July 2024		(401,662)	117,136	(284,526)
Net result for the year		174,203	-	174,203
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	13(a)	-	2,491	2,491
Net change in revaluation surplus of service concession intangible asset	14	-	45,610	45,610
Total other comprehensive income		-	48,101	48,101
Total comprehensive income for the year		174,203	48,101	222,304
Transactions with owners in their capacity as owners				
Decrease in net assets from equity transfers	13(a), 21	(19,500)	-	(19,500)
Transfer between equity items				
Transfer from asset revaluation surplus on disposal of assets		4,475	(4,475)	-
Balance at 30 June 2025		(242,484)	160,762	(81,722)
Balance at 1 July 2023		(703,303)	38,207	(665,096)
Net result for the year		301,570	-	301,570
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	13(a)	-	5,248	5,248
Net change in revaluation surplus of service concession intangible asset	14	-	73,681	73,681
Total other comprehensive income		-	78,929	78,929
Total comprehensive income for the year		301,570	78,929	380,499
Transactions with owners in their capacity as owners				
Increase in net assets from equity transfers	21	71	-	71
Balance at 30 June 2024		(401,662)	117,136	(284,526)

The accompanying notes form part of these consolidated financial statements.

DEPARTMENT OF CUSTOMER SERVICE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2025				
Parent	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total \$'000
Balance at 1 July 2024		(401,662)	117,136	(284,526)
Net result for the year		174,203	-	174,203
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	13(a)	-	2,491	2,491
Net change in revaluation surplus of service concession intangible asset	14	-	45,610	45,610
Total other comprehensive income		-	48,101	48,101
Total comprehensive income for the year		174,203	48,101	222,304
Transactions with owners in their capacity as owners				
Decrease in net assets from equity transfers	13(a), 21	(19,500)	-	(19,500)
Transfer between equity items				
Transfer from asset revaluation surplus on disposal of assets		4,475	(4,475)	-
Balance at 30 June 2025		(242,484)	160,762	(81,722)
Balance at 1 July 2023		(703,303)	38,207	(665,096)
Net result for the year		301,570	-	301,570
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	13(a)	-	5,248	5,248
Net change in revaluation surplus of service concession intangible asset	14	-	73,681	73,681
Total other comprehensive income		-	78,929	78,929
Total comprehensive income for the year		301,570	78,929	380,499
Transactions with owners in their capacity as owners				
Increase in net assets from equity transfers	21	71	-	71
Balance at 30 June 2024		(401,662)	117,136	(284,526)

The accompanying notes form part of these consolidated financial statements.

DEPARTMENT OF CUSTOMER SERVICE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2025						
		Consolidated			Parent	
	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024* \$'000	Actual 2025 \$'000	Actual 2024* \$'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee related expenses		1,064,548	1,041,373	961,935	1,041,373	961,935
Suppliers for goods and services		527,071	514,194	591,558	514,140	591,558
Grants and subsidies		1,032,624	901,418	899,597	901,418	899,597
Finance costs		2,389	6,423	1,559	6,423	1,559
Loans issued to Eligible Owners Corporations in Project Remediate		-	156,148	50,184	-	-
Other		-	981	4,438	981	4,380
Total Payments		2,626,632	2,620,537	2,509,271	2,464,335	2,459,029
Receipts						
Appropriations (excluding equity appropriations)		1,979,111	1,664,856	1,624,379	1,664,856	1,624,379
(Transfers to the Crown)		-	(33,927)	-	(33,927)	-
Sale of goods and services		385,731	609,212	559,478	609,212	559,478
Retained taxes, fees and fines		238,453	256,729	205,819	256,729	205,819
Interest received		1	2,898	19,521	2,844	19,451
Grants and other contributions		185,335	182,647	208,714	182,647	208,714
Loans to Eligible Owners Corporations in Project Remediate repaid		-	1,806	215	-	-
Other		66,026	68,886	76,107	68,883	75,107
Total Receipts		2,854,657	2,753,107	2,694,233	2,751,244	2,692,948
NET CASH FLOWS FROM OPERATING ACTIVITIES	25	228,025	132,570	184,962	286,909	233,919
CASH FLOWS FROM INVESTING ACTIVITIES						
Purchases of land and buildings, plant and equipment		(31,270)	(9,621)	(10,025)	(9,621)	(10,025)
Proceeds from sale of land and buildings and plant and equipment		20,177	-	-	-	-
Purchase of intangible assets		(104,552)	(68,376)	(128,761)	(68,376)	(128,761)
Purchase of investments		(111)	-	-	-	-
Proceeds from sale of financial assets		-	-	30,001	-	30,001
NET CASH FLOWS FROM INVESTING ACTIVITIES		(115,756)	(77,997)	(108,785)	(77,997)	(108,785)
CASH FLOWS FROM FINANCING ACTIVITIES						
Proceeds from issuance of Notes payables		-	156,200	50,200	-	-
Repayment of Notes payables		-	(821)	(134)	-	-
Payment of principal portion of lease liabilities		(17,356)	(19,508)	(17,636)	(19,508)	(17,636)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(17,356)	135,871	32,430	(19,508)	(17,636)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		94,913	190,444	108,607	189,404	107,498
Opening cash and cash equivalents		664,734	691,800	583,193	690,691	583,193
CLOSING CASH AND CASH EQUIVALENTS	7	759,647	882,244	691,800	880,095	690,691

* Comparative figure has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

The accompanying notes form part of these consolidated financial statements.

DEPARTMENT OF CUSTOMER SERVICE
NOTES TO AND FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

1. STATEMENT OF MATERIAL ACCOUNTING POLICY INFORMATION

(a) Reporting Entity

The Department of Customer Service (DCS or the parent entity), is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. DCS is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

The consolidated financial statements include separate financial statements for DCS as the parent entity and the consolidated financial statements consisting of the following entities:

- Department of Customer Service as the parent entity
- Project Remediate Trust as the controlled entity - a special purpose trust established to facilitate borrowing from a capital provider to fund loans to Eligible Owners Corporations (EOCs) in Project Remediate. The NSW Government provides support to EOCs to remediate flammable cladding on residential apartment buildings. Project Remediate is a voluntary (opt-in) program to replace flammable cladding for eligible class 2 residential apartment buildings. The Trust offers 10-year interest-free loans to fund the remediation work, and quality assurance and program management services delivered by experienced professionals.

DCS and its controlled entity are collectively referred to as the consolidated entity.

DCS as the parent entity comprises the following divisions:

- Digital NSW
- NSW Registry of Births, Deaths and Marriages
- Revenue NSW
- NSW Fair Trading, including Office of the Registrar General, Subsidence Advisory NSW, NSW Rental Commissioner and Office of the Strata and Property Services Commissioner
- Building Commission NSW
- SafeWork NSW
- Small Business Commission
- Policy Strategy and Governance, People & Culture, Finance & Procurement.

These consolidated financial statements for the year ended 30 June 2025 have been authorised for issue by the Secretary on __ October 2025.

(b) Basis of Preparation

The consolidated financial statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the Government Sector Finance Act 2018 (GSF Act); and
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment, service concession asset and financial assets at fair value are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the consolidated financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the consolidated entity's presentation and functional currency.

The consolidated financial statements have been prepared on a going concern basis.

Negative Equity

The 30 June 2025 net liabilities are \$81.7 million (30 June 2024: net liabilities of \$284.5 million). The negative equity does not affect the day-to-day operations of the consolidated entity and has no cash impact. The main reason for the negative equity is a 35 year service concession arrangement entered into on 30 June 2017 to deliver land titling and registry services. Under this arrangement, a \$2.7 billion service concession liability was recognised, along with an equity transfer of \$2.7 billion to NSW Treasury for the repatriation of the upfront cash contribution.

The consolidated entity's negative equity does not raise a going concern issue. This is because its continued operations depend on the State's commitment to provide funding, not its own accumulated funds. NSW Treasury provides this funding through appropriations or grants, ensuring the consolidated entity can meet all of its financial obligations as they fall due.

(c) Principles of consolidation

The consolidated financial statements comprise the financial statements of the parent entity and its controlled entity, after elimination of all inter-entity transactions and balances.

The financial statements of the controlled entity are prepared for the same reporting period as the parent entity, using uniform accounting policies. As a result, no adjustments were required for any material dissimilar accounting policies.

Significant judgement in consolidating the Project Remediate Trust

Management have concluded that DCS effectively controls the Project Remediate Trust based on the following key factors:

- power to direct the Trust's relevant activities through major policy decisions, related to managing loans in default via a service provider, procuring and selecting finance providers, and refinancing;
- exposure to variable returns and the ability to use power to influence variability in returns from its involvement with the Project Remediate Trust. This is evidenced by DCS's payment of interest subsidies and financial guarantee; and obligations to purchase loans from a capital provider if not refinanced. DCS also has exposure to non-financial risks and opportunities given that Project Remediate was specifically set up to meet the government's social policy function to replace flammable cladding for eligible buildings.

(d) Statement of Compliance

The consolidated financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(e) Administered Activities

The consolidated entity administers, but does not control, certain activities on behalf of the Crown. It is accountable for the transactions relating to those administered activities but does not have the discretion to deploy the resources for the achievement of the consolidated entity's own objectives.

Transactions and balances relating to the administered activities are not recognised as the consolidated entity's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered Income - Crown', 'Administered Expenses', 'Administered Assets' and 'Administered Liabilities'.

The accrual basis of accounting and applicable accounting standards have been adopted.

(f) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the consolidated entity's previous reporting period, 30 June 2024, for all amounts reported in the consolidated financial statements. Where necessary, comparative information has been reclassified and repositioned for consistency with current period disclosure.

(g) Changes in Accounting Policy, Including New or Revised Australian Accounting Standards**i. Effective for the first time in financial year 2025**

The accounting policies applied in financial year 2025 are consistent with those of the previous financial year.

The following amendments and interpretations apply for the first time in the 2025 financial year, but do not have a material impact on the consolidated financial statements:

- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- AASB 2022-5 *Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*
- AASB 2022-6 *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*
- AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*
- AASB 2023-1 *Amendments to Australian Accounting Standards – Supplier Finance Arrangements*

ii. Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless NSW Treasury determines otherwise. Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. The consolidated entity has determined that the standards issued but not yet effective are unlikely to have a material impact on the consolidated financial statements, except as follows:

AASB 18 *Presentation and Disclosure of Financial Statements* (AASB 18) was issued on 14 June 2024 and will replace AASB 101 *Presentation of Financial Statements*. AASB 18 sets out requirements for the presentation and disclosure of information in the financial statements. It is expected that the first-time adoption for the year ending 30 June 2029 will have an impact on the presentation of financial statements, in particular the presentation of the statement of comprehensive income where transactions are classified into either one of the following five categories – operating, investing, financing, income taxes, and discontinued operations. AASB 18 will not impact the recognition or measurement of items in the financial statements. DCS will undertake a detailed assessment of the impact of AASB 18 before it is adopted for the financial year ending 30 June 2029.

(h) Impact of Climate-related matters on financial reporting for financial year 2025

An assessment was performed of the potential impact of Climate-related matters on the financial statements. No significant impacts were identified.

(i) Reclassification of prior year comparative balances

During the current financial year, certain prior year comparative balances have been reclassified to better reflect the nature of the underlying transactions. These reclassifications were made to enhance the accuracy and consistency of the financial statements and align with the updated presentation of the current year balances. The changes do not affect the previously reported net profit, net cash flows, and net assets.

The prior year comparative balances that have been reclassified are as follows:

	Consolidated			Parent		
	30 June 2024 \$'000	Revised balance 30 June 2024 \$'000	Increase/ (decrease) from prior period reclassification \$'000	30 June 2024 \$'000	Revised balance 30 June 2024 \$'000	Increase/ (decrease) from prior period reclassification \$'000
Expenses						
Note 2(b) Operating Expenses						
Torrens Assurance Fund expenses	2,462	-	(2,462)	2,462	-	(2,462)
Coal mine subsidence expenses	4,380	-	(4,380)	4,380	-	(4,380)
Total Operating Expenses	491,567	484,725	(6,842)	491,491	484,649	(6,842)
Note 2(f) Other Expenses						
Torrens Assurance Fund expenses	-	2,462	2,462	-	2,462	2,462
Coal mine subsidence compensation fund increase in provision	-	4,380	4,380	-	4,380	4,380
Total Other Expenses	4,041	10,883	6,842	4,041	10,883	6,842
Assets and Liabilities						
Note 8 Receivables						
Accrued receivables	-	19,283	19,283	-	19,283	19,283
Trade receivables from contracts with customers	63,684	50,924	(12,760)	63,684	50,924	(12,760)
Total Receivables	189,788	196,311	6,523	189,788	196,311	6,523
Note 9 Contract Assets and Liabilities						
Contract assets	16,811	10,288	(6,523)	16,811	10,288	(6,523)
Total Contract Assets - Current	16,811	10,288	(6,523)	16,811	10,288	(6,523)
Contract liabilities	39,113	41,014	1,901	39,113	41,014	1,901
Total Contract Liabilities - Current	39,113	41,014	1,901	39,113	41,014	1,901

	Consolidated			Parent		
	30 June 2024 \$'000	Revised balance 30 June 2024 \$'000	Increase/ (decrease) from prior period reclassification \$'000	30 June 2024 \$'000	Revised balance 30 June 2024 \$'000	Increase/ (decrease) from prior period reclassification \$'000
Note 16 Payables						
Advance claims	1,901	-	(1,901)	1,901	-	(1,901)
Accrued interest	-	416	416	-	416	416
Total Payables	140,335	138,850	(1,485)	140,335	138,850	(1,485)
Note 17 Borrowings						
Notes payable (including interest subsidy) current	-	50,066	50,066	-	11,560	11,560
Notes payable - current	50,066	-	(50,066)	-	-	-
Interest subsidy - current	416	-	(416)	11,976	-	(11,976)
Total Borrowings - current	71,521	71,105	(416)	33,015	32,599	(416)
Note 18 Provisions						
Provision for outstanding claims current	18,517	20,617	2,100	18,517	20,617	2,100
Total Provisions - current	152,837	154,937	2,100	152,837	154,937	2,100
Note 20 Other Current Liabilities						
Torrens Assurance Fund Claims	2,100	-	(2,100)	2,100	-	(2,100)
Total Other Current Liabilities	13,231	11,131	(2,100)	12,219	10,119	(2,100)
Statement of Cashflows						
Cash Flows From Operating Activities						
Payment						
Suppliers for goods and services	595,938	591,558	(4,380)	595,938	591,558	(4,380)
Finance costs	-	1,559	1,559	-	1,559	1,559
Other	58	4,438	4,380	-	4,380	4,380
Total payments	2,507,712	2,509,271	1,559	2,457,470	2,459,029	1,559
Cash Flows From Financing Activities						
Payment of principal portion of lease liabilities	(19,195)	(17,636)	1,559	(19,195)	(17,636)	1,559
Net Cash Flows From Financing Activities	30,871	32,430	1,559	(19,195)	(17,636)	1,559

2. EXPENSES EXCLUDING LOSSES

(a) Employee Related Expenses

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Salaries and wages (including annual leave)	887,730	825,316
Superannuation - defined contribution plans	99,976	87,630
Superannuation - defined benefit plans	2,990	2,666
Long service leave expense	29,819	3,660
Workers' compensation insurance	6,401	5,860
Payroll tax and fringe benefits tax	57,732	53,052
Voluntary redundancy	7,597	1,799
	1,092,245	979,983

Employee-related expenses have increased in the current financial year due to a combination of factors, including a 4% pay rise under the NSW Government Fair Pay and Bargaining Policy 2024–25, a 0.5% increase in superannuation contribution, permanent hiring of roles that were temporarily filled by contractors, additional employee related expenses due to various projects and an adjustment to the long service leave provision. Employee related expenses of \$29.2 million (2024: \$48.2 million) have been capitalised in various capital works and, therefore, are excluded from the above. Such capitalised costs include direct employee costs as well as payroll-related overheads.

Employee related expenses include costs for entities that are not consolidated in these financial statements but are entities within the Customer Service Portfolio that are subject to personnel services agreements. Accordingly, these costs have been recovered and reflected in Note 3(d) Personnel Services Revenue.

(b) Operating Expenses

	Consolidated		Parent	
	2025	2024*	2025	2024*
	\$'000	\$'000	\$'000	\$'000
Auditor's remuneration - audit of the financial statements	1,598	1,551	1,598	1,551
Occupancy related expenses	64,768	66,404	64,768	66,404
Maintenance	4,079	5,005	4,079	5,005
Insurance	2,754	3,307	2,754	3,307
Consultants	1,532	1,866	1,532	1,866
Other contractors	42,737	70,076	42,737	70,076
Fees and charges	156,182	174,243	156,182	174,243
Computer expenses	82,053	72,926	82,053	72,926
Printing, stationery and stores	12,750	13,829	12,750	13,829
Project management fees	6,605	13,775	6,605	13,775
Data related expenses	5,721	4,264	5,721	4,264
Postage and telephone	5,081	8,022	5,081	8,022
Advertising	5,080	4,572	5,080	4,572
Travel and motor vehicle expenses	4,117	5,041	4,117	5,041
Training	2,418	5,167	2,418	5,167
Rebates	2,310	5,724	2,310	5,724
Conference expenses	860	7,352	860	7,352
Other	22,294	21,601	22,240	21,525
	422,939	484,725	422,885	484,649

* Comparative figure has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

Recognition and measurement

Operating expenses generally represent the day-to-day running costs incurred in the normal operation of the consolidated entity. All expenses are recognised as incurred, except for certain expenditures that meet the criteria for capitalisation. Refer to Note 2(a), Note 13 and Note 14 for the consolidated entity's policy on capitalised expenses.

Other contractors

Government election commitments in reducing the use of contractors and consultants are contributing to the reductions seen in 2025. Additionally, projects such as OneCx, Life Journeys and Government Made Easy that were funded from the Digital Restart Fund (DRF), are concluding and winding down.

Fees and charges

Fees and charges generally relate to expenditures directly attributable to jobs/projects, including property and town survey services for asset strategic planning, structural engineering services, operator management fees, and subscription services paid to suppliers. The reduction is primarily due to project costs associated with Construct NSW and a one-off third-party dispute resolution expense, both incurred in the prior year.

(c) Depreciation and Amortisation Expense

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Depreciation - Property plant and equipment		
- Buildings	477	483
- Plant and equipment	2,970	3,521
- Leasehold improvements	9,586	8,440
	13,033	12,444
Depreciation - Right-of-use assets		
- Land and buildings	17,998	18,062
- Plant and equipment	-	58
- Motor vehicles	2,987	1,801
	20,985	19,921
Amortisation		
- Intangible assets	93,556	56,466
	127,574	88,831

Refer to Note 13 and 14 for recognition and measurement policies on depreciation and amortisation.

Intangible amortisation increased in the current year due to the capitalisation of a number of projects including Licensing Program, Complaints, Compliance and Enforcement Program, Digital Birth Certificate and Lifelink Uplift.

(d) Grants and Subsidies

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Grants		
Grants to Service NSW* ⁽ⁱ⁾	693,542	648,845
Grants to NSW Government Telecommunications Authority* ⁽ⁱ⁾	115,645	164,623
Grants to Valuer General of NSW* ⁽ⁱⁱ⁾	38,815	38,468
Grants for SAP licences for NSW Government Agencies* ⁽ⁱⁱⁱ⁾	18,526	14,305
NSW Civil and Administrative Tribunal* ^(iv)	14,009	13,497
Grants to Information and Privacy Commission* ⁽ⁱ⁾	7,482	6,761
Contribution to Safework Australia	3,933	3,837
Other Grants	9,466	8,918
	901,418	899,254
Subsidies		
Project Remediate subsidy ^(v)	42,486	14,119
Grant and subsidies	943,904	913,373

* These are related party transactions included in Note 27 Related Party Disclosures.

(i) The consolidated entity receives appropriations from the Consolidated Fund for these agencies. The total appropriation received by the DCS Portfolio is outlined in the Appropriation Act each financial year.

(ii) Grants to Valuer General of NSW (VG) - Revenue NSW (RNSW) are required to pay Value NSW for services provided to value land for land tax and administration. The amount RNSW is required to pay is determined by the Independent Pricing and Regulatory Tribunal (IPART).

(iii) This grant represents SAP licence purchases and associated costs under all NSW government arrangements, which were paid for by DCS but provided free of charge to agencies.

(iv) NSW Civil Administrative Tribunal (NCAT) - These are grants made to NCAT, a Tribunal specialising in resolving consumer tenancy disputes in New South Wales. These matters include requests to terminate tenancy agreements, payment of rental bonds on termination of tenancies, breaches relating to terms of the tenancy agreement and payment of compensation. This function is administered by the Department of Communities and Justice and is jointly funded by DCS and the Rental Bond Board.

(v) Project Remediate is a voluntary (opt-in) program to replace flammable cladding for eligible class 2 residential apartment buildings. The program includes financing arrangement subsidised by the NSW Government to offer interest-free loans to eligible building owners and financial guarantee expenses needed to secure capital funding. Refer to Note 32(f) for information on interest rate risk exposure.

(e) Finance Costs

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Interest expense from lease liabilities	1,251	1,559
Interest expense from financial liabilities at amortised cost	6,496	-
	7,747	1,559

Recognition and Measurement

Finance costs comprise interest and other costs incurred in connection with the borrowing of funds, as well as the unwinding of discounted lease payments. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for profit NSW General Government Sector entities. Lease liabilities are discounted as described in Note 17.

(f) Other Expenses

	Consolidated and Parent	
	2025 \$'000	2024* \$'000
Newsagents Assistance Fund	260	1,000
Property Services, Motor Dealers and Repairers Compensation Fund	4,538	3,041
Torrens Assurance Fund	507	2,462
Coal Mine Subsidence Compensation Fund (reversal)/ increase in provision	(5,619)	4,380
	(314)	10,883

* Comparative figure has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

The Newsagents Assistance Fund pays up to \$10,000 to help newsagencies update their NSW Lotteries retail image and fit-out to align to NSW Lotteries' standards.

Property Services, Motor Dealers and Repairers Compensation Fund relates to compensation payments made to assist citizens of NSW who have incurred a loss in lieu of their rights under the *Property and Stock Agents Act 2002* and *Motor Dealers and Repairers Act 2013*.

Property Services, Motor Dealers and Repairers compensation payments are funded by relevant statutory funds while Newsagents Assistance Fund is funded through the Consolidated Fund.

Torrens Assurance Fund is a statutory compensation scheme designed to compensate people who, through no fault of their own, suffer loss or damage as a result of the operation of the Real Property Act 1900 ("RPA").

Coal Mine Subsidence Compensation Fund relates to compensation payments and costs incurred in relation to damage caused by subsidence from coal mining in NSW under the *Coal Mine Compensation Act 2017*. These payments are funded by relevant statutory funds.

3. REVENUE

Recognition and Measurement

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer as defined by AASB 15 *Revenue from Contracts with Customers*. Comments regarding the accounting policies for the recognition of income are discussed below.

(a) Appropriations and Transfers to the Crown

Summary of Compliance - DCS	Parent	
	2025 \$'000	2024 \$'000
Amount appropriated per <i>Appropriation Act</i>	1,910,485	2,058,565
Variations made to the appropriations during the financial year		
Section 4.9 GSF Act (transfer of functions between GSF agencies)	-	(3,395)
Section 37(2) of the <i>Appropriation Act</i> (insufficient for the purpose)	-	30,000
Section 39(1)(b) of the <i>Appropriation Act</i> (special appropriation)	3,000	-
Total spending authority from parliamentary appropriations, other than deemed appropriations	1,913,485	2,085,170
Add: the spending authority from deemed appropriations during the year	1,031,101	971,940
Add: the unutilised spending authority from deemed appropriations from prior years	2,259,595	2,124,236
Total	5,204,181	5,181,346
Less: total expenditure out of Consolidated Fund	(2,522,588)	(2,730,431)
Less: total expenditure from Consolidated Fund - transfer payments	(3,612)	(191,320)
Variance	2,677,981	2,259,595
Less: spending authority from appropriations lapsed at 30 June	-	-
Deemed appropriations balance carried forward to following years	2,677,981	2,259,595
	2025 \$'000	2024 \$'000
Appropriations - reflected as <i>transfer payments</i> in accordance with AASB 1050	72,238	426,399
Appropriations - reflected as revenue in Statement of Comprehensive Income	1,664,856	1,624,379
Net appropriations drawn down for the year	1,737,094	2,050,778

Transfer payments are monies not used for the purposes of the operations of DCS. These amounts are usually received where DCS is responsible to transfer the monies to eligible beneficiaries in accordance with legislative or other authoritative requirements. They are not controlled by DCS, hence are correctly excluded from DCS's results of operations. These transfer payments are disclosed in the Summary of Compliance above to reconcile the total gross appropriations received to the net appropriations controlled and recognised as revenues in DCS.

These transfer payments are received from NSW Treasury as part of the general appropriations and paid out to the following agencies for various purposes as disclosed below. In the current year, DCS also received some funds from the relevant agencies where the monies were not used for the allocated programs and returned to NSW Treasury.

	Parent	
	Transfer Payments/(Transfer Receipts)	
	2025	2024
	\$'000	\$'000
Special Deposit Accounts and Statutory Special Purpose Funds		
Digital Restart Fund	-	168,000
Rental Bond Board	68,626	67,079
	68,626	235,079
Service NSW		
Toll Relief Program 2.0	76,000	220,392
Active and Creative Kids Voucher	18,600	12,300
Far West Power Outage Support – Business & Individual	3,000	-
Medium Size Business Support Grant	-	1,641
Back to School	-	11,784
	97,600	246,117
Revenue NSW - transfer payment to administered entity		
Electronic Vehicles Rebate	-	20,712
Emergency Services Levy	6,928	-
	6,928	20,712
Total appropriations drawn down as transfer payments	173,154	501,908
Transfer receipts returned by agencies to NSW Treasury	(100,916)	(75,509)
Net transfer receipts from NSW Treasury for the year	72,238	426,399

Recognition and Measurement

Parliamentary Appropriations other than deemed appropriations

Income from appropriations, other than deemed appropriations (of which the accounting treatment is based on the underlying transaction), does not contain enforceable and sufficiently specific performance obligations as defined by AASB 15. Therefore, except as specified below, appropriations (other than deemed appropriations) are recognised as revenue when DCS obtains control over the assets comprising the appropriations. Control over appropriations is normally obtained upon the receipt of cash.

The *Appropriation Act 2024* (Appropriation Act and the subsequent variations, if applicable) appropriates the sum of \$1,910,485,454 (2024: \$2,058,565,049) to the Minister for Customer Service and Digital Government out of the Consolidated Fund for the services of the Department of Customer Service for the 2025 financial year. The spending authority of the Minister from the Appropriation Act has been delegated or subdelegated to officers of the Department of Customer Service and entities that it is administratively responsible for, including:

- Information and Privacy Commission
- Board of Surveying and Spatial Information
- NSW Government Telecommunications Authority
- Service NSW

The lead Minister for each entity above, being the Minister for Customer Service and Digital Government, is taken to have been given an appropriation out of the Consolidated Fund under the authority of section 4.7 of the GSF Act, at the time the entity receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the entity. These deemed appropriations are taken to have been given for the services of Department of Customer Service.

The delegation/sub-delegations for the 2025 and the 2024 financial years, authorises officers of the DCS to spend Consolidated Fund money, impose limits on the amounts of individual transactions, but do not specify an aggregate expenditure limit for the DCS. However, as they relate to expenditure in reliance on a sum appropriated by legislation, the delegation/sub-delegations are subject to the overall authority of the DCS to spend monies appropriated under relevant legislation. The individual transaction limits have been properly observed. The information in relation to the aggregate expenditure limit from the Appropriation Act and other sources is disclosed in the summary of compliance table above.

The summary of compliance has been prepared by aggregating the spending authorities of the Minister for Customer Service and Digital Government for the services of DCS. It reflects the status at the point in time this disclosure statement is being made.

(b) Transfers to the Crown

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Transfer of licence fees	33,927	-

These are all related party transactions included in Note 27 Related Party Disclosures.

(c) Sale of Goods and Services from contracts with customers

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Business services fees ⁽ⁱⁱⁱ⁾	141,655	148,724
Penalty notice processing fees	65,731	54,000
Building licensing fees	45,256	66,210
Real estate and property licence fees	30,674	3,505
Work health safety licence fees	18,045	17,551
Plumbing inspection fees	10,345	9,118
Motor dealers compensation fees	8,231	1,488
Design and building practitioner fees	6,512	4,809
TestSafe testing fees	5,329	4,822
Torrens assurance fees	4,941	4,802
Tow truck licence fees	4,582	5,042
Accommodation income ⁽ⁱ⁾	5,213	934
Project and asset management services ⁽ⁱ⁾	2,529	3,150
Printing services fees	2,350	3,285
Owner builder permit fees	1,380	1,339
Copyright royalties fees	423	3,921
Other goods and services	9,746	9,651
	362,942	342,351

(i) These are related party transactions included in Note 27 Related Party Disclosures.

(ii) This includes some balances that are related party transactions which are disclosed in Note 27 Related Party Disclosures.

Business services fees declined primarily due to lower media agency revenue, driven by reduced advertising activity in line with election savings commitments as well as the cessation of Customer Experience Unit.

Penalty notices are issued on behalf of local councils, for which DCS receives a processing fee. Penalty notice processing fees increased due to higher volumes of council fines compared to the prior period.

The increase in real estate and property licence fees is mainly attributable to the current year recognition of revenue that was deferred and recorded as liability in prior period.

Recognition and Measurement

Revenue from rendering of services is recognised when the consolidated entity satisfies the performance obligation by transferring the promised services.

Type of service	Nature of Timing of Satisfaction of Performance Obligation, Including Significant Payment Terms	Revenue Recognition Policies
Business services fees, Printing services fees, Project and asset management services, TestSafe testing fees	The performance obligation is typically satisfied when the services are performed and deemed as satisfying the requirements of the agreement in place.	The revenue is recognised when the services are provided and measured at the contractually agreed respective rates and amounts.
Licence Fees	Licence fees are recognised either at the point in time when the licence is issued or on a straight-line basis over the term of the licence.	The revenue is recognised when the funds are received to the extent that it is highly probable that a significant reversal will not occur.
Penalty notice processing fees	The performance obligation is typically satisfied when the penalty notices are issued. Invoices issued and payments received every month for the number of penalty notices issued in the previous month.	The revenue is recognised when the issued penalty notice comes into effect.
Torrens assurance fees	The performance obligation is typically satisfied when the land registered services are performed. Payments are typically received in advance when the application for the specific land title is submitted.	The revenue is recognised when the levies are received to the extent that it is highly probable that a significant reversal will not occur. The relevant levy is charged on every dealing and caveat registered in the land titles system.
Copyright royalties fees	The performance obligation is typically satisfied when the land registration services are performed. Payments are typically received every quarter.	The revenue is recognised when the registered survey plans are sold via a NSW Land Registry Services. Copyright royalties fee of \$1.41 per plan is added to the cost of the plan sale.
Accommodation income	The performance obligation is satisfied over time where the occupancy to be provided has been contractually complied with.	The revenue is recognised on a straight-line basis over the term of the occupancy period.
Other goods and services	The performance obligation is satisfied when the service is being performed and when the benefits of the goods are transferred to the customer and delivered in accordance with the specifications of the contractual agreements.	Revenue from the sale of goods is recognised as revenue when the consolidated entity transfers the significant risks and rewards of ownership of the goods, usually on delivery of the goods. Revenue on other services is recognised upon completion of rendering the contracted services.

(d) Personnel Services Revenue

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
State Insurance Regulatory Authority	73,221	67,206
NSW Government Telecommunications	64,881	54,558
Personal Injury Commission	28,420	28,006
Long Service Corporation	17,656	13,372
Board of Surveying and Spatial Information	563	532
	184,741	163,674

These are all related party transactions included in Note 27 Related Party Disclosures.

Personnel Services Revenue is a cost reimbursement from entities within the Customer Service Portfolio in relation to employee related costs. Revenue is recognised over time as the services are provided, matching the incurrence of employee expenses.

(e) Investment Revenue

	Consolidated		Parent	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Interest income from financial assets at amortised cost - restricted account	1,218	22,080	1,164	22,010
Distribution income from TCorpIM Funds	5,114	515	5,114	515
Net gain/(loss) from TCorpIM Funds measured at fair value through profit or loss	(166)	4,097	(166)	4,097
	6,166	26,692	6,112	26,622

Recognition and Measurement

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit impaired. For financial assets that become credit impaired, the effective interest rate is applied to the amortised cost of the financial asset (i.e. after deducting the loss allowance for expected credit losses). Effective from 1 July 2024, interest earned in the current financial year by bank accounts of a GSF agency under the Treasury Banking System is to be paid to the Treasurer or to any other entity nominated by the Treasurer. Interest earned in the current year is in accordance with an exemption per Treasury Direction TD23-18 *Management of Cash, Banking and Payments*.

Distribution income is recognised in the period when the consolidated entity's right to receive the payment has been established.

(f) Retained Taxes, Fees and Fines

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Statutory interest - restricted account	176,266	180,486
Colliery Contribution Levy	34,756	41,505
Fines for non-compliance of Work Health and Safety regulations	8,324	10,877
Building Levy	3,115	-
Strata Levy	2,687	3,015
Other fees, fines and penalties	3,193	1,631
	228,341	237,514

Recognition and Measurement

Retained fees, taxes and fines are recognised based on statutory requirements establishing the right to receive the financial asset, which arises on the occurrence of a past event.

(g) Grants and Other Contributions

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Grants		
<i>Grants without sufficiently specific performance obligations</i>		
Digital Restart Fund (DRF)* ⁽ⁱ⁾	(1,599)	(4,567)
Taxes & Grants - Electric Vehicles*	-	45
Automatic Mutual Recognition Scheme ⁽ⁱⁱ⁾	325	3,371
Voluntary Redundancy Grant* ⁽ⁱⁱⁱ⁾	1,810	-
Other	1,067	761
	1,603	(390)
<i>Grants with sufficiently specific performance obligations</i>		
Digital Restart Fund (DRF)* ^(iv)	6,968	6,770
<i>Grants to acquire/construct a recognisable non-financial asset to be controlled by the consolidated entity</i>		
Digital Restart Fund (DRF)* ^(v)	5,986	69,012
Disaster Ready Fund - Hazard Watch ^(vi)	331	3,315
Portable Rental Bonds ^(vii)	2,345	-
Refund from Australian Nuclear Science and Technology Organisation ^(viii)	-	4,873
	8,662	77,200
Other Contributions		
Contributions from State Insurance Regulatory Authority* ^(ix)	148,940	152,680
Shared Services Roadmap Implementation* ^(x)	7,750	-
	156,690	152,680
Grants and Other Contributions	173,923	236,260

* These are related party transactions included in Note 27 Related Party Disclosures.

(i) Digital Restart Fund (DRF). This grant without sufficiently specific performance obligations consists of:

- Digital Birth Certificate \$nil (2024: \$4.5 million) - This program seeks to develop a national, interoperable and secure platform for a digital birth certificate supported by Commonwealth, State, Territory jurisdictions and key stakeholders.

- Life Journey returned \$1.1 million to DRF (2024: \$7.6 million returned to DRF) - This program includes End to End life cycle from first 2000 days up to retirement years. Due to change in State priorities, the unused project funding has been returned to DRF.

-Government Made Easy returned to DRF \$0.3 million (2024: \$1.5 million returned to DRF) - This program makes it easier for citizens to deal with the government at critical life junctures. Due to a change in State priorities, the unused project funding has been returned to DRF.

- The NSW Digital Housing Pipeline returned \$0.2 million to DRF (2024: \$nil). This program aims to create a centralised and comprehensive 3D dataset that spatially maps and tracks the progression of housing across NSW from planning approval through to construction and occupation. It will leverage applications made through the NSW Planning Portal to monitor and visualise housing delivery in near real time.

(ii) NSW Automatic Mutual Recognition Scheme \$0.3 million (2024: \$3.4 million). This program seeks to build a platform to integrate the recognition of licences issued by other states for certain occupational groups.

(iii) Voluntary Redundancy Grant \$1.8 million (2024: \$nil) - Reimbursement received from Treasury for termination costs related to employees funded through the redundancy funding pool.

(iv) Digital Restart Fund (DRF). This grant with sufficiently specific performance obligations consists of:

- E-invoicing project \$0.3 million (2024: \$nil) - The NSW Government issued a mandate for agencies to be able to accept eInvoices. This implementation project is required to roll out whole of government eInvoicing solution across agencies to help them comply with the mandate. The funding from DRF relates to carryforward from June 2024 for the eInvoice mandate implementation project.

- The OneCX program (formerly the Whole of Government Web Hosting Platform) \$3.0 million (2024: \$6.8 million) - The OneCx program aims to deliver a customer-centric digital experience for citizens when interacting with the NSW Government by designing content based on customer needs. It enables access to accurate and timely government information in one central location, reducing duplication and inconsistencies across agency websites.

- MyWorkZone SAP Legacy Modernisation \$3.0 million (2024: \$nil) - This grant is to complete the system upgrade to myWorkZone for NSW agencies impacting over 40,000 staff and improving functionality in payroll, human resources and finance functions.

- DRF Administration Grant \$0.7 million (2024: \$nil) - This grant is received to assist DCS in funding the administration costs of the Digital Restart Fund.

(v) Digital Restart Fund (DRF) - This grant to acquire/construct a recognisable non-financial asset to be controlled by the consolidated entity consists of:

- eRegulation Complaints, Compliance and Enforcement Program \$nil (2024: \$18.1 million) - This Program focuses on developing a digital solution to assist NSW Government regulators in their regulatory functions including complaints handling, compliance activities, investigations and enforcement.

- Live.NSW \$2.8 million (2024: \$18 million) - Live NSW is a platform that combines government data to create 2D, 3D and 4D models of places in NSW. This supports decision-making and planning for emergency management.

- Accessibility NSW \$nil (2024: \$1.2 million) - The accessibility team within Digital NSW provides consultation, resources and support for NSW Government digital projects ensuring accessibility from start to finish.

- The OneCX program (formerly the Whole of Government Web Hosting Platform) \$nil (2024: \$7.1 million) - The OneCx program aims to deliver a customer-centric digital experience for citizens by designing content based on customer needs. It enables access to accurate and timely government information in one central location, reducing duplication and inconsistencies across agency websites.

- Government Licensing Systems Modernisation \$nil (2024: \$16.8 million) - The digital licensing platform is transforming licensing services for NSW regulatory agencies and residents. Licence NSW is part of the eRegulation strategy that delivers two interconnected platforms for government: Licence NSW and Regulation NSW.

- E-Construction \$nil (2024: \$0.1 million) - This program aims to build digital platforms and enforce compliance to rebuild confidence in the class 2 building sector to deliver end-to-end quality assurance for customers, suppliers, and builders. This will improve the transparency, accountability, and quality of work within the building sector.

- Business Tax/ mining royalties \$nil (2024: \$0.9 million) - This program aims to modernise legacy systems to ensure system calculations of coal royalty complies with Mining Act 1992 and Mining Regulation 2016.

- Future of Fines \$nil (2024: \$2.6 million) - The program is intended to deliver the first phase of the Future of Fines Project – namely discovery prototyping and testing. The Future of Fines Project ultimately aims to broaden the services and improve the experience offered to business partners including Transport for NSW (Transport NSW) and local government authorities.

- The NSW Digital Housing Pipeline \$0.2 million (2024: \$nil). This program aims to create a centralised and comprehensive 3D dataset that spatially maps and tracks the progression of housing across NSW from planning approval through to construction and occupation. It will leverage applications made through the NSW Planning Portal to monitor and visualise housing delivery in near real time.

- DCS Extreme Cyber Risk Reduction \$3.0 million (2024: \$nil) - Program aims to deliver and support programs for uplifting threat hunting and detection, improve security controls, processes and practices relating to identity and access applications, cloud and web environments, network and security operations.

(vi) Disaster Ready Fund - Hazard Watch \$0.3 million (2024: \$3.3 million) - This program aims to provide a digital solution for emergency hazard warning information on natural disasters in NSW.

(vii) Portable Rental Bonds \$2.3 million (2024: \$nil) - Funding by Rental Bond Board to DCS for making payments to various vendors for the enhancement of the Rental Bonds Online System to include the Portable Rental Bonds Scheme functionality.

(viii) Return of grant funds paid to the Australian Nuclear Science and Technology Organisation (ANSTO) \$nil (2024: \$4.9 million) - The return relates to a portion of funds that ANSTO received but did not spend on approved activities under the relevant grant agreement.

(ix) Contributions from State Insurance Regulatory Authority \$148.9 million (2024: \$152.7 million) - The operations of SafeWork are principally funded by the State Insurance Regulatory Authority. Each year, under S35 (1)(a1) of the Workplace Injury Management and Workers Compensation Act 1998, the Minister approves the payment of amounts from the Workers Compensation Insurance Fund to the Workers Compensation Operational Fund having regard to the budget of SafeWork. This payment is made monthly to reflect cash requirements of SafeWork provided the approved amount is not exceeded.

(x) Shared Services Roadmap Implementation \$7.8 million (2024: \$nil) - This funding includes contributions from other agencies towards the extension of hypercare period for the myWorkZone program, and towards the DCS team which will develop a business case for the consolidation of shared services for various NSW Government entities.

Recognition and Measurement

Type of service	Nature of Timing of Satisfaction of Performance Obligation, Including Significant Payment Terms	Revenue Recognition Policies
Grants without sufficiently specific performance obligations	These are grant incomes received from various sources for designated purposes with no specific performance obligation.	Grants are recognised immediately in accordance with AASB 1058 as there are no specific performance obligations on these grants.
Grants with sufficiently specific performance obligations	These are grant incomes received from various sources for designated purposes with specific performance obligation.	Revenue from grants with sufficiently specific performance obligations are recognised as and when DCS satisfies the performance obligation by transferring the promised goods or completing the services.
Grants to acquire/construct a recognisable non-financial asset to be controlled by the consolidated entity	These are grant incomes received from various sources for designated purposes where the whole portion or some of which may be designated for the consolidated entity as the recipient to acquire or construct a non-financial asset.	Grants are recognised as a liability on receipt, then as revenue over time as the asset is constructed.
Other grants and contributions	Other grants and contributions generally have no performance obligation.	Grants are recognised immediately in accordance with AASB 1058 as there are no specific performance obligations.

(h) Acceptance by the Crown of Employee Benefits and Other Liabilities

The following liabilities and/or expenses have been assumed by the Crown or other government entities:

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Superannuation - defined benefit	2,582	2,306
Long service leave	27,268	152
Payroll tax	129	140
	29,979	2,598

Refer to Note 2(a) Employee Related Expenses for information on the movement.

(i) Other Income

	Consolidated		Parent	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Revenue related to service concession	77,860	77,835	77,860	77,835
Administrative fee* ⁽ⁱ⁾	29,155	28,457	29,155	28,457
Corporate accommodation recovery *	27,055	25,287	27,055	25,287
Corporate cost recovery *	11,811	14,695	11,811	14,695
Other revenue	5,721	2,117	5,721	2,111
	151,602	148,391	151,602	148,385

* These are related party transactions included in Note 27 Related Party Disclosures.

(i) Administrative fee

The administrative service income is received from the Rental Bond Board ("RBB"). The RBB income represents an agreed charge receivable from RBB for administrative and corporate services by the consolidated entity.

Recognition and Measurement

Revenue related to Service Concession Arrangement

The NSW State government entered into an agreement on 17 April 2017 for a 35-year concession commencing on 30 June 2017 with the private sector to facilitate the provision of land titling and registry services. Under the concession, the State received an up-front contribution of \$2.7 billion, which was repatriated to the Restart NSW Fund, and transferred employee liabilities to the private sector operator.

ICT and other assets necessary to operate the concession have legally transferred to the private sector operator and legal ownership of these assets reverts to the State at the end of the concession. The State continues to own all existing and underlying data, information and intellectual property related to titling and registry services and provides access to these assets to the operator.

The concession is classified as a service concession arrangement. As the grantor of the service concession:

- The consolidated entity recognises the up-front contribution provided by the operator as revenue progressively over the concession term.
- Assets legally transferred to the operator prior to the concession commencement are treated as controlled for accounting purposes by the consolidated entity and recorded at their carrying values. These assets are depreciated or amortised over their useful lives which is in line with the consolidated entity depreciation policy (Refer to Note 13).
- Assets further acquired by the operator during the service concession period are recorded by the consolidated entity and depreciated in the same way. These are reflected as revenue over the remaining period of the service concession period.

Corporate Accommodation Recovery

The revenue recognised in corporate accommodation recovery relates to rental and other property related expenses which are incurred within the consolidated entity and chargeable to other entities within the Customer Service Portfolio.

Throughout the year, the consolidated entity incurred rental and other property related expenses such as repairs and maintenance, cleaning, electricity and water, security and fit-out depreciation for each property location. These rental and property related expenses are charged to each agency based on the Full-Time Equivalent (FTE) head count at each location unless there is a written agreement between the consolidated entity and the agency.

The consolidated entity had the following corporate accommodation recovery from agencies during the year:

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Service NSW	12,104	11,464
State Insurance Regulatory Authority	4,086	4,050
Personal Injury Commission	5,930	5,732
NSW Government Telecommunications	2,949	2,221
Others	1,986	1,820
	27,055	25,287

The above are all related party transactions included in Note 27 Related Party Disclosures.

Corporate Cost Recovery

The revenue recognised in relation to corporate cost recovery relates to costs which are incurred within the consolidated entity and chargeable to other entities within the Customer Service Portfolio.

The consolidated entity provides certain functions that are performed centrally. During the year, the consolidated entity incurred centralised corporate costs relating to Finance, Procurement, Legal, Workplace, Governance Risk & Assurance, Portfolio Policy & Cabinet, Chief Audit Executive, Office of the Secretary, Policy Strategy & Governance and People & Culture in relation to services such as recruitment, procurement, business partnering support, budgeting, management reporting, financial reporting, expense management, contract reviews, legal advice, vendor contract management, internal audit, performance metrics, accommodation servicing and compliance amongst other things. In line with the consolidated entity/Agency Memorandum of Understandings these costs are recouped as corporate cost recovery, with the exception of specific areas whereby services may be agreed up front for an additional fee (for example, some legal services).

The following corporate cost recovery to agencies occurred during the year:

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
NSW Government Telecommunications	5,157	6,861
State Insurance Regulatory Authority	4,160	4,301
Long Service Corporation	1,097	1,900
Personal Injury Commission	764	556
Office of the Independent Review Officer	463	516
Others	170	561
	11,811	14,695

The above are all related party transactions included in Note 27 Related Party Disclosures.

An amount of \$43.5 million corporate cost recovery for the financial year ended 30 June 2025 (2024: \$61.9 million) was incurred in the consolidated entity and has not been recovered from the other entities within the Customer Service Portfolio agencies. Refer to Note 27 for details.

4. GAINS / (LOSSES) ON DISPOSAL

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Gain/(loss) on disposal of intangible assets	(15)	-
Gain/(loss) on disposal of property, plant and equipment	(106)	-
Gain/(loss) on disposal of assets held for sale	-	(35)
Written down value of property, plant & equipment disposed/written off	(162)	-
Net gain/(loss) on disposal	(283)	(35)

5. OTHER GAINS / (LOSSES)

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Impairment (losses)/recovery on trade receivables from:		
Contracts with customers	322	(442)
Retained taxes, fees and fines	(128)	(611)
Bad debts recovered/(written off)	(366)	(3)
Net foreign currency gains	130	131
Other	-	25
Net other gains/(losses)	(42)	(900)

6. Disaggregated disclosure statements for the year ended 30 June 2025

Consolidated	Quality customer service * (i)		Digital innovation and technology * (ii)		Effective and efficient regulatory framework * (iii)		Not attributable		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
EXPENSES AND INCOME										
Expenses excluding losses										
Employee-related expenses	427,690	406,845	207,577	175,399	456,978	397,739	-	-	1,092,245	979,983
Operating expenses	170,293	207,656	96,967	113,164	155,679	163,905	-	-	422,939	484,725
Depreciation and amortisation	45,136	29,675	71,949	48,156	10,489	11,000	-	-	127,574	88,831
Grants and subsidies	734,602	689,108	142,212	186,136	67,090	38,129	-	-	943,904	913,373
Finance costs	-	-	1,118	1,428	6,629	131	-	-	7,747	1,559
Other expenses/(reversal)	-	-	-	-	(314)	10,883	-	-	(314)	10,883
Total expenses excluding losses	1,377,721	1,333,284	519,823	524,283	696,551	621,787	-	-	2,594,095	2,479,354
Revenue										
Appropriations **	-	-	-	-	-	-	1,664,856	1,624,379	1,664,856	1,624,379
(Transfers to the Crown)	-	-	-	-	(33,927)	-	-	-	(33,927)	-
Sale of goods and services from contracts with customers	136,901	124,414	72,580	72,134	153,461	145,803	-	-	362,942	342,351
Personnel services revenue	-	-	65,444	55,090	119,297	108,584	-	-	184,741	163,674
Investment revenue	88	1,186	-	-	6,078	25,506	-	-	6,166	26,692
Retained taxes, fees and fines	30	30	-	-	228,311	237,484	-	-	228,341	237,514
Grants and other contributions	17,290	10,585	3,831	66,592	152,802	159,083	-	-	173,923	236,260
Acceptance by the Crown of employee benefits and other liabilities	11,531	2,427	4,864	(109)	13,584	280	-	-	29,979	2,598
Other income	43,236	38,888	2,628	4,735	105,738	104,768	-	-	151,602	148,391
Total Revenue	209,076	177,530	149,347	198,442	745,344	781,508	1,664,856	1,624,379	2,768,623	2,781,859
Operating Results										
Gains/(losses) on disposal	(19)	-	(51)	(224)	(213)	(35)	-	-	(283)	(35)
Other gains/(losses)	7	(28)	546	(224)	(595)	(648)	-	-	(42)	(900)
	(12)	(28)	495	(224)	(808)	(683)	-	-	(325)	(935)
NET RESULT	(1,168,657)	(1,155,782)	(369,981)	(326,065)	47,985	159,038	1,664,856	1,624,379	174,203	301,570
Other comprehensive income										
<i>Items that will not be reclassified to net result in subsequent periods</i>										
Changes in revaluation surplus of property, plant and equipment	192	1,457	-	-	2,299	3,791	-	-	2,491	5,248
Changes in revaluation surplus of service concession intangible asset	-	-	-	-	45,610	73,681	-	-	45,610	73,681
Total other comprehensive income	192	1,457	-	-	47,909	77,472	-	-	48,101	78,929
TOTAL COMPREHENSIVE INCOME/(LOSS)	(1,168,465)	(1,154,325)	(369,981)	(326,065)	95,894	236,510	1,664,856	1,624,379	222,304	380,499

* The names and purposes of each major activity are summarised below.

** Appropriations are made on an entity basis and not attributable to a single major activity. Consequently, appropriations must be included in the 'Not Attributable' column. Agencies grant funding is also unlikely to be attributable to individual major activities.

	Quality customer service * (i)		Digital innovation and technology * (ii)		Effective and efficient regulatory framework * (iii)		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
ASSETS AND LIABILITIES								
Current Assets								
Cash and cash equivalents	58,236	56,112	14,493	13,998	809,515	621,690	882,244	691,800
Receivables	27,006	28,288	101,242	80,069	57,990	87,954	186,238	196,311
Contract assets	157	670	5,050	4,053	3,973	5,565	9,180	10,288
Financial assets at fair value	-	-	-	-	-	11,996	-	11,996
Other financial assets	-	-	-	-	3,261	485	3,261	485
Non-Current Assets Held-for-sale	-	-	-	-	765	-	765	-
Total Current Assets	85,399	85,070	120,785	98,120	875,504	727,690	1,081,688	910,880
Non-Current Assets								
Financial assets at fair value	-	-	-	-	65,878	48,934	65,878	48,934
Other financial assets	-	-	-	-	157,628	37,924	157,628	37,924
Property, plant and equipment	75,000	96,111	4,236	4,772	38,641	40,131	117,877	141,014
Right-of-use assets	76	20	55,728	73,991	7,156	3,873	62,960	77,884
Intangible assets	121,458	116,955	156,316	187,259	974,486	928,432	1,252,260	1,232,646
Total Non-Current Assets	196,534	213,086	216,280	266,022	1,243,789	1,059,294	1,656,603	1,538,402
TOTAL ASSETS	281,933	298,156	337,065	364,142	2,119,293	1,786,984	2,738,291	2,449,282
Current Liabilities								
Payables	85,471	84,773	36,483	47,638	2,648	6,439	124,602	138,850
Contract liabilities	10,328	8,525	7,254	911	45,726	31,578	63,308	41,014
Borrowings	6	-	17,260	16,522	21,079	54,583	38,345	71,105
Provisions	62,376	55,516	29,356	27,941	74,033	71,480	165,765	154,937
Service concession liability	-	-	-	-	77,876	77,845	77,876	77,845
Other current liabilities	3,132	5,642	1,713	3,904	1,588	1,585	6,433	11,131
Total Current Liabilities	161,313	154,456	92,066	96,916	222,950	243,510	476,329	494,882
Non-Current Liabilities								
Contract liabilities	-	-	-	-	44,519	34,683	44,519	34,683
Borrowings	44	8	38,469	55,998	205,293	2,484	243,806	58,490
Provisions	15,628	15,200	621	287	14,325	28,450	30,574	43,937
Service concession liability	-	-	-	-	2,024,785	2,101,816	2,024,785	2,101,816
Total Non-Current Liabilities	15,672	15,208	39,090	56,285	2,288,922	2,167,433	2,343,684	2,238,926
TOTAL LIABILITIES	176,985	169,664	131,156	153,201	2,511,872	2,410,943	2,820,013	2,733,808
NET ASSETS/(LIABILITIES)	104,948	128,492	205,909	210,941	(392,579)	(623,959)	(81,722)	(284,526)

* The names and purposes of each major activity are summarised below.

	Quality customer service (i)		Digital innovation and technology (ii)		Effective and efficient regulatory framework (iii)		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ADMINISTERED EXPENSES AND INCOME								
Administered expenses								
Other expenses	468,329	309,663	-	-	-	-	468,329	309,663
Transfer payments	205,528	182,658	-	-	-	-	205,528	182,658
Total administered expenses	673,857	492,321	-	-	-	-	673,857	492,321
Administered revenues								
Taxes, duties, levies, royalties, gaming and racing and fines	44,927,572	41,679,388	-	-	3,224,152	2,994,123	48,151,724	44,673,511
Other revenues	233	3,451	-	-	32,918	319,532	33,151	322,983
Transfer receipts	22,273	196,916	-	-	-	-	22,273	196,916
Total administered revenues	44,950,078	41,879,755	-	-	3,257,070	3,313,655	48,207,148	45,193,410
Administered revenues less expenses	44,276,221	41,387,434	-	-	3,257,070	3,313,655	47,533,291	44,701,089

Administered expenses and revenues are disclosed in detail in Note 29 and 30 respectively.
Administered assets and liabilities are disclosed in Note 28.

Functional activity descriptions

(i) Quality customer service

This major activity focuses DCS's efforts towards a customer-centred approach across the NSW Government, resulting in better customer experiences and easier transactions. This major activity measures the availability of digital transactions, customer satisfaction with government services, and the number of services where customers only need to 'Tell us Once'.

(ii) Digital innovation and technology

DCS aims to invest in innovation and technology to increase and improve digital availability, reliability and security of NSW Government platforms, information and services. This major activity measures digital government readiness and the public safety coverage and operation of the Critical Communications Enhancement Program.

(iii) Effective and efficient regulatory framework

DCS has a fundamental objective of delivering a regulatory framework that promotes safety, efficiency and regulatory requirements that meets the evolving expectations of businesses and customers. This major activity measures the regulatory compliance rates of selected industries, the rate of work-related traumatic injury fatalities and the affordability of the Compulsory Third Party Insurance scheme.

Change in Methodology

During the current financial year, DCS revised its methodology for allocating balances disclosed in the disaggregated note. Under the new approach, each profit centre is directly mapped to a specific major activity group, replacing the previous method which applied percentage-based allocations at the company code level. This change provides a more accurate representation of DCS's operational alignment across its major activities.

Comparative figures for the year ended 30 June 2024 have been amended to reflect the revised methodology, ensuring consistency and comparability across reporting periods. This change in allocation methodology does not impact the total balances presented in the Statement of Comprehensive Income or the Statement of Financial Position. The restatement solely relates to the redistribution of balances between major activity groups.

7. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

	Consolidated		Parent	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash at bank and on hand	146,131	148,762	144,992	148,664
Cash loss reserve - restricted	1,010	1,011	-	-
Other restricted cash	735,103	542,027	735,103	542,027
	882,244	691,800	880,095	690,691

Cash loss reserve - restricted

This account is specifically designated to cover potential defaults on loans receivables (Note 11). It serves as the primary reserve for addressing defaults before any reliance on the financial guarantees provided by the consolidated entity in relation to Project Remediate (Note 17).

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash at bank, cash on hand, and special purpose funds.

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:

	Consolidated		Parent	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash and cash equivalents (per Statement of Financial Position)	882,244	691,800	880,095	690,691
Closing cash and cash equivalents (per Statement of Cash Flows)	882,244	691,800	880,095	690,691

Refer to Note 32 for details regarding credit risk and market risk arising from financial instruments.

Other restricted cash

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Motor Dealers and Repairers Compensation Fund (i)	19,302	19,530
Property Services Compensation Fund (ii)	17,608	18,009
Property Services Statutory Interest Account (iii)	423,846	315,118
Home Building Administration Fund (iv)	139,639	100,579
Torrens Assurance Fund (v)	34,352	32,032
Tow Truck Industry Fund (vi)	14,317	15,494
NSW Consumer Law Fund (vii)	127	117
Coal Mine Subsidence Compensation Fund (viii)	26,425	1,773
Safework NSW Fund (ix)	55,143	35,455
Copyright Royalties Claim Fund (x)	4,344	3,920
	735,103	542,027

(i) The *Motor Dealers Act 1974* was repealed on 1 December 2014 and was replaced by the *Motor Dealers and Repairers Act 2013*. The *Motor Dealers and Repairers Act 2013* established the **Motor Dealers and Repairers Compensation Fund** to provide protection to persons who have suffered a loss in connection with a motor vehicle through their dealings with a motor dealer or a car-market operator. Licensing fees paid by full dealers and car-market operators finance the fund. Claims are usually made on the fund when a motor dealer ceases to trade either on a voluntary basis or a forced closure.

(ii) The *Property and Stock Agents Act 2002* established the **Property Services Compensation Fund** which is supported by:

- investment income earned on the investments of the fund;
- contributions or levies paid by licensees; and
- other lawful receipts.

The money in the Compensation Fund is applied to:

- payment of claims, as provided by the Act;
- legal expenses in relation to claims, licensing objections and complaints for cancellation, incurred in relation to the Fund;
- the expense involved in the administration of the Fund; and
- other lawful expenses.

(iii) The **Property Services Statutory Interest Account** is supported by interest earned on trust money held by real estate agents and investments made by the consolidated entity.

The account is used to meet the costs of administering the *Property, Stock and Business Agents Act 2002* and various other Acts, supplement the Compensation Fund when required, pay grants to various government and non-government agencies and invest in schemes to provide residential accommodation.

(iv) The **Home Building Administration Fund** is supported by:

- prescribed fees for the issue of contractor licences, supervision or tradesperson certificates and Owner-Builder Permits;
- any amount required to be paid into the Fund; and
- any income from investment of the Fund.

The money in the Home Building Administration Fund is applied to:

- meeting the costs of operating the scheme for resolving building disputes;
- meeting the costs of administering the *Home Building Act 1989*; and
- the making of any authorised investments.

(v) The **Torrens Assurance Fund** is a statutory compensation scheme designed to compensate people who, through no fault of their own, suffer loss or damage as a result of the operation of the *Real Property Act 1900* ("RPA").

Payment from the Fund is permitted if loss has been suffered in respect of land resulting from:

- an act or omission of the Registrar General;
- the registration of someone else as the owner of land/an estate or interest in land;
- an error, misdescription or omission in the Register;
- the land being converted to Torrens Title;
- fraud;
- an error or omission in an official search; or
- an error in recording details supplied in a Notice of Sale.

The Registrar General has delegated titling and registry functions to an authorised operator. Therefore, any loss or damage suffered as a result of an act or omission of the authorised operator can be made against the Fund.

(vi) The **Tow Truck Industry Fund** was established by the *Tow Truck Industry Act 1998 - Section 91*. The Tow Truck industry is regulated by the *Tow Truck Industry Act 1998* and the *Tow Truck Industry Regulation 2008*.

NSW Fair Trading is responsible for the licensing and regulation of tow truck operations in NSW.

The **Tow Truck Industry Fund** is supported by:

- all money received by or on account of the Secretary under this Act;
- all penalties for offences under this Act and the regulations that are recovered in prosecutions brought by, or penalty notices issued by, the Secretary or authorised officers;
- all money borrowed by or advanced to the Secretary for the purposes of this Act or appropriated by Parliament for the purposes of the Secretary under this Act;
- the proceeds of the investment of money in the Fund; and
- all other money required by or under this or any other Act to be paid into the Fund.

The money in the Tow Truck Industry Fund is applied to:

- all amounts required to meet expenditure incurred in the administration or execution of this Act and the regulations;
- all payments made on account of the Secretary under this Act or otherwise required to meet expenditure incurred in relation to the functions of the Secretary under this Act; and
- all other payments required by or under this or any other Act to be paid from the Fund.

Tow Truck Industry Act 1998 – Section 92 established the Secretary may invest money in the Tow Truck Industry Fund:

- in such manner as may be authorised by the *Government Sector Finance Act 2018*; or
- if that Act does not confer power on DCS to invest the money, in any other manner approved by the Minister with the concurrence of the Treasurer.

(vii) *The Fair Trading Act 1987* – Section 79Y established the **NSW Consumer Law Fund**. The **NSW Consumer Law Fund** is to receive:

- any pecuniary penalty ordered by a court under section 224 of the *Australian Consumer Law* (“ACL”) to be paid to the State;
- any amount ordered by a court under section 239 (1) of the ACL to be paid into the Fund;
- the proceeds of the investment of money in the Fund; and
- any money directed to be paid into the Fund by or under this or any other Act.

The money in the NSW Consumer Law Fund is to pay:

- money to non-party consumers in accordance with an order under section 239 (1) of the ACL;
- special purpose grants for improving consumer well-being, consumer protection or fair trading;
- administrative expenses incurred in relation to the Fund; and
- money that is directed to be paid from the Fund by or under this or any other Act.

Subject to the regulations, money is to be paid out of the Fund in accordance with the directions of the Minister made on the recommendation of the Secretary. Any amount ordered by a court under section 239 (1) of the ACL to be paid into the Fund must not be paid out of the Fund except in accordance with the terms of the order. The Minister may, on the recommendation of the Secretary, invest money in the Fund in such manner as may be authorised by the *Government Sector Finance Act 2018*.

(viii) **Coal Mine Subsidence Compensation Fund** - Part 5 of the *Coal Mine Subsidence Compensation Act 2017* (Act) establishes a Special Deposits Account called the Coal Mine Subsidence Compensation Fund into which annual levies are received from proprietors of coal mines. The Fund supports the objective of the Act being to provide a compensation framework for dealing with impacts of coal mine subsidence, regulate development in mine subsidence districts and provide 24-hour response to emergency subsidence calls.

(ix) **Safework NSW Fund** - Section 35 of the *Workplace Injury Management and Workers Compensation Act 1998* requires the remuneration, allowances, office accommodation and other associated costs of SafeWork NSW to be paid from the Workers Compensation Operational Fund. Funds received from the Workers Compensation Operational Fund by Safework NSW are held in a restricted bank account and can only be used to fulfill the regulatory functions of Safework NSW. The Regulatory functions of Safework NSW are detailed in Section 152 of the *Work Health and Safety Act 2011*.

(x) **Copyright Royalties Claim Fund** - When a registered deposited plan or strata plan image is sold via a NSW Land Registry Services authorised information broker, an additional fee per plan sale is added to the cost of the deposited plan or strata plan sale and paid by the customer. The copyright royalty amount is a regulated fee and increases annually based on CPI. Money can only be withdrawn from the Royalties Fund Account in accordance with the Concession Deed.

8. CURRENT ASSETS - RECEIVABLES

	Consolidated and Parent	
	2025 \$'000	2024* \$'000
Current		
Prepayments	42,545	47,240
Interest receivables	14,289	15,969
Goods and Services Tax recoverable	4,050	4,528
Accrued receivables	48,642	19,283
Other	4,090	15,124
	113,616	102,144
Trade receivables from contracts with customers	57,445	50,924
Less: Allowance for expected credit losses**	(203)	(525)
	57,242	50,399
Retained taxes, fees and fines	21,038	60,065
Less: Allowance for expected credit losses**	(5,658)	(16,297)
	15,380	43,768
Total Current Receivables	186,238	196,311

*Comparative figures have been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

Interest receivables represent accrued interest earned on trust monies held by real estate agents. In accordance with the *Property and Stock Agents Act 2002*, the consolidated entity is entitled to this interest earned on the trust account.

The increase in accrued receivables is mainly due to \$16 million receivable from Rental Bond Board and a \$18 million accrual for cost recovery.

The decrease in other current asset is primarily attributable to the cash recovery of \$4.9 million from ANSTO and the settlement of \$7.7 million in receivables from the Digital Restart Fund (DRF), both of which were recognised in the prior year.

The reduction in retained taxes, fees and fines is primarily attributable to a timing difference, with Colliery Contributions received in the current year. In contrast, these contributions were recognised as receivables in prior year. Additionally, the current year balance reflects the write-off of \$10 million in retained taxes, fees and fines receivables.

** *Movement in the allowance for expected credit losses*

<u>Trade receivables from contracts with customers</u>	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Balance at beginning of year	525	83
Increase/(decrease) in allowance recognised in net result (Note 5)	(322)	442
Balance at end of year	203	525

Retained taxes, fees and fines

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Balance at beginning of year	16,297	17,156
Amounts written off during the year	(10,767)	(1,470)
Increase/(decrease) in allowance recognised in net result (Note 5)	128	611
Balance at end of year	5,658	16,297

Details regarding credit risk of trade receivables that are neither past, due nor impaired, are disclosed in Note 32.

Recognition and Measurement

The consolidated entity recognises a financial asset or a financial liability when, and only when, it becomes a party to the contractual provisions of the instrument. To determine when the consolidated entity becomes a party to the contractual provisions of the instrument, the consolidated entity considers:

- Whether the consolidated entity has a legal right to receive cash (financial asset) or a legal obligation to pay cash (financial liability); or
- Whether at least one of the parties has performed under the agreement.

Initial Recognition

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price. Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. Retained taxes, fees and fines are recognised when the right to receive the amount arises under legislation.

Subsequent measurement

The consolidated entity holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. Retained taxes, fees and fines are measured at the original levied amount, less any impairment.

Impairment

The consolidated entity recognises an allowance for Expected Credit Losses ("ECL") for all financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the consolidated entity expects to receive, discounted at the original effective interest rate.

For trade receivables relating to contracts with customers, the consolidated entity applies a simplified approach in calculating ECLs. The consolidated entity recognises a loss allowance based on lifetime ECLs at each reporting date. The consolidated entity has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

Retained taxes, fees and fines are assessed for recoverability at each reporting date. An allowance for impairment is recognised if it is probable that not all amounts will be collected.

9. CONTRACT ASSETS AND LIABILITIES

	Consolidated and Parent	
	2025	2024*
	\$'000	\$'000
Current		
Contract assets	9,180	10,288
Contract liabilities	63,308	41,014
Non-Current		
Contract liabilities	44,519	34,683

*Comparative figures have been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

Recognition and Measurement

Contract assets relate to the consolidated entity's right to consideration in exchange for works performed/services rendered, but not yet billed up to reporting date. Contract assets are assessed for ECL at each reporting date and recognise an impairment allowance if required.

Contract liabilities represent consideration received in advance from customers, including licence fee revenue, funding received with sufficiently specific performance obligations, and other receipts for services yet to be performed.

	Consolidated and Parent	
	2025 \$'000	2024* \$'000
Revenue recognised that was included in the contract liability balance at the beginning of the year	41,014	49,756
Transaction price allocated to the remaining performance obligations from contracts with customers	107,827	75,697

*Comparative amount has been amended to reflect the reclassification of prior year contract liabilities balance. Refer to Note 1(i) for further details.

The transaction price allocated to the remaining performance obligations relates to licence revenue. 58% is expected to be recognised as revenue in the 2026 financial year, 25% in the 2027 financial year, 11% in the 2028 financial year and 6% in the 2029 financial year.

10. FINANCIAL ASSETS AT FAIR VALUE

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Current Assets		
TCorpIM Funds – Medium Term Growth	-	11,996
Non-current assets		
TCorpIM Funds – Medium Term Growth	65,878	48,934

Subsidence Advisory NSW holds units in TCorpIM Funds with the underlying investment consisting of money market instruments, Australian bonds and Australian and International shares.

The funds invested in TCorp can be accessed on-demand with a small service fee. Management performs a monthly assessment to present funds expected to be used in the next 12 months as current assets, and the remainder of the funds presented as non-current assets. These funds are restricted, refer to Note 7.

Refer to Note 32 for further information regarding fair value measurement, credit risk and market risk arising from financial instruments.

Recognition and Measurement

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Classification and measurement

The consolidated entity's financial assets at fair value are classified, at initial recognition, as subsequently measured at either fair value through other comprehensive income or fair value through profit or loss.

Transaction costs of financial assets carried at fair value through profit or loss are expensed in net results. Transaction costs of financial assets carried at fair value through other comprehensive income are included as part of their fair value and amortised to net results using the effective interest method.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value under AASB 9.

Financial assets are held for trading if acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments.

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. TCorpIM Funds are managed and their performance is evaluated on a fair value basis and therefore the business model is neither to hold to collect contractual cash flows or sell the financial asset. Hence these investments are mandatorily required to be measured at fair value through profit or loss.

Notwithstanding the criteria to be classified at amortised cost or at fair value through other comprehensive income, financial assets may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

A gain or loss on a financial asset that is subsequently measured at fair value through profit or loss is recognised in net results and presented net within other gains/(losses), except for TCorpIM Funds that are presented in 'investment revenue' in the period in which it arises.

Derecognition of financial asset

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the agency transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where the consolidated entity has not transferred substantially all the risks and rewards, if the agency has not retained control.

Where the consolidated entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the consolidated entity's continuing involvement in the asset.

11. CURRENT / NON-CURRENT ASSETS - OTHER FINANCIAL ASSETS

	Consolidated		Parent	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Loans receivables				
Current assets	3,261	485	-	-
Non-current assets	157,628	37,924	-	-
	160,889	38,409	-	-

Loans receivables relate to the interest-free loan provided to Eligible Owners Corporations (EOCs) in relation to Project Remediate. The non-current assets have maturities ranging from 10 - 12 years.

Refer to Note 32 for further information regarding fair value measurement, credit risk, and market risk arising from financial instruments.

Recognition and Measurement

All 'regular way' purchases or sales of loans receivables are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of loans receivables that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Loans receivables are initially measured at fair value plus any transaction cost.

Subsequent Measurement

Loans receivables are classified and subsequently measured at amortised cost as they are held for collection of contractual cash flows solely representing payments of principal. Impairment losses are presented as a separate line item in the statement of comprehensive income. Any gain or loss arising on derecognition is recognised directly in net results and presented in other gains/(losses).

Impairment

The consolidated entity recognises an allowance for Expected Credit Losses ("ECL") for all financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the consolidated entity expects to receive, discounted at the original effective interest rate.

For loans receivables, the consolidated entity applies a simplified approach in calculating ECLs. The consolidated entity recognises a loss allowance based on lifetime ECLs at each reporting date.

12. NON-CURRENT ASSETS HELD FOR SALE

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Current		
Loose-fill Asbestos Land Assets ⁽ⁱ⁾	200	-
Subsidence Advisory NSW properties held for resale ⁽ⁱⁱ⁾	565	-
	765	-

(i) Loose-fill Asbestos Land Assets

The properties held for sale were acquired for asbestos removal in accordance with the *Loose-fill Asbestos Eradication Scheme 2014* and are restored to a safe and marketable condition. Any work done is capitalised as cost of property and assessed against the market value and any adjustment/ impairment is recognised to reflect the property at lower of cost or net realisable value, which is the estimated selling price less selling costs in the ordinary course of business. The full proceeds of the sale, net of selling costs, are returned to the Crown.

(ii) Subsidence Advisory NSW properties held for resale

The properties held for sale have been purchased as a result of subsidence claims in accordance with the *Coal Mine Subsidence Compensation Act 2017*. The practice is to remediate the effects of the subsidence and to restore the property to a marketable condition. Any impairment on the purchase price to net market value is recognised as a claims expense. Properties held are recorded at the lower of cost or net realisable value, which is the estimated selling price less selling costs in the ordinary course of business. The full proceeds of the sale, net of selling costs, are returned to the Special Deposits Account called the Coal Mine Subsidence Compensation Fund.

Recognition and Measurement

The carrying amount of assets classified as held for sale will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are recognised at the lower of their carrying amount and fair value less costs of disposal.

13. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS

(a) Property, Plant and Equipment

	Consolidated and Parent				
	Land and Buildings \$'000	Plant and Equipment* \$'000	Leasehold Improvements \$'000	Work in Progress \$'000	Total \$'000
At 1 July 2023 – fair value					
Gross carrying amount	37,429	60,443	86,748	21,112	205,732
Accumulated depreciation and impairment	(652)	(49,359)	(24,594)	-	(74,605)
Net carrying amount	36,777	11,084	62,154	21,112	131,127
Year ended 30 June 2024					
Net carrying amount at beginning of year	36,777	11,084	62,154	21,112	131,127
Transfer from Work in Progress	-	310	1,216	(1,526)	-
Transfer (to)/from intangible assets	-	1,006	-	-	1,006
Additions (current year expenditure)	-	345	7,271	2,409	10,025
Transfers (to)/from Assets Held for Sale	6,052	-	-	-	6,052
Depreciation expense	(483)	(3,521)	(8,440)	-	(12,444)
Revaluation increment	5,248	-	-	-	5,248
Net carrying amount at end of year	47,594	9,224	62,201	21,995	141,014
Gross carrying amount	48,729	55,841	95,235	21,995	221,800
Accumulated depreciation and impairment	(1,135)	(46,617)	(33,034)	-	(80,786)
Net carrying amount	47,594	9,224	62,201	21,995	141,014
Year ended 30 June 2025					
Net carrying amount at beginning of year	47,594	9,224	62,201	21,995	141,014
Transfer from Work in Progress	-	173	2,810	(2,983)	-
Transfer (to)/from intangible assets	-	564	-	237	801
Additions (current year expenditure)	770	618	10	8,223	9,621
Remeasurement	-	-	(908)	-	(908)
Transfers (to)/from Assets Held for Sale	(765)	-	-	-	(765)
Depreciation expense	(477)	(2,970)	(9,586)	-	(13,033)
Disposals	(1,762)	(82)	-	-	(1,844)
Decrease in net assets from equity transfers**	(19,500)	-	-	-	(19,500)
Revaluation increment	2,491	-	-	-	2,491
Net carrying amount at end of year	28,351	7,527	54,527	27,472	117,877
At 30 June 2025 – fair value					
Gross carrying amount	29,443	40,782	97,147	27,472	194,844
Accumulated depreciation and impairment	(1,092)	(33,255)	(42,620)	-	(76,967)
Net carrying amount	28,351	7,527	54,527	27,472	117,877

* As a result of the Service Concession Arrangement, the consolidated entity (as the grantor) is deemed to have control over some of the plant and equipment held by the operator in accordance with AASB 1059 with a corresponding increase in service concession liabilities. The net carrying amount of plant and equipment capitalised in line with the Service Concession Arrangement at 30 June 2025 is \$0.5 million (30 June 2024: \$0.7 million).

** This relates to the transfer of property from DCS to Property and Development NSW. Refer to Note 21 for further details.

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 15.

Recognition and Measurement

Acquisition of property, plant and equipment

Property, plant and equipment are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Capitalisation Thresholds

Property, plant and equipment and intangible asset are capitalised if it individually costs above a certain threshold which varies depending on the asset classes.

Major Inspection Costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

Restoration Costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

Depreciation

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the consolidated entity.

All material identifiable components of assets are depreciated separately over their useful lives. Land is not a depreciable asset.

The value of the assets is depreciated within the useful lives of each asset class as follows:

Buildings and improvements	26 to 50 years
Major computer hardware	4 years
Computer equipment – portable	3 years
Furniture and fittings	10 years
Office equipment	5 years
Motor vehicles	5 years
Leasehold improvements	shorter of lease period or estimated useful lives

Refer to Note 14 for intangible assets amortisation rates used.

Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP21-09) and Treasurer's Direction, 'Valuation of Physical Non-Current Assets at Fair Value' (TD21-05). TD21-05 and TPP21-09 adopt fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 13 *Fair Value Measurement*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use.

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* (AASB 2022-10) applies to annual periods beginning on or after 1 January 2024. AASB 2022-10 amends AASB 13 *Fair Value Measurement* (AASB 13). For non-financial assets of not-for-profit public sector entities that are not held primarily for their ability to generate net cash inflows, there is a rebuttable assumption that current use is highest and best use, unless the asset is classified as held for sale in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations* or it is highly probable the asset will be used for an alternative purpose to its current use (AASB 13:Aus29.1 and AASB 13:Aus29.2).

The consolidated entity's fair value of property, plant and equipment is based on market participants' perspective, using valuation techniques (market approach, cost approach and income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to Note 15 for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The consolidated entity conducts a comprehensive revaluation of land and buildings every three years. The last comprehensive revaluation was completed on 31 March 2025 and was based on an independent assessment. Other non-current assets are assessed by management to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at the end of the reporting period.

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value. The consolidated entity used external professionally qualified valuers to conduct further assessment as at 30 June 2025.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as an approximation of fair value. The consolidated entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result. Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the asset revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where an asset that has previously been revalued is disposed of, any balance remaining in the revaluation surplus in respect of that asset is transferred to accumulated funds.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

The consolidated entity has adopted the option to not apply AASB 16 to assets that would be classified as service concession assets in accordance with AASB 1059 *Service Concession Arrangements: Grantors*.

Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material.

The consolidated entity assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the consolidated entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. The reversal is recognised in other comprehensive income and is treated as a revaluation increase, except to the extent that an impairment loss on the same class of asset was previously recognised in the net result, then the reversal is recognised in net result.

(b) Right-of-Use Assets

The following table presents right-of-use assets that do not meet the definition of investment property.

	Consolidated and Parent			
	Land and Buildings \$'000	Plant and Equipment \$'000	Motor Vehicles \$'000	Total \$'000
At 1 July 2023				
Gross carrying amount	168,126	276	7,666	176,068
Accumulated depreciation and impairment	(87,877)	(224)	(4,613)	(92,714)
Net carrying amount	80,249	52	3,053	83,354
Year ended 30 June 2024				
Net carrying amount at beginning of year	80,249	52	3,053	83,354
Additions	-	-	2,475	2,475
Depreciation expense	(18,062)	(58)	(1,801)	(19,921)
Other adjustments	11,804	6	166	11,976
Net carrying amount at end of year	73,991	-	3,893	77,884
At 1 July 2024				
Gross carrying amount	179,946	276	9,526	189,748
Accumulated depreciation and impairment	(105,955)	(276)	(5,633)	(111,864)
Net carrying amount	73,991	-	3,893	77,884
Year ended 30 June 2025				
Net carrying amount at beginning of year	73,991	-	3,893	77,884
Additions	-	-	6,054	6,054
Depreciation expense	(17,998)	-	(2,987)	(20,985)
Lease reassessment	(266)	-	273	7
Net carrying amount at end of year	55,727	-	7,233	62,960
At 30 June 2025				
Gross carrying amount	179,680	-	10,796	190,476
Accumulated depreciation and impairment	(123,953)	-	(3,563)	(127,516)
Net carrying amount	55,727	-	7,233	62,960

Right-of-use assets under leases

Recognition and measurement

The consolidated entity assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The consolidated entity recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

The consolidated entity recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The right-of-use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets (refer to the useful lives of asset in Note 13(a)).

If ownership of the leased asset transfers to the consolidated entity at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. The consolidated entity assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the consolidated entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

ii. Short-term leases and leases of low-value assets

The consolidated entity applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

iii. Leases that have significantly below-market terms and conditions principally to enable the consolidated entity to further its objectives

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the consolidated entity to further its objectives, are measured at cost. These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment. They are not subject to revaluation.

While the consolidated entity does not recognise a right-of-use asset for these arrangements, it continues to carry the responsibility to make good, and to control the fit-out during the remaining occupancy period as the consolidated entity receives the economic benefits via using the fit-out or expected compensation from Property & Development NSW upon relocation. The consolidated entity's accounting treatment for make-good provision and fit-out costs in relation to the relevant accommodation remains unchanged.

Impairment Losses for Right-of-Use Assets

The consolidated entity has undertaken an impairment assessment for the above right-of-use assets, to determine whether the carrying amount exceeded their recoverable amount.

The consolidated entity did not recognise any impairment loss on the right-of-use assets in the current financial year (2024: \$nil).

14. INTANGIBLE ASSETS

	Consolidated and Parent			Total \$'000
	Software* \$'000	Work in progress \$'000	Service concession asset \$'000	
At 1 July 2023				
Cost (gross carrying amount)	420,248	153,089	840,002	1,413,339
Accumulated amortisation and impairment	(325,663)	-	-	(325,663)
Net carrying amount	94,585	153,089	840,002	1,087,676
Year ended 30 June 2024				
Net carrying amount at beginning of year	94,585	153,089	840,002	1,087,676
Transfer from work in progress	111,976	(111,976)	-	-
Additions – Internally generated	-	118,244	-	118,244
Additions – Externally acquired	-	10,517	-	10,517
Transfer (to)/from property, plant and equipment	-	(1,006)	-	(1,006)
Revaluation increment	-	-	73,681	73,681
Amortisation (recognised in depreciation and amortisation)	(56,466)	-	-	(56,466)
Net carrying amount at end of year	150,095	168,868	913,683	1,232,646
At 1 July 2024				
Cost (gross carrying amount)	538,029	168,868	913,683	1,620,580
Accumulated amortisation and impairment	(387,934)	-	-	(387,934)
Net carrying amount	150,095	168,868	913,683	1,232,646
Year ended 30 June 2025				
Net carrying amount at beginning of year	150,095	168,868	913,683	1,232,646
Transfer from work in progress	153,749	(153,749)	-	-
Additions – Internally generated	-	68,376	-	68,376
Transfer (to)/from property, plant and equipment	-	(801)	-	(801)
Disposals	(15)	-	-	(15)
Revaluation increment	-	-	45,610	45,610
Amortisation (recognised in depreciation and amortisation)	(93,556)	-	-	(93,556)
Net carrying amount at end of year	210,273	82,694	959,293	1,252,260
At 30 June 2025				
Cost (gross carrying amount)	571,854	82,694	959,293	1,613,841
Accumulated amortisation and impairment	(361,581)	-	-	(361,581)
Net carrying amount	210,273	82,694	959,293	1,252,260

* As a result of the Service Concession Arrangement, the consolidated entity (as the grantor) is deemed to have control over some of the software held by the operator in accordance with AASB 1059. The net carrying amount of software capitalised in line with the Service Concession Arrangement at 30 June 2025 is \$3.4 million (30 June 2024: \$5.1 million).

Recognition and Measurement - Intangibles Assets (excluding service concession asset)

The consolidated entity recognises intangible assets only if it is probable that future economic benefits will flow to the consolidated entity and if the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the consolidated entity's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

Software is amortised using the straight-line method within a period of 4 years. No depreciation is recognised for Work in Progress and Service Concession Asset. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

Service concession asset (SCA)

Service concession arrangements are contracts between a grantor and an operator where an operator provides public services related to a service concession asset on behalf of a public sector grantor for a specified period of time and manages at least some of those services.

Based on the consolidated entity's assessment, the following arrangements fall in the scope of AASB 1059:

	Service concession arrangement
Name and description	This is a grantor-operator service concession arrangement to enable Australian Registry Investments (ARI) to operate the NSW Land Titling Registration Concession.
Period	35 years
Terms	Concession arrangement was entered into on 17 April 2017 and commenced on 30 June 2017. Total consideration of \$2.7 billion was received by the consolidated entity for the right to operate the NSW Land Titling Registry.
Rights and obligations	As per the concession deed, the consolidated entity maintains control over the Titling database. The Operator (ARI) is responsible for maintenance and operation of the Titling Database. The consolidated entity also regulates and controls the maximum price chargeable by the Operator for the core services and other price revisions over the Concession term.
Changes occurred during the 2024 financial year	None
Changes occurred during the 2025 financial year	None
The carrying amount of SCA as at 30 June 2024	\$914 million
The carrying amount of SCA as at 30 June 2025	\$959 million

i. Initial recognition

For arrangements within the scope of AASB 1059 where an operator is allowed to provide public services, the consolidated entity shall recognise a service concession asset as the consolidated entity controls the asset by regulating the services and prices of the service and have beneficial entitlement of the asset at the end of the service concession arrangement. This asset is recognised at current replacement cost in accordance with AASB 1059. The recognition of this asset has been valued by an external valuer with experience in valuing service concession arrangements and involves certain major assumptions to derive a value which is considered true and fair under the current replacement cost valuation. The major assumptions are included under fair value measurement in Note 15.

ii. Subsequent to initial recognition

The service concession asset recognised in the consolidated entity consists of 2 components. The major component of the Service Concession Asset (SCA) is the database of land titles disclosed under Intangible Assets and a minor component of plant and equipment (including software) which the consolidated entity is legally entitled to in order for these services to be provided. The major component of the asset is expected to have an infinite useful life and not depreciated in accordance with AASB 138 and AASB 116. The plant and equipment is considered the depreciable portion in accordance with AASB 116 and is depreciated over its estimated useful lives as appropriate under AASB 116 and AASB 138, which is disclosed under Property, Plant and Equipment (Note 13) and software above.

The SCA has an indefinite useful life as there is a guaranteed ongoing public requirement to use the Registers for conveyancing, mortgages etc. and there is no other public record of these land dealings. Therefore, the SCA has no foreseeable limit to generate revenue.

In completing the valuation, management has considered the advancement of technology and its impact on the Current Replacement Cost (CRC) of the land titles registry.

Revaluation increments are credited directly to the asset revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result. Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the asset revaluation surplus.

For key valuation methodology and assumptions, refer to Note 15(b).

iii. At the end of the arrangement

At the end of the service concession arrangement:

- The consolidated entity will continue to account for the major component of the Service Concession Asset under Intangible assets under AASB 138 with an indefinite useful life;
- If the service concession arrangement with the grantor ceases and is not extended, the requirement to value the asset at current replacement cost under AASB 1059 also ceases and reference to fair value reverts to the appropriate approach under AASB 13 *Fair Value Measurement*. As an intangible asset for which there is no active market, the asset would be carried at cost less any impairment losses;
- The consolidated entity will continue to account for the minor component of the asset under Property, Plant and Equipment under AASB 116 with its estimated useful lives; and
- The consolidated entity will continue to recognise these assets and will only derecognise when the consolidated entity does not have control over the asset.

15. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

Fair Value Measurement and Hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13 *Fair Value Measurement*, the consolidated entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted (unadjusted) prices in active markets for identical assets / liabilities that the consolidated entity can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

The consolidated entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

(a) Fair value hierarchy

	Consolidated and Parent			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
30 June 2024				
Land and buildings	-	47,594	-	47,594
Service concession asset	-	-	913,683	913,683
Net carrying amount	-	47,594	913,683	961,277
30 June 2025				
Land and buildings	-	28,351	-	28,351
Service concession asset	-	-	959,293	959,293
Net carrying amount	-	28,351	959,293	987,644

There were no transfers between Levels during the year (2024: \$nil).

(b) Valuation techniques, inputs and processes used to determine Level 2 and Level 3 Fair Values

The consolidated entity obtains independent comprehensive valuations for its land and buildings every three years. The last comprehensive revaluation was completed on 31 March 2025.

At the end of each reporting period, the consolidated entity updates its assessment of the fair value of its land and buildings, taking into account the most recent independent valuation.

The fair value of the consolidated entity's land and buildings is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where such information is not available, the asset's fair value is measured at the market buying price, the best indicator of which is depreciated replacement cost. The level 2 fair value of land and buildings has been derived using the market approach. The key inputs under this approach are from the sales of comparable land and buildings in the area.

Service Concession Asset

The valuation of the Service Concession Asset (SCA) is based on AASB 1059 requirements and the current cost of replacement approach has been used to value the SCA. Valuation methodology is based upon identifying the current cost in processing each record in a group of databases. Some significant unobservable inputs used in valuing the database includes employee expenses to replicate records, corporate overheads and major project spend to maintain the service level based on current reasonable expectation.

To perform the valuation of this asset, which includes data more than 100 years old, the following significant assumptions and judgements were applied:

- The cost to replicate records within each category is the same: It was assumed that the cost of replicating the records within each category is the same, regardless of the age or complexity of the data;
- The valuation was based on the current replacement cost methodology: The valuation reflects a hypothetical estimate of the minimum cost to replicate the records within the database using modern, efficient processes and technologies, consistent with the asset's existing service potential;
- All paper records are available and accessible: It was assumed that all paper records are available and accessible for scanning and inputting into the Registers. This supports the premise that the database could be reconstructed to its current state using existing physical sources. The valuation includes estimated costs of \$205 million to scan manual documents. This was based on historical costs for conversion projects, escalated by CPI;
- Electronic backups are considered out of scope: Electronic backups of existing records were excluded from the valuation, as they do not represent the minimum cost to replicate the Registers. The valuation focuses on the cost to replicate records using these assumptions, not to restore the records from backups;
- Information is readily available: It was assumed that all necessary information is readily available for inputting. Therefore, the cost to recreate the source data from scratch or to collect it from external parties was not included in the cost model; and
- The valuation includes a contingency allowance: a contingency percentage of 15 per cent resulted in a \$125 million increase in the valuation. The contingency allowance is to capture any variations in cost estimates associated with the data replacement process.

As the asset does not have an expiry and continues to exist subsequent to the service concession arrangement, the asset has an indefinite useful life and no amortisation is incurred.

Management performs desktop valuations on a yearly basis and will perform a comprehensive revaluation at least once every 3 years in accordance with NSW Treasury guidelines. The valuation of this asset may be impacted by business restructuring, market inflation and changes in economic conditions as these factors may impact on labour in processing records and the demand from the public in accessing the database.

The consolidated entity performed a comprehensive valuation on 31 March 2025.

In applying the cost approach, current replacement cost methodology was determined via two methods:

- manual inputting/manipulation of records: using costs incurred by the Operator to process dealings/plans/titles volumes in a financial year (cost per record) and applying to relevant total volumes.
- digitisation/conversion costs: estimating current costs to input non-digital records into the NSW Titling Database, the Integrated Titling System (ITS).

Other significant inputs include volume statistics (e.g. number of dealings, plans etc.), salary and overheads data and FTE headcount information obtained from the Operator.

c) Reconciliation of recurring Level 3 fair value measurements

	Consolidated and Parent	
	Service Concession Assets	Total Recurring Level 3 Fair value
	\$'000	\$'000
Fair value at 1 July 2024	913,683	913,683
Revaluation increment recognised through Reserves	45,610	45,610
Fair value at 30 June 2025	959,293	959,293
Fair value at 1 July 2023	840,002	840,002
Revaluation increment recognised through Reserves	73,681	73,681
Fair value at 30 June 2024	913,683	913,683

16. CURRENT LIABILITIES - PAYABLES

	Consolidated and Parent	
	2025	2024*
	\$'000	\$'000
Accrued salaries, wages and on-costs	27,626	22,712
Creditors	93,116	105,776
Accrued interest	1,740	416
Other	2,120	9,946
	124,602	138,850

*Comparative figures have been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

Refer to Note 32 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

17. CURRENT / NON-CURRENT LIABILITIES - BORROWINGS

	Consolidated		Parent	
	2025 \$'000	2024* \$'000	2025 \$'000	2024* \$'000
Current Liabilities				
Lease liability	19,874	18,002	19,874	18,002
Notes payable (including interest subsidy)	4,810	50,066	1,549	11,560
Financial guarantee - Project Remediate	13,661	3,037	13,661	3,037
	38,345	71,105	35,084	32,599
Non-Current Liabilities				
Lease liability	43,171	58,490	43,171	58,490
Notes payable (including interest subsidy)	200,635	-	41,873	-
	243,806	58,490	85,044	58,490
Total Borrowings	282,151	129,595	120,128	91,089

* Comparative figures has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 32.

Recognition and Measurement

Borrowings represent interest bearing liabilities mainly lease liabilities, interest subsidy and notes payables.

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

The consolidated entity has no financial liabilities designated at fair value through profit or loss.

Lease liabilities

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Balance at 1 July	76,492	79,677
Additions	6,054	2,475
Lease interest	1,251	1,559
Repayment	(20,759)	(19,195)
Reassessment of lease liability	7	-
Other adjustments	-	11,976
Balance at 30 June	63,045	76,492

At the commencement date of the lease, the consolidated entity recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the consolidated entity; and
- payments of penalties for terminating the lease, if the lease term reflects the consolidated entity exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the consolidated entity's leases, the lessee's incremental borrowing rate is used, being the rate that the consolidated entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use assets in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The consolidated entity's lease liabilities are included in borrowings. Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the consolidated entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

Notes payable

DCS, representing the NSW Government, is offering support to eligible owners corporations to remediate combustible cladding on residential apartment buildings.

Project Remediate is a three-year program to help remove combustible cladding. It offers eligible owners corporations:

- 10 year interest-free loans to fund the remediation work; and
- quality assurance and program management services delivered by experienced professionals.

Project Remediate Trust issued 12-year interest-free notes to finance Project Remediate.

Project Remediate Trust has secured a borrowing facility agreement with a commercial bank (Capital Provider) who will fully subscribe the interest-free Notes up to \$360 million (2024: \$100 million) of which \$205.4 million (2024: \$50.1 million) had been utilised at reporting date. The facility agreement is set to expire on 22 July 2027. The cash received from issuing the notes is used to provide loans to the EOCs, refer to Note 11 for Loans Receivables. The interest on the drawn commercial borrowing facility is borne by DCS.

Interest subsidy

Interest Subsidy is a financial liability recognised as part of financing arrangements to support the Project Remediate program subsidised by the NSW Government. Further details on interest rate risk exposure are provided in Note 32(f).

Changes in liabilities arising from financing activities

	Consolidated		Parent
	Notes payable	Leases	Leases
	\$'000	\$'000	\$'000
1 July 2023	-	79,677	79,677
Additions	50,200	2,475	2,475
Cash flows - repayment	(134)	(19,195)	(19,195)
Other movements	-	13,535	13,535
30 June 2024	50,066	76,492	76,492
Additions	156,200	6,054	6,054
Cash flows - repayment	(821)	(20,759)	(20,759)
Other movements	-	1,258	1,258
30 June 2025	205,445	63,045	63,045

Financial Guarantees

A financial guarantee contract is a contract that requires a party to make specified payments to reimburse the principal in the event that a specified debtor fails to make payment in accordance with the original or modified terms of a debt instrument. DCS has provided a financial guarantee to assume liability for the loan defaults, in aggregate exceeding \$1 million, by the EOCs. Additionally, DCS has issued a financial guarantee to the Capital Provider committing to repurchase all outstanding Notes payable from the Capital provider if the Capital Provider does not extend the borrowing facility.

Recognition and Measurement

The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the expected credit loss model under *AASB 9 Financial Instruments*; and
- the amount initially recognised less, where appropriate, the cumulative amount of income recognised in accordance with the principles of *AASB 15 Revenue from Contracts with Customers*.

The fair value of financial guarantees is determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value, being the economic benefit of the Owner's Corporation in having the financial Guarantee. The differential interest rate charged in having a bank facility with the benefit of a government guarantee against one without a financial guarantee represents the economic benefit of the financial guarantee to the holder. The present value of this interest rate differential over the term of the loan would therefore be the initial fair value. Subsequent to initial recognition, the consolidated entity's liability under each guarantee is measured at the higher of the amount initially recognised less cumulative amortisation, and an expected credit loss provision.

The risk of occurrence for a default of the EOC's loans is assessed as low and the consolidated entity does not consider it probable that a claim will be made under the guarantee. The carrying value of the financial guarantee is reflected at market fair value. Refer to Note 32(d) for further details.

During the year, financial guarantee expenses of \$10.6 million (2024: \$2.7 million) were recognised in the Statement of Comprehensive Income as part of Project Remediate Subsidy in Note 2(d).

18. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

	Consolidated and Parent	
	2025 \$'000	2024* \$'000
Current		
Employee related provisions		
Annual leave	85,069	77,738
Paid parental leave	6,241	4,575
Other on-costs	56,101	49,119
	147,411	131,432
Other provisions		
Provision for outstanding claims	17,793	20,617
Make good provisions	361	2,888
Other	200	-
	18,354	23,505
Total current provisions	165,765	154,937
Non-current		
Other provisions		
Provision for outstanding claims	11,877	27,320
Make good provisions	18,697	16,617
Total non-current provisions	30,574	43,937
Total provisions	196,339	198,874

Aggregate employee benefits and related on-costs

	Consolidated and Parent	
	2025 \$'000	2024* \$'000
Provisions	147,411	131,432
Accrued salaries, wages and on-costs (Note 16)	27,626	22,712
	175,037	154,144

Provisions expected to be settled within 12 months from reporting date

Annual leave	68,075	62,853
Paid parental leave	6,241	4,575
Other on-costs	24,375	17,077
Provision for outstanding claims	17,793	20,617
Make good provisions	361	2,888
Other	200	-
	117,045	108,010

Provisions expected to be settled in more than 12 months from reporting date

Annual leave	16,994	14,885
Other on-costs	31,726	32,042
Provision for outstanding claims	11,877	27,320
Make good provisions	18,697	16,617
	79,294	90,864

*Comparative figures has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

Movements in provisions (other than employee benefits)

Movements in each class of provision during the year, other than employee benefits, are set out below:

	Consolidated and Parent			
	Outstanding claims	Make good	Other	Total
	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2024 *	47,937	19,505	-	67,442
Additional provisions recognised	8,067	30	391	8,488
Unused amounts reversed	(12,658)	(30)	-	(12,688)
Amounts used	(13,676)	-	(191)	(13,867)
Provision transferred in	-	461	-	461
Remeasurement	-	(908)	-	(908)
Carrying amount at 30 June 2025	29,670	19,058	200	48,928

*Comparative figures has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

Recognition and Measurement for employee related provision

Salaries and Wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted).

Actuarial advice obtained by NSW Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The consolidated entity has assessed the actuarial advice based on the consolidated entity's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the consolidated entity does not expect to settle the liability within 12 months, as the consolidated entity does not have the right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Paid parental leave

Paid parental leave can be taken within the first 24 months and the provision is recognised when an employee becomes eligible. The provision is valued based on parental leave yet to be paid.

Long Service Leave and Superannuation

The consolidated entity's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The consolidated entity accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using the Commonwealth government bond rate at the reporting date.

The superannuation expense for the financial year is determined by using the formula specified in the Treasurer’s Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and Aware Super) is calculated as a percentage of the employees’ salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees’ superannuation contributions.

Consequential On-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers’ compensation insurance premiums and fringe benefits tax.

Recognition and Measurement for non-employee related provision

Provisions are recognised when the consolidated entity has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When the consolidated entity expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when an agency has a detailed formal plan and the consolidated entity has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

Provision for outstanding claims

A provision is made for subsidence compensation claims when a decision has been made by the Chief Executive of Subsidence Advisory NSW (or delegate) to accept liability for a claim. The amount is based on repair estimates provided by the consolidated entity’s technical or engineering staff or experts in that area of work.

A provision is made for subsidence preventative works when a decision is made by the Chief Executive of Subsidence Advisory NSW (or delegate) to accept liability for carrying out mitigation works to reduce the total prospective liability to the consolidated entity. The amount is based on estimates provided by the consolidated entity’s technical or engineering staff or experts in that area of work.

The outstanding claims provision also includes provision for claims under section 168 of *Motor Dealers and Repairers Act 2013 No 107*, satisfying claims (including costs) established against the Compensation Fund in accordance with *Property and Stock Agents Act 2002 No 66* and Torrens Assurance claims which compensate individuals who suffered loss or damage through no fault of their own as a result of the operation of the *Real Property Act 1900 (RPA)*.

Claims are normally settled within 12 months of being determined but due to other circumstances they may exceed 12 months, for example, delay in information from claimants that could push the claim to beyond 12 months.

Make good provisions

Provision for make good represents an estimate of future outgoings in respect of restoring the properties rented from Property and Development NSW upon vacating the premises. The amount of provision is based on the application of a market estimate of the cost of this make good in comparable buildings applied to the area of space.

Other Provisions

Other Provisions consist of community engagement that assists in issuing free birth certificates via various programs to vulnerable adults and children as well as victims of Domestic Violence, those at risk of becoming homeless, and Aboriginal and Torres Strait Islander citizens. This is sponsored by a fee collected on the sale of standard certificates (\$1/certificate).

19. SERVICE CONCESSION LIABILITIES

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Current		
Grant of right to operate liability under service concession	77,876	77,845
Non-Current		
Grant of right to operate liability under service concession	2,024,785	2,101,816

Recognition and Measurement

ICT and other assets necessary to operate the concession have legally transferred to the private sector operator and legal ownership of these assets reverts to the State at the end of the concession. The State continues to own all existing and underlying data, information and intellectual property related to titling and registry services and provides access to these assets to the operator.

As the grantor of the service concession, the consolidated entity recognises the up-front contribution and any contributed assets provided by the operator as revenue progressively over the concession term.

The amount recorded in the "Grant of right to operate liability under service concession" is the amount of consideration received by the consolidated entity in advance. This represents the commitment of the consolidated entity as the grantor to provide rights to operate the service concession asset over the remaining service concession period. This shall be recognised as revenue on a straight line basis in the future periods as the commitment as grantor diminishes over time.

Refer to Note 14 for overview of service concession arrangement.

20. CURRENT LIABILITIES – OTHER LIABILITIES

	Consolidated		Parent	
	2025 \$'000	2024* \$'000	2025 \$'000	2024* \$'000
Current				
Liability to construct non-financial assets to be controlled by the consolidated entity ** (i)	1,880	3,758	1,880	3,758
Loss reserve unit (LRU) payable (ii)	1,015	1,012	-	-
Other liabilities	3,538	6,361	3,538	6,361
	6,433	11,131	5,418	10,119

*Comparative figure has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

** These are related party transactions included in Note 27 Related Party Disclosures.

(i) This consists of deferred income relating to project funding received to construct non-financial assets and unspent as at year end.

(ii) The proceeds from the LRU subscription are specifically allocated to the Loss Reserve account (refer to Note 7) to support the first \$1 million of the loans receivables' principal losses (Note 8). The liability associated with the LRU represents the aggregate amounts payable to the subscriber upon the Project Remediate Trust's termination, reflecting the residual unused fund in the Loss Reserve account.

Reconciliation of financial liabilities arising from transfers to acquire or construct non-financial assets to be controlled by the consolidated entity:

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Opening balance of liabilities arising from transfers to acquire/ construct non-financial assets to be controlled by the consolidated entity	3,758	18,727
Add: receipt of cash during the financial year	1,108	38,828
Deduct: income recognised during the financial year	(2,986)	(53,797)
Closing balance at end of year	1,880	3,758

21. EQUITY

Revaluation Surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the consolidated entity’s policy on the revaluation of property, plant and equipment in Note 13(a).

Accumulated Funds

Accumulated Funds include all current and prior period retained funds.

Equity Transfers

2025 Financial Year

On 9 March 2025, the Minister for Customer Service and Digital Government approved the transfer of property from DCS to Property and Development NSW.

The following disclosures relate to the net decrease in net assets from equity transfer at 30 June 2025:

	Transfer outward of Land and Building '\$000
Non-Current Assets	
Property, plant and equipment	(19,500)
Total Non-Current Assets	(19,500)
TOTAL ASSETS	(19,500)
Decrease in Net Assets from Equity Transfer	(19,500)
Equity transfer of net assets resulting in Net Asset decrease	(19,500)

2024 Financial Year

Background

As a result of *Administrative Arrangements (Administrative Changes—Miscellaneous) Order (No 6) 2023 Part 7 Section 25*, the financial performance of the impacted business units have been included for only part of the year as the Administrative Orders came into effect part way through the financial year.

Strategic Communications staff were transferred out of DCS

This is the financial impact as a result of the *Administrative Arrangements (Administrative Changes—Miscellaneous) Order (No 6) 2023 Part 7 Section 25*, published on 6 December 2023. This Order took effect from 1 January 2024 when the NSW Government Strategic Communications team was transferred from the DCS to the Premier’s Department.

The following disclosures relate to the net increase in net assets from equity transfer at 30 June 2024:

	Transfer outward of Strategic Communications \$'000
Current Liabilities	
Provisions	71
Total Current Liabilities	71
Non-Current Liabilities	
Total Non-Current Liabilities	-
TOTAL LIABILITIES	71
Increase in Net Assets from Equity Transfer	71
Equity transfer of net liabilities resulting in Net Asset increase	71

Recognition and Measurement

The transfer of net assets between entities as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector entities and 'equity appropriations' are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with NSW Treasury Policy Paper and Guidelines Paper Accounting Policy: *Contributions by owners made to wholly-owned Public Sector Entities* (TPP 21-08), AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit and for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. In most instances, this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at amortised cost by the transferor because there is no active market, the consolidated entity recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the consolidated entity does not recognise that asset.

22. COMMITMENTS

Capital Commitments

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Aggregate capital expenditure for the acquisition of information technology equipment and other equipment contracted for at balance date and not provided for:		
Not later than one year	4,207	12,412
Later than one year and not later than five years	1,499	-
Total (including GST)	5,706	12,412

The amount of tax recoverable from or payable to the Australian Taxation Office included within commitments amounting to \$0.5 million (2024: \$1.1 million).

23. CONTINGENT ASSETS AND LIABILITIES

(a) Contingent Assets

The consolidated entity is not aware of any contingent assets as at reporting date.

(b) Contingent Liabilities

Merchant service fees

The consolidated entity is aware of past unlawful recovery of merchant service fees from customers, charged on credit, debit and prepaid card payments, and online payment services. At this stage, it is uncertain whether any outflows will be required as this depends on the outcome of uncertain future events not within the control of the consolidated entity.

Insurance Claims

The consolidated entity may be liable for payment of compensation arising from claims and other matters subject to litigation. The amounts involved cannot be accurately determined and in some instances are subject to arbitration. These claims are covered by the Treasury Managed Fund.

The consolidated entity potentially has other immaterial insurance claims that would be covered by the respective business funding sources.

Torrens Assurance Fund

The Torrens Assurance Fund, is a special deposit account operated by the consolidated entity (refer to Note 7). There are 13 claims against the Torrens Assurance Fund which are estimated to be \$19.8 million.

24. BUDGET REVIEW

The budgeted amounts are in line with Budget Paper No. 2 presented to Parliament for the financial year ended 30 June 2025. Any subsequent amendments to the original budget are not reflected in the budgeted numbers. Major variances between the original budget and actual results in the financial statements are explained below.

The below figures in this note refer to the Consolidated entity.

Net result

The actual net result for DCS for 2025 is \$174 million surplus (2024: \$302 million surplus). This was an unfavourable budget variance of \$46 million. The overall surplus is mainly due to:

- \$165 million favourable budget variance on underlying total expenditure¹; offset by
- \$209 million unfavourable budget variance in underlying total revenue (including gains/losses)¹

The \$165 million favourable budget variance on underlying total expenditure is primarily due to:

- Underspend in grants and subsidies is due to inclusion of \$174 million administered expenses in the original budget. This was partially offset by spending on the Project Remediate Interest Rate Subsidy and SAP licences.
- Overspend of depreciation due to understatement of budget for historical fixed assets, offset by underspend in centrally held operating expenses.

The \$209 million unfavourable variance in underlying total revenue is primarily due to:

- Reduction in appropriations is due to the exclusion of administered items from the actual figures in the financial statements, while the budget has not been adjusted accordingly (\$174 million – see above). This figure is then partially, offset by
- Increase in sales of goods and services, retained taxes, fees and fines and other revenue driven by:
 - Additional interest income from higher than anticipated interest rates. This income largely relates to monies received from real estate agents and can only be used for the purposes of the specific Act.
 - Additional fee for service income, primarily in Digital NSW for delivery of variable Statement of Work Services.
 - Grossing up of Fair-Trading license fees transferred to Crown.
 - Higher Colliery Contributions in Subsidence Advisory.

Assets and liabilities

Net Liabilities: The actual net liability of \$82 million (30 June 2024: \$285 million net liability) was favourable to budget by \$63 million.

Total Assets were favourable to budget by \$238 million, mainly due to:

- Increase in cash largely driven by higher statutory interest revenue (reported in Retained Taxes, Fees & Fines in the Statement of Comprehensive Income).
- Increase in receivables largely driven by an increase in accrued receivables from Rental Bond Board and cost recovery not included in the budget.
- Increase in loans receivables relating to the interest-free loan provided to Eligible Owners Corporations (EOCs) in relation to Project Remediate, offset by
- Decrease in Intangibles largely due to higher than budget depreciation and lower capital expenditure.

Total Liabilities were unfavourable to budget by \$118 million, mainly due to:

- Increase in Non-Current Borrowings for interest-free loans provided to Eligible Owners Corporations (EOCs) in relation to Project Remediate, offset by
- Overstatement in budget for Service Concession Liability.
- Lower current liabilities compared to budget.

Cash flows

The closing cash balance is \$123 million favourable mainly due to higher interest revenue received resulting from higher than anticipated interest rates.

¹ Expenditure (grants and subsidies) and revenue (appropriations) include the pass-through to other Related Agencies (Budget \$832.1 million, Actual \$816.7 million).

25. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

Reconciliation of cash flows from operating activities to the net result as reported in the Statement of Comprehensive Income as follows:

	Consolidated		Parent	
	2025 \$'000	2024* \$'000	2025 \$'000	2024* \$'000
Net cash flows from operating activities	132,570	184,962	286,909	233,919
Depreciation and amortisation	(127,574)	(88,831)	(127,574)	(88,831)
Net gain/(loss) on disposal of intangible assets, property, plant and equipment and assets held for sale	(283)	(35)	(283)	(35)
Distribution reinvestment plan	5,114	515	5,114	515
Net gain/(loss) from TCorpIM Funds measured at fair value through profit or loss	(166)	4,097	(166)	4,097
Other non-cash items	(908)	-	(908)	-
Interest subsidy	-	516	(31,862)	(11,044)
Financial guarantee expenses	(10,624)	(2,732)	(10,624)	(2,732)
Increase/(decrease) in receivables	(11,649)	75,241	(11,649)	75,241
Increase/(decrease) in contract assets	(1,108)	(613)	(1,108)	(613)
Increase/(decrease) in other financial assets	122,480	38,409	-	-
(Increase)/decrease in payables	14,248	(8,999)	14,248	(8,999)
(Increase)/decrease in contract liabilities	(32,130)	10,821	(32,130)	10,821
(Increase)/decrease in provisions	2,535	4,155	2,535	4,155
(Increase)/decrease in service concession liability	77,000	77,258	77,000	77,258
(Increase)/decrease in other current liabilities	4,698	6,806	4,701	7,818
Net result	174,203	301,570	174,203	301,570

* Comparative figure has been reclassified and repositioned for consistency with current period disclosure. Refer to Note 1(i) for further details.

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Non-Cash Financing and Investing Activities		
Distribution from TCorpIM Funds payments were satisfied by the issue of units under the distribution reinvestment plan	5,114	515
Assets acquired through service concession arrangements	841	576
Assets acquired through leasing arrangements (Note 17)	6,054	2,475

26. TRUST FUNDS

The consolidated entity receives monies in a trustee capacity for various trusts. As the consolidated entity performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the consolidated entity's own objectives, these funds are not recognised in the consolidated financial statements. The following is a summary of the transactions in the trust accounts:

(a) Fines Accounts

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Cash balance at beginning of financial year	60,040	58,798
Add: Receipts	991,031	914,396
Less: Payments	(988,424)	(913,154)
Cash balance at end of financial year	62,647	60,040

These amounts are collected under the *Fines Act 1996* for government departments, agencies and organisations that issue fines in NSW, and include late fees for overdue fines.

(b) State Debt Accounts

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Cash balance at beginning of the financial year	1,366	1,875
Add: Receipts	154,512	185,893
Less: Payments	(154,293)	(186,402)
Cash balance at end of the financial year	1,585	1,366

DCS provides a fee for service arrangement to government departments, agencies and organisations in NSW to recover outstanding debts under the *State Debt Recovery Act 2018*. The fee for performing this service is recognised in the Statement of Comprehensive Income.

Funds held in accounts reported in (a) and (b) are remitted daily, weekly or monthly.

(c) Retail Lease Security Bonds

Retail Lease Security Bonds are lodged with the Secretary in accordance with Section 16C of the *Retail Leases Act 1994*.

Retail Tenancy Trust assets

The balance of the Retail Tenancy Trust funds, which are established into Trust Account and Term Deposits are held with Westpac Banking Corporation ("Westpac") and NSW Treasury Corporation ("TCorp").

	Consolidated and Parent			Total
	Westpac	Westpac	TCorp	
	Trust Account 1	Trust Account 2	IM Medium Term Growth Fund	
	\$'000	\$'000	\$'000	\$'000
At 1 July 2023	106,287	31,434	134,177	271,898
<i>Add:</i>				
Bonds lodgements	-	65,927	-	65,927
Distribution from TCorpIM Fund	-	-	1,207	1,207
<i>Less:</i>				
Bonds released	(30)	(41,909)	-	(41,939)
Unrealised gains/(losses)	-	-	7,343	7,343
Balance at 30 June 2024*	106,257	55,452	142,727	304,436
At 1 July 2024	106,257	55,452	142,727	304,436
<i>Add:</i>				
Bonds lodgements	-	66,317	-	66,317
Distribution from TCorpIM Fund	-	-	11,797	11,797
Transfers between Accounts	71,703	(71,703)	-	-
<i>Less:</i>				
Bonds released	(25)	(47,744)	(390)	(48,159)
Unrealised gains/(losses)	-	-	11,980	11,980
Balance at 30 June 2025	177,935	2,322	166,114	346,371

* The comparative amount was increased by \$1.2 million as DCS had incorrectly omitted this amount representing the distribution from TCorpIM Fund.

Retail Tenancy Trust liabilities

Retail lease bonds payable are amounts payable out of the Retail Lease Security Bonds once the withdrawal of retail lease bond application is approved by the consolidated entity.

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Balance at the beginning of financial year*	282,039	258,021
Add: bonds lodgements	66,317	65,927
Less: bonds released	(47,744)	(41,909)
Add: unclaimed money	431	-
Balance at end of financial year	301,043	282,039

* The comparative amount was increased by \$0.8 million as DCS had incorrectly omitted this amount representing the prior year's bonds lodgements.

27. RELATED PARTY DISCLOSURES

The total remuneration of the key management personnel of the consolidated entity are as follows:

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Short-term employee benefits:		
- Salaries	4,238	3,788
Post-employment benefits	307	256
Termination benefits	5	3
Total remuneration	4,550	4,047

Other related party transactions

During the year, the consolidated entity entered into transactions with other entities that are controlled/ jointly controlled/ significantly influenced by NSW Government. These transactions which are conducted as arm's length transactions are a significant portion of the consolidated entity's sale of goods/ rendering of services/ receiving of services, in aggregate are as follows:

Nature of transaction	Consolidated and Parent			
	2025 \$'000		2024 \$'000	
	Transaction value income/ (expense)	Net receivable/ (payable)	Transaction value income/ (expense)	Net receivable/ (payable)
Sale of goods/services, grants and contributions, proceeds from borrowings and other receipts	547,478	99,684	593,985	55,673
Purchases of goods/services, grants and subsidies, repayment of borrowings and other payments	(923,544)	(35,172)	(914,187)	(33,581)

In addition to the above transactions, the consolidated entity incurred centralised corporate costs relating to Finance, Procurement, Legal, Workplace, Governance Risk & Assurance, Portfolio Policy & Cabinet, Chief Audit Executive, Office of the Secretary, Policy Strategy & Governance and People & Culture within the Customer Service Portfolio. The consolidated entity recovered corporate costs, corporate accommodation expenses and administrative fees from these Customer Service Portfolio entities of \$68.0 million (2024: \$69.6 million) only where the costs were confirmed and funded from the counterparty entity.

Corporate costs are also reflected in the financial statements of the below Customer Service Portfolio entity as in-kind contributions from the consolidated entity, these costs were not recovered by the consolidated entity.

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Service NSW	43,536	61,916

28. ADMINISTERED ASSETS AND LIABILITIES

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Administered Assets		
Cash at bank - Revenue NSW Administered ⁽ⁱ⁾	145,385	136,175
Cash at bank - Digital Restart Fund ⁽ⁱⁱ⁾	134,518	317,605
Cash at bank - NSW Shared Equity Scheme Fund ⁽ⁱⁱⁱ⁾	2,595	119,728
Cash at bank - Mascot Tower Support Package ^(iv)	-	10,670
Taxes and fines receivable ^(v)	7,971,858	6,906,486
Shared equity payments held as deposit for property acquisitions executed but yet to settle ^(vi)	-	3,429
Transaction settlement and mortgage lodgement fees recoverable ^(vii)	-	18
Equity interest in properties under Shared Equity Scheme ^(viii)	166,284	121,189
<i>Less:</i>		
Allowance for impairment - taxes and fines ^(ix)	(583,987)	(394,335)
Total Administered Assets	7,836,653	7,220,965
Administered Liabilities		
Taxes and fines paid in advance / overpayments / other	100,366	58,679
Liability - Mascot Tower Support Package ^(iv)	-	(10,670)
Total Administered Liabilities	100,366	48,009

Recognition and Measurement

Taxes and fines receivable

In accordance with AASB 9 *Financial Instruments*, taxes and fines are initially recognised where statutory requirements establish a right to receive the financial asset. Such a right arises on the occurrence of a past event. Taxes and fines are initially recognised at the original levied amount.

Subsequent Measurement

Subsequent measurement of taxes and fines receivables is at original levied amount less impairment. Changes to this are recognised in the Administered Expenses when impaired, written off or acquitted by Work and Development Orders or completion of prescribed activities.

Impairment

Impairment calculations for taxes and fines receivables take into consideration the expected collection of cash over the life of the debt, based on revenue type. Revenue NSW has established an assessment process based on historical collections for taxes and fines, adjusted for forward-looking factors specific to the receivable where applicable.

Equity interest in properties under Shared Equity Scheme

Initial measurement

The equity interest in properties under the shared equity scheme is recognised at the time of property settlement at fair value, based on the discounted cashflows the State is entitled to. The fair value of the scheme interest at settlement is less than its initial contribution as there are no rental cashflows payable by scheme participants that a market participant is normally entitled to. This difference is disclosed under Note 29 Grant expense - Shared Equity Scheme.

Subsequent measurement

Fair value is remeasured at the reporting date with any loss or gain disclosed under Note 29. The assumptions applied under the discounted cashflow methodology are classified as Level 3 inputs under AASB 13 and include scheme exits (sales), rental yields, mandatory repayments, maintenance expenses, capital growth (real), inflation and updated property value estimates at the time of remeasurement. Key assumptions are property value estimates, scheme exits (sales) and rental yield net of maintenance expenses. The impact of a variation in these assumptions is outlined in the following notes.

(i) Cash at bank represents amounts received up to reporting date and transferred to the Crown on the first reporting day immediately after reporting date.

(ii) This represents cash balance of Digital Restart Fund at reporting date.

(iii) This represents cash balance of NSW Shared Equity Scheme Fund at reporting date.

(iv) Mascot Tower Support Package: In December 2023, Cabinet approved the Building Commissioner to negotiate with individual lot owners of Mascot Tower to progress the building's sale of lots strategy. To support this initiative, the Crown provided \$17.2 million in funding to DCS on 12 April 2024 as part of the Mascot Tower support package. Of this amount, \$10.1 million in unused funds was returned to the Crown Finance Entity in August 2024, and \$6.5 million was utilised in the same year. DCS retained \$0.6 million to cover expenses related to the remaining two lots, with year to date spending of \$0.4 million. The remaining unspent funding has now been returned in full to Treasury on 13 June 2025 and the project has been completed.

(v) Taxes and fines receivable at 30 June 2025 include \$1,256.1 million (30 June 2024: \$1,054.2 million) outstanding longer than twelve months. Included in this amount are \$189.5 million (30 June 2024: \$182.5 million) in time to pay arrangements with a finalisation date extending beyond twelve months.

The comparative amount was reduced by \$59.2 million as DCS had recognised Mineral Royalties income as a receivable which was previously settled.

(vi) Amounts transferred to the Crown Solicitor at the reporting date for pending property settlements under the Shared Equity Scheme.

(vii) Transaction settlement and mortgage lodgement fees recoverable from the DCS by the NSW Shared Equity Scheme Fund.

(viii) Shared Equity Interest in Properties.

	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Opening balance	121,189	25,965
Equity interest in properties acquired	51,994	114,223
Less: grant expense - fair value discount at settlement (refer to Note 29)	(11,690)	(24,436)
Unrealised (losses)/gains - revaluation of equity interest in properties (refer to Note 29)	7,934	5,918
Less: Equity interest reduction for repayments received from participants	(3,143)	(481)
Closing balance	166,284	121,189

The sensitivity of the equity interest to key assumptions is outlined below.

30 June 2025

	Consolidated and Parent	
Assumption	-10% of individual assumptions \$'000	+10% of individual assumptions \$'000
Property Value	(16,502)	16,482
Scheme exits (sales)	(3,285)	3,214
Rental yield net of maintenance expenses	4,245	(4,079)

30 June 2024

	Consolidated and Parent	
Assumption	-10% of individual assumptions \$'000	+10% of individual assumptions \$'000
Property Value	(11,799)	11,794
Scheme exits (sales)	(2,189)	2,147
Rental yield net of maintenance expenses	3,001	(2,891)

(ix) Allowance for impairment - taxes and fines

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Balance at beginning of the financial year	394,335	366,436
Amounts written off during the year:		
Bad debts	(129,571)	(92,088)
Fines satisfied via Work and Development Orders and prescribed activities ^(a)	(27,368)	(29,152)
Increase/(decrease) in allowance (refer to Note 29)	346,591	149,139
Balance at end of the financial year	583,987	394,335

^(a) Subdivision 1 of the *Fines Act 1996* authorises the Commissioner of Fines Administration to make Work and Development Orders that allow eligible customers to satisfy their fines through unpaid work, courses, and/or treatment programs with approved sponsors. In addition, under section 23B of the *Fines Act 1996* a customer is taken to have paid certain fines if they have completed an activity prescribed by the regulations.

29. ADMINISTERED EXPENSES

During the year the consolidated entity incurred the following expenses on behalf of the Crown:

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Act of Grace payments	1,525	1,269
Court imposed interest payments	9,678	1,920
Land tax discounts ⁽ⁱ⁾	20,996	19,642
GST rebate - Clubs ⁽ⁱⁱ⁾	15,320	14,399
First Home Owner Grant Scheme	9,206	15,632
First Home - New Home/First Home Buyers Assistance Scheme ⁽ⁱⁱⁱ⁾	(15)	(130)
HomeBuilder	3,542	9,462
Remissions ^(iv)	56,323	52,438
Mascot Tower Support Package cost ^(v)	402	6,530
Impairment losses/(gains) - taxes and fines	346,591	149,139
Grant expense - Shared Equity Scheme ^(vi)	11,690	24,436
Grant expense - Electric Vehicle ^(vii)	-	21,003
Unrealised losses/(gains) - revaluation of equity interest in properties ^(viii)	(7,934)	(5,918)
Realised losses/(gains) - repayment of equity interest in properties ^(viii)	1,005	(159)
Sub total	468,329	309,663
Transfer payments		
Grant expense - DRF ^(ix)	192,891	178,416
Administration expense - DRF ^(x)	5,541	5,035
Grant expense - Rental Relief Payments	168	-
Grant (recovery)/expense - Land Tax Concession and Duties Bushfire Relief ^(xi)	-	(793)
Grant expense - Emergency Services Levy Grant to Councils ^(xii)	6,928	-
Sub total - transfer payments	205,528	182,658
Total administered expenses	673,857	492,321

(i) Section 40 of the *Land Tax Management Act 1956* entitles customers to a discount where payment of their liability is made in full before the due date on the assessment notice. By order of the Treasurer the discount rate is currently 0.5%.

(ii) The GST rebate is paid to clubs to compensate for the impact of the GST. It is based on gaming profits and is paid quarterly.

(iii) The \$15,000 in 2025 (2024: \$130,000) includes \$20,000 (2024: \$135,000) in amounts recovered from compliance activities.

(iv) In accordance with the *Taxation Administration Act 1996* the Chief Commissioner of State Revenue, or his delegate, has the discretionary power to remit partially or wholly a statutory penalty and/or interest.

(v) Mascot Tower Support Package: In December 2023, The Cabinet approved the Building Commissioner negotiating with Mascot Tower's owners to enable the sale of the building as a single lot. Funding of up to \$17.2 million within the Crown Finance Entity was provided to the DCS to meet the costs of the Mascot Towers assistance package on 12 April 2024. The project completed this financial year. Total project spending is \$6.1 million across the 2025 and 2024 financial years. The unused funding of \$11.1 million has been fully returned to Treasury in current year. The current year balance of \$0.4 million relates to final spending.

(vi) The difference between the transaction price (scheme contribution) and fair value recognised at settlement. While the scheme contributes its share based on the transaction price of the property, there are no rental cashflows payable by scheme participants. This is the benefit provided to the scheme participant of not being required to pay rent under the scheme. Key assumptions are outlined in Note 28.

(vii) Electric Vehicles (funded by Treasury) - For the first 25,000 eligible EVs sold, the NSW Government were offering a \$3,000 rebate for new full battery electric vehicles (BEVs) and hydrogen fuel cell electric vehicles (FCEVs) purchased for a dutiable value of less than \$68,750 that are registered between on or after 1 September 2021 and on or before 31 December 2023.

(viii) The unrealised losses/(gains) from the remeasurement of the equity interest at the reporting date. Key assumptions are outlined in Note 28. Realised losses/(gains) are recognised when the equity interest is repaid by the scheme participant.

(ix) In accordance with *Digital Restart Fund Act 2020* No 15 Section 9 of the Act, there are permitted payments from the Fund to fund all or part of the cost of a project that promote the purpose of the Fund and is approved by the responsible Minister on the recommendation of the Secretary of the DCS.

(x) In accordance with *Digital Restart Fund Act 2020* No 15 Section 9, there is a payable from the Fund for the money required to meet administrative expenses relating to the Fund.

(xi) In accordance with the *Act of Grace* payments under section 5.7 of the *Government Sector Finance Act 2018*, relief grant is to be provided to landowners of properties substantially damaged by the 2019/20 NSW bushfires and people whose homes were destroyed during the 2019/20 NSW bushfires and who choose to purchase a replacement property are relieved of the burden of paying transfer duty on the purchase of the replacement home. Under section 5.7(4) of the *Government Sector Finance Act 2018*, land tax concession to be provided up to 25% of the land tax payable to landlords and reduce the rent for a tenant who is suffering financial distress due to COVID-19.

(xii) Grant to reimburse local councils for the reasonable costs incurred in exercising land classification functions under Part 9 of the *Emergency Services Levy Act 2017*, to prepare for emergency services funding reform.

Administered expenses are reported on the same basis adopted for the recognition of expenses in the consolidated financial statements.

30. ADMINISTERED INCOME - CROWN

Administered income information is presented on a revenue earned (accrual) basis.

Revenue earned	Consolidated and Parent	
	2025	2024
	\$'000	\$'000
Taxes, duties, levies and royalties		
Payroll tax ⁽ⁱ⁾	15,069,446	14,093,950
Duties ^{(i) (ii)}	15,107,859	14,196,174
Land tax ⁽ⁱ⁾	8,368,138	7,163,178
Mineral royalties ⁽ⁱ⁾⁽ⁱⁱⁱ⁾	3,224,152	2,994,123
Emergency services levy ⁽ⁱ⁾	1,538,961	1,599,640
Health insurance levy ⁽ⁱ⁾	190,098	264,204
Tax equivalents	159,305	139,551
Parking space levy ⁽ⁱ⁾	125,096	115,218
Passenger services levy	104,240	94,049
Property tax (First home buyer choice) ^(iv)	13,818	12,652
Sub total – taxes, duties, levies and royalties	43,901,113	40,672,739
Gaming and racing		
Hotel gaming devices ⁽ⁱ⁾	1,473,021	1,352,839
Club gaming devices ⁽ⁱ⁾	1,032,546	955,819
Lotteries	583,076	649,241
Point of consumption tax ⁽ⁱ⁾	299,630	285,467
Fixed odds racing betting	38,188	38,485
Keno tax	20,015	17,876
Fixed odds sports betting	14,967	13,006
Totalizator tax on and off course totes	8,814	9,648
Footy TAB	85	78
Sub total - gaming and racing	3,470,342	3,322,459
Fines		
Motor traffic fines	634,020	543,862
Public health order fines ^(v)	(12,293)	-
Fees	75,191	63,530
Court fines	61,624	57,476
Other fines	21,727	13,445
Sub total - Fines	780,269	678,313
Other		
Unclaimed money	60,978	49,346
Other revenue	233	3,451
Mascot Tower support package revenue ^(vi)	850	6,530
Certificate and licences	33,927	26,852
Service concession regulation fee	9,898	9,538
Shared Equity Scheme ^(vii)	-	227,266
Shared Equity Scheme - Transfer to the Consolidated Fund ^(xiii)	(72,735)	-
Sub total - other	33,151	322,983
Transfer receipts		
Appropriation revenue - DRF ^(viii)	-	168,000
DRF contribution revenue - government agency ^(ix)	15,345	8,706
Appropriation revenue - Land Tax Concession and Duties Bushfire Relief ^(x)	-	(793)
Appropriation revenue - Electric Vehicle ^(xi)	-	21,003
Appropriation revenue - Emergency Services Levy Grant to Councils ^(xii)	6,928	-
Sub total - transfer receipts	22,273	196,916
Total revenue earned	48,207,148	45,193,410

(i) Included in the revenue earned figures are interest and penalties amounting to:

	Consolidated and Parent	
	2025 \$'000	2024 \$'000
Payroll tax	119,934	103,928
Land tax	121,902	92,654
Duties	92,392	49,277
Hotel gaming devices	2,546	1,866
Mineral royalties	15,833	4,636
Parking space levy	4,290	3,349
Health insurance levy ^(a)	(25,201)	6,716
Club gaming devices	548	498
Emergency services levy	(216)	1,011
Point of consumption tax	355	37
Total	332,383	263,972

(a) The \$25.2 million includes reversals of \$32 million as a result of a Supreme Court of NSW order that found in favour of the client.

(ii) Primarily includes Duties on Contracts and Conveyances, Insurance, and Motor Vehicles.

(iii) The comparative amount was reduced by \$59.2 million as DCS had recognised Mineral Royalties income as a receivable which was previously settled.

(iv) Property tax (First home buyer choice) - eligible first home buyers could opt into this tax for eligible purchases between 11 November 2022 and 30 June 2023. Customers of the scheme pay an annual property tax for as long as they own the home they bought under the program, instead of the upfront transfer duty.

(v) Collection of fines issued for breach of orders issued under s.7 of the *Public Health Act 2010* in relation to COVID-19 restrictions. In November 2024, the Commissioner of Fines Administration exercised his statutory power to withdraw the remaining penalty notices.

(vi) Mascot Tower Support Package: In December 2023, The Cabinet approved the Building Commissioner negotiating with Mascot Tower's owners to enable the sale of the building as a single lot. Funding of up to \$17.2 million within the Crown Finance Entity was provided to the DCS to meet the costs of the Mascot Towers assistance package on 12 April 2024. The project completed this financial year. Total project spending is \$6.1 million across the 2025 and 2024 financial years. The unused funding of \$11.1 million has been fully returned to Treasury in in 2025 financial year. The current year balance of \$0.8 million relates to returned funding.

(vii) Amounts appropriated that have been transferred to the NSW Shared Equity Scheme Fund bank account.

(viii) The funding relates to appropriation from NSW Treasury through the consolidated entity lead department to fund the DRF projects in accordance *Digital Restart Fund Act 2020 No 15*. For June 2024, this includes only amounts appropriated that have been transferred to the Digital Restart Fund's (DRF) bank account. The additional amounts have been appropriated and represent a cumulative spending authority that is available for immediate use for the purposes of the DRF, but have not been transferred to the bank account established for the DRF. In the 2024 financial year, the full \$102.0 million was transferred to the DRF bank account.

(ix) Collection of contribution revenue under section 8(e) of the *Digital Restart Fund Act 2020 No 15* from Department of Education, Revenue NSW and Regional NSW.

(x) Land Tax concession - The project was completed in 2024 financial year. The funding provided Landlords with rent relief for eligible tenants in financial distress due to COVID-19 land tax concession were part of a wide range of support measures designed to help those in need and support jobs and businesses and Duties Bushfire Relief scheme is intended for people whose homes were destroyed during the 2019/20 NSW bushfires and who choose to purchase a replacement property elsewhere rather than rebuild. People who meet the requirements for receiving this assistance

- not have to pay duty;
- pay a reduced amount of duty; or
- receive a refund of all (or some) of duty paid.

(xi) Electric Vehicles (funded by Treasury) - The project was completed in 2024 financial year. This provided funding for the first 25,000 eligible EVs sold, the NSW Government were offering a \$3,000 rebate for new full battery electric vehicles (BEVS) and hydrogen fuel cell electric vehicles (FCEVs) purchased for a dutiable value of less than \$68,750 that are registered between on or after 1 September 2021 and on or before 31 December 2023.

(xii) Funding received to reimburse local councils for the reasonable costs incurred in exercising land classification functions under Part 9 of the *Emergency Services Levy Act 2017*, to prepare for emergency services funding reform.

(xiii) The Treasurer issued a determination for the transfer to the Consolidated Fund under Section 24H(2)(d) of the *First Home Owner Grant and Shared Equity Act 2000 No 21*.

Recognition and Measurement

Revenue is recognised as follows:

- Administered revenue is recognised when the underlying past event under statutory requirements results in the right to receive revenue, unless it cannot be reliably measured before the consolidated financial statements are signed.
- Taxpayer assessed revenues (including Payroll tax and Lotteries) are reliably measured when payments or returns are received, which may not occur before the consolidated financial statements are signed.

Refer to Note 3(a) for information on transfer payments accounting policy.

31. ADMINISTERED CONTINGENT ASSETS AND CONTINGENT LIABILITIES

(a) Contingent Assets

There are no administered contingent assets.

(b) Contingent Liabilities

The Crown Solicitor and/or other legal firms are currently acting on a number of matters on behalf of the consolidated entity in the normal course of activities. A settlement estimate for these matters cannot be reliably determined.

32. FINANCIAL INSTRUMENTS

The consolidated entity's principal financial instruments are outlined below. These financial instruments arise directly from the consolidated entity's operations or are required to finance the consolidated entity's operations. The consolidated entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The consolidated entity's main risks arising from financial instruments are outlined below, together with the consolidated entity's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these consolidated financial statements.

The Secretary has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the consolidated entity, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the consolidated entity on a continuous basis.

(a) Financial Instrument Categories

Consolidated

			2025 \$'000	2024 \$'000
	Note	Category	Carrying Amount	Carrying Amount
Financial Assets				
Cash and cash equivalents	7	Amortised cost	882,244	691,800
Receivables ⁽ⁱ⁾	8	Amortised cost	139,643	144,543
Contract assets ⁽ⁱⁱ⁾	9	Amortised cost	9,180	10,288
Financial assets at fair value	10	Fair value through profit or loss	65,878	60,930
Other financial assets	11	Amortised cost	160,889	38,409
Financial Liabilities				
Payables ⁽ⁱⁱⁱ⁾	16	Financial liabilities measured at amortised cost	124,602	138,850
Borrowings	17	Financial liabilities measured at amortised cost	282,151	129,595

Parent

			2025 \$'000	2024 \$'000
	Note	Category	Carrying Amount	Carrying Amount
Financial Assets				
Cash and cash equivalents	7	Amortised cost	880,095	690,691
Receivables ⁽ⁱ⁾	8	Amortised cost	139,643	144,543
Contract assets ⁽ⁱⁱ⁾	9	Amortised cost	9,180	10,288
Financial assets at fair value	10	Fair value through profit or loss	65,878	60,930
Financial Liabilities				
Payables ⁽ⁱⁱⁱ⁾	16	Financial liabilities measured at amortised cost	124,602	138,850
Borrowings	17	Financial liabilities measured at amortised cost	120,128	91,089

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- (i) Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)
 - (ii) While contract assets are also not financial assets, they are explicitly included in the scope of AASB 7 for the purpose of the credit risk disclosures.
 - (iii) Excludes statutory payables and contract liabilities (i.e. not within scope of AASB 7)

(b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the consolidated entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the consolidated entity has transferred substantially all the risks and rewards of the asset; or
- the consolidated entity has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control.

When the consolidated entity has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the consolidated entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the consolidated entity's continuing involvement in the asset. In that case, the consolidated entity also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the consolidated entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the consolidated entity could be required to repay.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Financial Risk

Credit Risk

Credit risk arises when there is the possibility of the consolidated entity's debtors defaulting on their contractual obligations, resulting in a financial loss to the consolidated entity. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the consolidated entity, including cash, receivables, authority deposits and loans receivables. No collateral is held by the consolidated entity. The consolidated entity has issued a financial guarantee to a commercial bank for a credit facility in relation to Project Remediate.

Credit risk associated with the consolidated entity's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. The loans receivables oversight is managed by the loans receivables servicing entity.

The consolidated entity considers a financial asset in default when contractual payments are past 90 days past due. However, in certain cases, the consolidated entity may also consider a financial asset to be in default when internal or external information indicates that the consolidated entity is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the consolidated entity.

Based on management's assessment on natural disasters (including climate change), there was no impact on the receivables or other assets in the statement of financial position. The consolidated entity has assessed the recoverability of its debtors and there was no additional impact on the expected credit loss calculation that has been performed at 30 June 2025 (30 June 2024: \$nil).

Cash and cash equivalents

Cash and cash equivalents comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation ("TCorp") 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

Accounting policy for impairment of trade debtors and other financial assets under AASB 9

Receivables - trade receivables

Collectability of trade receivables is reviewed on an ongoing basis. Procedures developed to recover outstanding amounts, including letters of demand. The consolidated entity applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables and contract assets, if applicable, have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, a failure to make contractual payments for a period of greater than 30 days past due.

The expected credit loss as at 30 June 2025 was determined based on the gross receivables as follows:

	Consolidated and Parent					
	30 June 2025					
	\$'000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Total gross receivables carrying amount	33,340	29,844	3,810	772	10,717	78,483
Expected credit loss rate	0%	0%	0%	2%	54%	7%
Expected credit loss	(12)	(15)	(6)	(14)	(5,814)	(5,861)
Total	33,328	29,829	3,804	758	4,903	72,622

	30 June 2024					
	\$'000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Total gross receivables carrying amount	61,319	22,793	4,901	617	21,359	110,989
Expected credit loss rate	0%	0%	1%	2%	78%	15%
Expected credit loss	(34)	(39)	(31)	(10)	(16,708)	(16,822)
Total	61,285	22,754	4,870	607	4,651	94,167

Notes: The analysis excludes statutory receivables and prepayments as these are not within the scope of AASB 7. Therefore, the total does not include all receivables in Note 8. Only financial assets that are past due or impaired are *Trade receivables from contracts with customers* and *retained taxes, fees and fines* included in Note 8.

The consolidated entity is not materially exposed to concentrations of credit risk to a single debtor or group of debtors as at 30 June 2025.

Other financial assets - TCorp IM Funds

The consolidated entity holds investments with TCorp, which is rated 'AA+' by Standard and Poor's. These investments are in Medium Term Growth Funds, and earned a weighted average return of 7.75% (2024: 6.30%) calculated on a weighted average balance during the financial year of \$63.6 million (30 June 2024: \$72.8 million). None of these investments are impaired as at the reporting date.

Loans receivables (Note 11)

Loans receivables balance is subject to an annual review of impairment. The loans receivables servicing entity has assessed the credit risk of the EOCs, who received the loans, and concluded that there are no significant credit losses expected from these loans to the consolidated entity. The assessment is based on the following factors:

- NSW Legislative Framework - Owners corporations have a statutory obligation to repair and maintain their property and to maintain solvency. The NSW legislative environment provides very strong protections for the ability of an owners corporation to recover money owing to it from current (or future) unit owners and effectively making the owners corporation a 'taxing authority' to meet its obligation.
- Commercial Dynamics - strata loans are set at very low 'loan to value' ratios relative to the value of the property.
- Historical Loss Experience - There has never been a significant loss on a strata loan in the history of the Australian strata finance market.
- The consolidated entity assumes liability for aggregated loan defaults exceeding \$1 million, with the loan services company covering losses up to the initial \$1 million.

(e) Liquidity Risk

Liquidity risk is the risk that the consolidated entity will be unable to meet its payment obligations when they fall due. The consolidated entity continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

Refer to Note 17 on details of the consolidated entity's borrowing facility including the drawn and undrawn amounts.

During the current year and prior year, there were no defaults of borrowings. No assets have been pledged as collateral. The consolidated entity's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

In the case of the borrowing facility agreement not being extended, the Capital Provider reserves the right to require the consolidated entity to repurchase all outstanding notes payables. The consolidated entity anticipates that funding for this arrangement will be facilitated by NSW Treasury.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in *Treasurer's Direction TC 11/12 Payment of Accounts*. For small business suppliers, where terms are not specified, payment is made no later than 30 days from date of receipt of a correctly rendered invoice. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For payments to other suppliers, the Head of an authority (or person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 12.33% (2024: 12.19%).

Based on management's assessment on natural disasters, there was no change to the underlying terms and conditions of the consolidated entity's financial liabilities.

The table below summarises the maturity profile of the consolidated entity's financial liabilities based on contractual undiscounted payments, together with the interest rate exposure.

Consolidated

	%	\$'000	Interest Rate Exposure \$'000			Maturity \$'000		
			Fixed Interest Rate	Variable Interest Rate	Non-interest Bearing	< 1 Year	1-5 Years	> 5 Years
2025	Weighted Average Effective Interest Rate	Nominal Amount ⁽ⁱ⁾						
Payables ⁽ⁱⁱ⁾	0.00%	124,602	-	-	124,602	124,602	-	-
<i>Borrowings</i>								
Lease liability	3.98%	65,233	65,233	-	-	20,934	44,299	-
Notes payable (including interest subsidy)	5.05%	205,445	-	205,445	-	4,810	200,635	-
Financial guarantee - Project Remediate	0.00%	13,661	-	-	13,661	13,661	-	-
		408,941	65,233	205,445	138,263	164,007	244,934	-
2024								
Payables ⁽ⁱⁱ⁾	0.00%	138,850	-	-	138,850	138,850	-	-
<i>Borrowings</i>								
Lease liability	4.10%	79,443	79,443	-	-	19,485	59,958	-
Notes payable (including interest subsidy)	5.20%	50,066	-	50,066	-	50,066	-	-
Financial guarantee - Project Remediate	0.00%	3,037	-	-	3,037	3,037	-	-
		271,396	79,443	50,066	141,887	211,438	59,958	-

(i) The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the consolidated entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the Statement of Financial Position.

(ii) The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB 7).

	%	\$'000	Interest Rate Exposure \$'000			Maturity \$'000		
			Fixed Interest Rate	Variable Interest Rate	Non-interest Bearing	< 1 Year	1-5 Years	> 5 Years
2025	Weighted Average Effective Interest Rate	Nominal Amount ⁽ⁱ⁾						
Payables(ii) <i>Borrowings</i>	0.00%	124,602	-	-	124,602	124,602	-	-
Lease liability	3.98%	65,233	65,233	-	-	20,934	44,299	-
Notes payable (including interest subsidy)	5.05%	43,422	-	43,422	-	1,549	41,873	-
Financial guarantee - Project Remediate	0.00%	13,661	-	-	13,661	13,661	-	-
		246,918	65,233	43,422	138,263	160,746	86,172	-
2024								
Payables ⁽ⁱⁱ⁾ <i>Borrowings</i>	0.00%	138,850	-	-	138,850	138,850	-	-
Lease liability	4.10%	79,443	79,443	-	-	19,485	59,958	-
Notes payable (including interest subsidy)	5.20%	11,560	-	11,560	-	11,560	-	-
Financial guarantee - Project Remediate	0.00%	3,037	-	-	3,037	3,037	-	-
		232,890	79,443	11,560	141,887	172,932	59,958	-

(i) The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the consolidated entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the Statement of Financial Position.

(ii) The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB 7).

(f) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The consolidated entity's exposures to market risk are primarily through interest rate risk on the consolidated entity's borrowings. The consolidated entity has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the consolidated entity operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2024. The analysis assumes that all other variables remain constant.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Exposure to interest rate risk arises primarily through the consolidated entity's interest subsidy liability on Project Remediate.

Lease liability

There is no interest rate risk on lease liabilities as the lease contracts are not subject to fluctuation in interest rates.

Interest subsidy

The consolidated entity has direct exposure to interest rate changes on the valuation and cashflows of its interest subsidy liability.

A reasonably possible change of +/- 1.0% is used, consistent with current trends in interest rates (based on official RBA interest rate volatility over the last five years). The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates:

	Change in interest	2025 \$'000	2024 \$'000
Impact on net result and equity	+ 1.0%	6,650	1,936
Impact on net result and equity	- 1.0%	(7,030)	(2,056)

(g) Other Price risk – TCorpIM Funds

Exposure to 'other price risk' primarily arises through the investment in the TCorpIM funds, which are held for strategic rather than trading purposes. The consolidated entity has no direct equity investments. The consolidated entity holds units in the following TCorpIM Funds trusts:

Consolidated and Parent

Facility	Investment Sectors	Investment Horizon	2025 \$'000	2024 \$'000
Medium-Term Growth Fund	Cash and fixed income, credit, equities, alternative assets, real assets	3 years to 7 years	65,878	60,930

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. TCorp has also leveraged off internal expertise to manage certain fixed income assets for the TCorpIM Funds facilities. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the TCorpIM Funds facilities limits the consolidated entity’s exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

TCorp provides sensitivity analysis information for each of the Investment facilities, which is used to demonstrate the impact on the funds' net assets as a result of a change in the unit price. This impact is based on a sensitivity rate of 10%, multiplied by the redemption value as at 30 June each year for each facility (balance from TCorpIM Funds statement). Actual movements in the price risk variables may differ to the sensitivity rate used due to a number of factors. The TCorpIM Funds are measured at fair value through profit or loss and therefore any change in unit price impacts directly on net results.

Core Funds*	Consolidated and Parent		
	Impact on net result/ equity		
	Change in unit price	2025 \$'000	2024 \$'000
Medium-Term Growth Fund	+/-10%	+/- 6,588	+/- 6,093

* TCorpIM Investment funds are unrated and are not guaranteed by NSW Treasury Corporation.

(h) Fair Value Measurement

(i) Fair value compared to carrying amount

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the Statement of Financial Position approximates the fair value because of the short-term nature of many of the financial instruments.

(ii) Fair value recognised in the Statement of Financial Position

Management assessed that cash, trade receivables, trade payables, and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the consolidated entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the consolidated entity can access at the measurement date;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly; and
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The consolidated entity recognises transfers between levels of the fair value hierarchy at the end of the year during which the change has occurred.

Consolidated and Parent				
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
2025				
Financial Assets at fair value				
TCorpIM funds	-	65,878	-	65,878
2024				
Financial Assets at fair value				
TCorpIM funds	-	60,930	-	60,930

The table above only includes financial assets, as no financial liabilities were measured at fair value in the Statement of Financial Position.

The value of the TCorpIM Funds is based on the consolidated entity's share of the value of the underlying assets of the facility, based on the market value. All of the TCorpIM Funds facilities are valued using 'redemption' pricing.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. These valuation techniques maximise the use of the observable market data where it is available and rely as little as possible on the consolidated entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

33. EVENTS AFTER THE REPORTING PERIOD

a) Adjusting Events

There are no known events after the reporting period which would give rise to a material impact on the reported results or financial position of the consolidated entity as at 30 June 2025.

b) Non- Adjusting Events

In accordance with *Administrative Arrangements (Administrative Changes - SafeWork NSW Agency) Order 2025*, dated 26 March 2025, the following will take effect from 1 July 2025 and will not impact on the reported results or financial position of the consolidated entity as at 30 June 2025:

- the SafeWork NSW division with net assets of \$27.3 million will be transferred out of the consolidated entity and be established as an independent public service agency known as SafeWork NSW Agency;
- the myWorkZone Service Level 3 Operations & Support branch and the Shared Services & Customer Experience branch will be transferred in from the Department of Communities and Justice. This transfer is expected to occur as an equity transfer under the accounting framework for machinery of government changes. The value of the equity transfer, which will reflect the net assets of the function being transferred, is currently under assessment and cannot be reliably quantified at this stage; and
- the Shared Services branch will be transferred in from the Department of Planning, Housing and Infrastructure. This transfer is expected to occur as an equity transfer under the accounting framework for machinery of government changes. The value of the equity transfer, which will reflect the net assets of the function being transferred, is currently under assessment and cannot be reliably quantified at this stage.

There are no other known events after the reporting period which would give rise to a material impact on the reported results or financial position of the consolidated entity as at 30 June 2025.

END OF AUDITED CONSOLIDATED FINANCIAL STATEMENTS

Costs and benefits of any Machinery of Government changes

There were no machinery of government changes during 2024-25. As a result, no costs or benefits were incurred.

8. Appendix



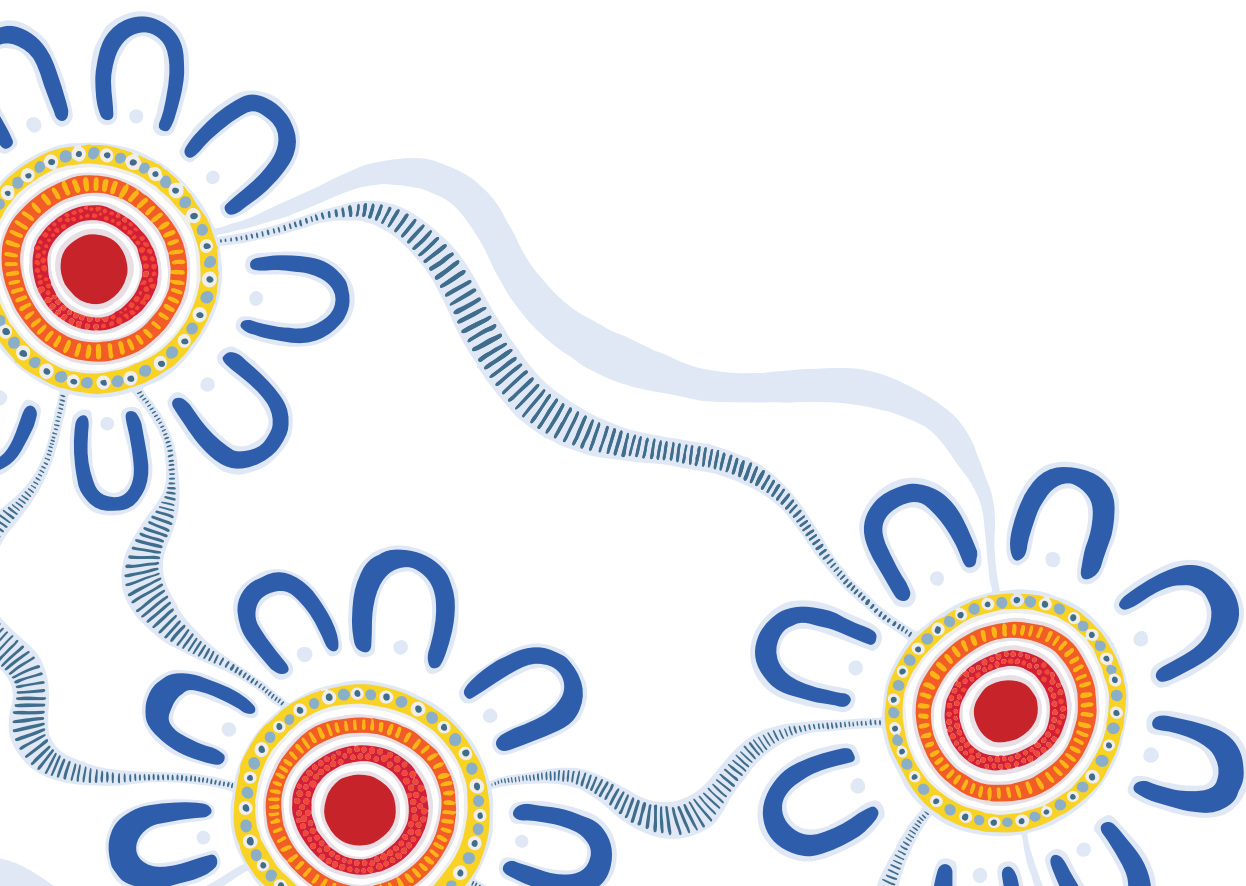
Compliance Index and Appendix

Table 38: Compliance Index

Heading	Compliance requirement	Basis for, or source of, requirement	Completed (Yes, No, N/A)	Page reference
Acknowledgement of Country	Acknowledgement of Country	TPG25-10a Group 1 – Annual Report	Yes	2
Letter of Submission	Letter of submission	TPG25-10a Group 1 – Annual Report	Yes	7
	Stating report submitted to Minister for presentation to Parliament	TPG25-10a Group 1 – Annual Report	Yes	7
	Provisions under which the report has been prepared (i.e. GSF Act Division 7.3 and other applicable legislation (if any))	TPG25-10a Group 1 – Annual Report	Yes	7
	Stating that the agency has self-assessed as a group 1 agency and has prepared an annual report in accordance with this TPG.	TPG25-10a Group 1 – Annual Report	Yes	7
Secretary's message	Secretary's message	TPG25-10a Group 1 – Annual Report	Yes	8
Overview	Our purpose, vision, and values	TPG25-10a Group 1 – Annual Report	Yes	13
	If the agency is established under legislation, name of the Act or Regulation	TPG25-10a Group 1 – Annual Report	Yes	13
	Aims and Objectives	TPG25-10a Group 1 – Annual Report	Yes	13
	Management and structure (including names, offices and responsibilities of principal officers)	TPG25-10a Group 1 – Annual Report	Yes	14
	High-level description of functions and services	TPG25-10a Group 1 – Annual Report		16
	Controlled entities and subsidiaries, or related agencies	TPG25-10a Group 1 – Annual Report	Yes	10
	If the annual reporting information is combined or consolidated, include information on which agencies the report represents and any notes on how consolidated/combined information is presented throughout the annual report.	TPG25-10a Group 1 – Annual Report	Yes	10
	Details on application for extension of time for submission of report (if applicable)	TPG25-10a Group 1 – Annual Report	N/A	N/A
	If the agency has an exemption from including certain information, include details of and reasons for the exemption(s).	TPG25-10a Group 1 – Annual Report	N/A	N/A
Strategy	Key strategic objectives and outcomes	TPG25-10a Group 1 – Annual Report	Yes	19

Heading	Compliance requirement	Basis for, or source of, requirement	Completed (Yes, No, N/A)	Page reference
	Current and future strategic plans to accomplish outcomes and objectives	TPG25-10a Group 1 – Annual Report	Yes	20
	Systems and processes to measure the target outcomes	TPG25-10a Group 1 – Annual Report	Yes	20
	Resource allocation to implement strategic plans	TPG25-10a Group 1 – Annual Report	Yes	20
Operations and Performance	Key products and services	TPG25-10a Group 1 – Annual Report	Yes	16
	Service delivery models	TPG25-10a Group 1 – Annual Report	Yes	16
	Narrative summary of significant programs and operations, supported by any financial and/or other quantitative information for programs and operations	TPG25-10a Group 1 – Annual Report	Yes	22
	Performance metrics regarding targeted outcomes/objectives from the strategy and/or corporate plan.	TPG25-10a Group 1 – Annual Report	Yes	59
	Economic or other factors affecting achievement of operational objectives.	TPG25-10a Group 1 – Annual Report	Yes	63
	Use of technology (e.g. artificial intelligence, automated decision making, machine learning techniques)	TPG25-10a Group 1 – Annual Report	Yes	50
	How the agency approaches innovation and continuous improvement	TPG25-10a Group 1 – Annual Report	Yes	22–69
	Infrastructure program, including major works, asset acquisitions and disposals	TPG25-10a Group 1 – Annual Report	Yes	54–56
	Events arising after the end of the annual reporting that significantly affect operations, or the community served.	TPG25-10a Group 1 – Annual Report	Yes	11
	Implementation of price determination or recommendation according to section 18(4) of the Independent Pricing and Regulatory Tribunal Act 1992 (IPART Act)	TPG25-10a Group 1 – Annual Report	N/A	55
Management and accountability	Numbers and remuneration of senior executives	TPG25-10a Group 1 – Annual Report	Yes	73
	If the agency has a board or committee that is appointed by the agency's Minister, include details of the board structure, members (name, position and term of appointment) and meetings.	TPG25-10a Group 1 – Annual Report	Yes	27 and 38
	Organisational chart indicating functional responsibilities	TPG25-10a Group 1 – Annual Report	Yes	15
	People	TPG25-10a Group 1 – Annual Report	Yes	71
	Consultants	TPG25-10a Group 1 – Annual Report	Yes	75
	International travel	TPG25-10a Group 1 – Annual Report	Yes	76
	Requirements arising from employment arrangements	TPG25-10a Group 1 – Annual Report	n/a	n/a
	Legislation administered by the agency	TPG25-10a Group 1 – Annual Report	Yes	77–79

Heading	Compliance requirement	Basis for, or source of, requirement	Completed (Yes, No, N/A)	Page reference
	Changes to legislation, changes to subordinate legislation, or significant judicial decisions that affect the agency or users of its services	TPG25-10a Group 1 – Annual Report	Yes	80–81
	Privacy and Personal Information Protection Act 1998 (PIPP Act) requirements	TPG25-10a Group 1 – Annual Report	Yes	102
	Government Information (Public Access) Act 2009 (GIPA Act) requirements	TPG25-10a Group 1 – Annual Report	Yes	96–101
	Risk management and insurance activities	TPG25-10a Group 1 – Annual Report	Yes	103
	Internal audit and risk management policy attestation	TPG25-10a Group 1 – Annual Report	Yes	104–105
Sustainability	Climate-related financial disclosures	TPG24-33 – Reporting framework for climate-related financial disclosures	Yes	111–126
	Disability Inclusion Action Plans	TPG24-33 – Reporting framework for climate-related financial disclosures	Yes	131
	Modern Slavery Act 2018 (NSW) reporting	TPG25-10a Group 1 – Annual Report	Yes	127
	Work Health and Safety	TPG25-10a Group 1 – Annual Report	Yes	128–129
	Workforce diversity	TPG25-10a Group 1 – Annual Report	Yes	130–132
Financial performance	Summary narrative and analysis of the agency's financial performance during the period. Concise overview that is accessible to the agency's stakeholders (non-financial readers).	TPG25-10 – Framework for Financial and Annual Reporting	Yes	22–23
	Annual GSF financial statements	TPG25-10a Group 1 – Annual Report	Yes	141–219
	Controlled entities' financial statements (if applicable)	TPG25-10a Group 1 – Annual Report	N/A	n/a
	Audit report concerning the annual GSF financial statements	TPG25-10a Group 1 – Annual Report	Yes	136–139
	Clearly identify where the audited information starts and finishes	TPG25-10a Group 1 – Annual Report	Yes	136
	Costs and benefits of any Machinery of Government changes	TPG25-10	N/A	220



Department of Customer Service

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