



Annual Report

2023-24

Annual Report financial year 2023-24

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Service NSW

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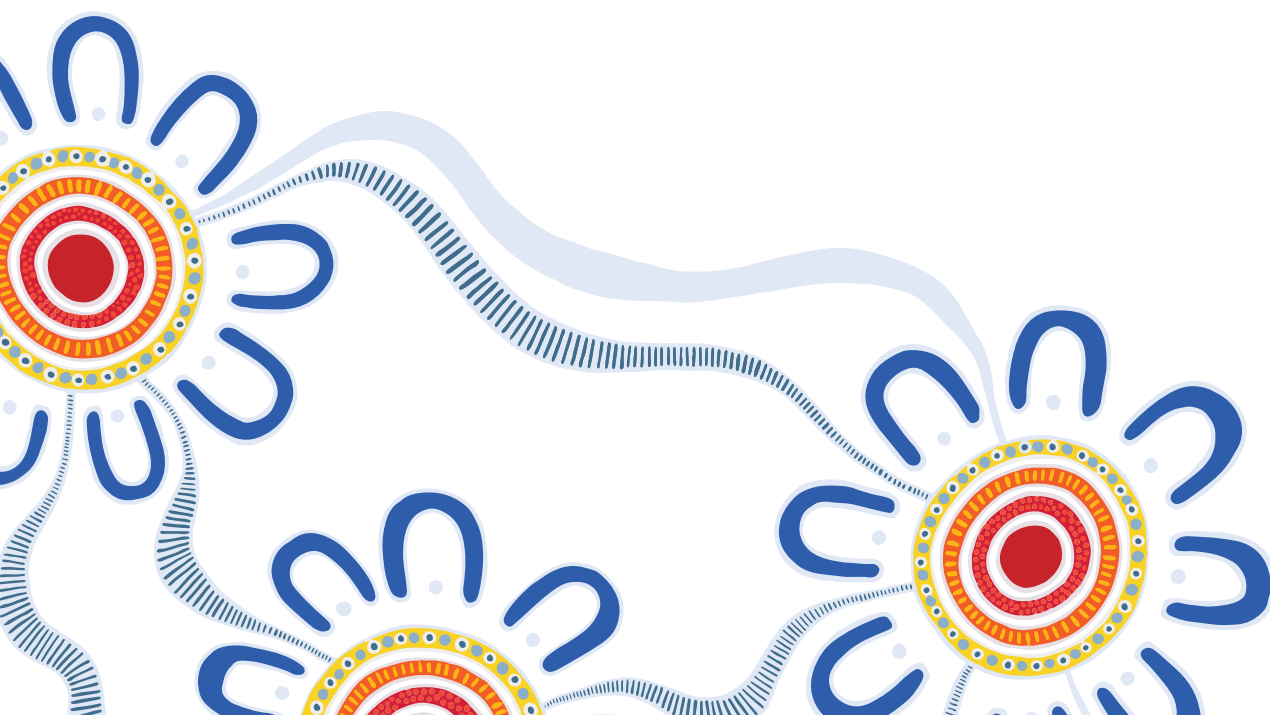
Acknowledgement of Country

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

We advise this resource may contain images, or names of deceased persons in photographs or historical content.

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





25 October 2024

The Hon Jihad Dib, MP
Minister for Customer Service and Digital Government
Minister for Emergency Services
Minister for Youth Justice
GPO Box 5341
SYDNEY NSW 2001

Re: Service NSW Annual Report 2023-24

Dear Minister,

I am pleased to submit the annual report for Service NSW for the year ended 30 June 2024 for presentation to Parliament.

This report has been prepared in accordance with Part 7, Division 7.3 of the *Government Sector Finance Act 2018* and the *Government Sector Finance Regulation 2018, Part 5, Division 5*.

Sincerely,

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

Graeme Head AO
Secretary
Department of Customer Service

Message from the CEO



Service NSW is an organisation that goes above and beyond, to assist our community, when and where they need it. This is particularly true in the community's most vulnerable times, during and following natural disasters that have devastated regions

To this end, Service NSW has provided much-needed support to NSW residents. We have assisted more than 12.5 million customers during financial year 2023-24 via our Service Centres, Contact Centres, Disaster Recovery Centres, Mobile Service Centres and online through the mobile application and website.

In response to community demand, we have expanded our footprint to better serve the people of NSW. We have opened two additional Service Centres over the past year in North Rocks and Glenmore Park, as well as a Mobile Driver Testing Centre located at Macquarie Fields

We continue to play an important role in helping people impacted by natural disasters. This includes helping thousands of people as part of ongoing recovery efforts from major floods in the Northern Rivers, Western Sydney and the Central West. In 2023-24, NSW encountered further natural disasters with bush fires in Bega, Kempsey and Walgett in October 2023 as well as floods in Shoalhaven, Goulburn and the Central Coast in April and June 2024.

Service NSW has delivered immediate on-the-ground support at disaster recovery centres and assistance points, as well as ongoing recovery measures such as the Back Home Program, rental support payments, and small business grants.

In July 2023, we launched our Towards 2030 customer vision to provide every NSW resident, business and community with the most trusted experience accessing NSW Government services. In support of this vision, over the past year we have delivered a wide range of new initiatives to better serve the people of NSW.

We have made it easier for NSW residents who have been affected by disasters to access services and support through our Tell Your Story Once initiative. A Partner Portal was created to enable partner agencies, such as the NSW Reconstruction Authority and Department of Communities and Justice, to securely access customer information, reducing the need for people to repeat their story to multiple government agencies.

The launch of the Kangaroo Bus Mobile Service Centre provides greater access to government services for Aboriginal communities in rural and remote areas of NSW. Revenue NSW Aboriginal Outreach Officers and the community engagement team from NSW Registry of Births, Deaths and Marriages, joined the Service NSW team on the Kangaroo Bus at certain locations to provide assistance to our customers. The Kangaroo Bus hit the road in mid-June 2024 and will visit more than 40 locations a year, increasing the number of communities supported by almost a third compared to previous Mobile Service Centre routes.

In October 2023, NSW Government launched the Service NSW Business Bureau, building on the extensive support Service NSW had already been providing our business customers. The new Service NSW Business Bureau app also helps businesses to better manage government transactions and compliance obligations.

As well as offering a range of support for small businesses, the Business Bureau is responsible for implementing the NSW Charter for Small Business, which was released in February 2024. The Charter includes a dedicated referral process between the Service NSW Business Bureau and Investment NSW, to boost exporting opportunities, smooth the integration of call triage service into the Business Bureau, and boost procurement opportunities for small businesses.

Our strong commitment to providing empathetic and efficient customer care has never wavered and will continue to be a cornerstone of our culture.

Greg Wells

Service NSW continues to make it easier for the people of NSW to access government cost-of-living support. An example of this is the Toll Relief \$60 Weekly Cap initiative, where eligible customers can conveniently claim toll relief via their MyServiceNSW account, which was launched in April 2024.

Under a partnership between Transport for NSW and Service NSW, motorists can fast-track their access to toll relief through a simple online quarterly claim process. This will particularly benefit Western Sydney residents, where public transport options mean more people have to rely on private vehicle trips to get to work, school and other activities. The program will deliver \$500 million in cost-of-living relief for toll users over the next two years.

Working With Children Checks (WWCC) are now also more convenient for the people of NSW. By introducing face verification online, customers are able to authenticate their identity, without the need to attend a Service Centre in person. More than 1.9 million people in NSW can now save valuable time by opting for this convenient online renewal method which is secure and eliminates the need to share their physical document copies when establishing their identity. The WWCC is the State's first digital credential to use advanced face verification technology and marks a significant step in delivering a new Digital ID and Wallet for NSW residents.

Our strengthened partnership with Multicultural NSW has enabled the continuation of our Refugee Internship Program this year. This program encompasses our ongoing focus on belonging and inclusivity at Service NSW and helps refugees build a new life through paid employment, training and mentoring in a Service NSW workplace.

Our 2024 graduates bring with them a range of skills and qualifications including architecture, teaching, software engineering and economics, and they have been supported by Service NSW to have their existing skills and qualifications recognised here in Australia. A total of 122 refugees have completed an internship since the program started, with a number going into ongoing positions at Service NSW and in the NSW public service.

Service NSW has now also commenced working to address the issue involving the recouping of merchant fees on customer transactions without legal authority, and at the time of writing the cessation of recouping these fees on customer transactions is nearly complete. The NSW community has been let down by the fact that this has occurred and an independent investigation is being undertaken to examine the problem which will lead to a consideration of the further steps which should be taken to address the issues.

Service NSW continues to adapt to the needs of our communities. We continue to embrace innovation in how we deliver our services. Our strong commitment to providing empathetic and efficient customer care has never wavered and will continue to be a cornerstone of our culture.

Greg Wells

Chief Executive Officer, Service NSW
(from December 2022 to June 2024)

1 Overview



About Service NSW

What we do

Service NSW delivers a one-stop-shop for the residents and business owners of NSW to access a range of government services. Our omnichannel network made up of Service Centres, Contact Centres, Mobile Service Centres, Driver Testing Centres, Business Concierges, Business Connect, Council Agencies, the Service NSW website and the MyServiceNSW app makes it easier for people, businesses and communities to access the government support and services they need.

The Service NSW team delivers on the NSW government's performance and wellbeing outcomes of "Government services are accessible effective and integrated", "People and businesses have access to digital services" and "Government is coordinated, transparent and trusted". We do this by:

- providing a customer-centric service for NSW Government through a single point of contact
- transforming our customers' digital experience to manage government transactions
- expanding access to face-to-face services across metropolitan, regional and remote NSW
- supporting our people who help customers across NSW every day
- building awareness of the services we offer and the brand we proudly stand behind.

In addition to facilitating transactions on behalf of our partner agencies, Service NSW performs many other functions relating to the delivery of government services to the people of NSW. This includes but is not limited to:

- issuing vouchers, grants and rebates to stimulate the economy and assist with recovery from events such as natural disasters
- delivering the *Tell Your Story Once* project to make it easier for people in NSW who have been impacted by a disaster, to apply for and access government and non-government support and assistance
- providing small businesses with access to independent business advice, events and online resources through the Business Connect service
- enabling people to use their MyServiceNSW Account or credentials to simplify accessing other NSW Government services, prove their identity and receive notifications about services via their account
- undertaking fraud prevention, detection and investigative activities to assess the integrity of personal information provided by individuals in relation to MyServiceNSW accounts, and applications for grants, rebates or other benefits administered by Service NSW
- delivering a digital proof of identity pilot.

The Service NSW app provides a platform for citizens to perform online transactions such as renewing and checking licences and registrations, claiming vouchers and rebates and accessing personal information such as demerit points and toll expenditure.

Services are regularly being added to build Service NSW into a complete, one-stop government service delivery model.

About Service NSW

Our commitment to our customers

As the service delivery flagship for the Department of Customer Service, we strive to deliver the NSW Government Customer Commitments to the highest standard, with every interaction we have with our customers.

Customer Commitments



Easy to access

Make it easy to access what I need
Make it simple for me to understand



Act with empathy

Show you understand my situation
Treat me fairly and with respect
Provide service in my time of need



Respect my time

Tell me what I need to know beforehand
Minimise the need for me to repeat myself
Make what I need to do straightforward



Explain what to expect

Be clear about what steps are involved
Contact me when I need to know something
Let me know what the outcomes could be



Resolve the situation

Be accountable for your actions
Be clear in decision-making
Reach an outcome



Engage the community

Listen to the community to understand our needs
Ask us how we want services delivered

Our commitment to our partner agencies

Service NSW has a genuine commitment to continually improve and enhance our relationships. This has resulted in partner satisfaction growing from 82% in April 2023 to 85% in April 2024.

In collaboration with our partner agencies, we drive transformation and delivery of trusted and inclusive services to optimise outcomes for the residents of NSW.

We serve our partners by listening, gaining trust, consulting, delivering and continuously improving. We understand what is important, provide end-to-end support, communicate regularly and work together to find solutions.

Our commitment to government

We are committed to making NSW Government the most customer-oriented government in Australia and we remain focused on building trust and delivering an exceptional customer experience for the people and businesses of NSW. We will continue to respond quickly to government priorities and ensure that programs are delivered promptly, responsibly and successfully. We endeavour to maximise value, efficiency and productivity at Service NSW and ensure we maintain a high performing organisation.

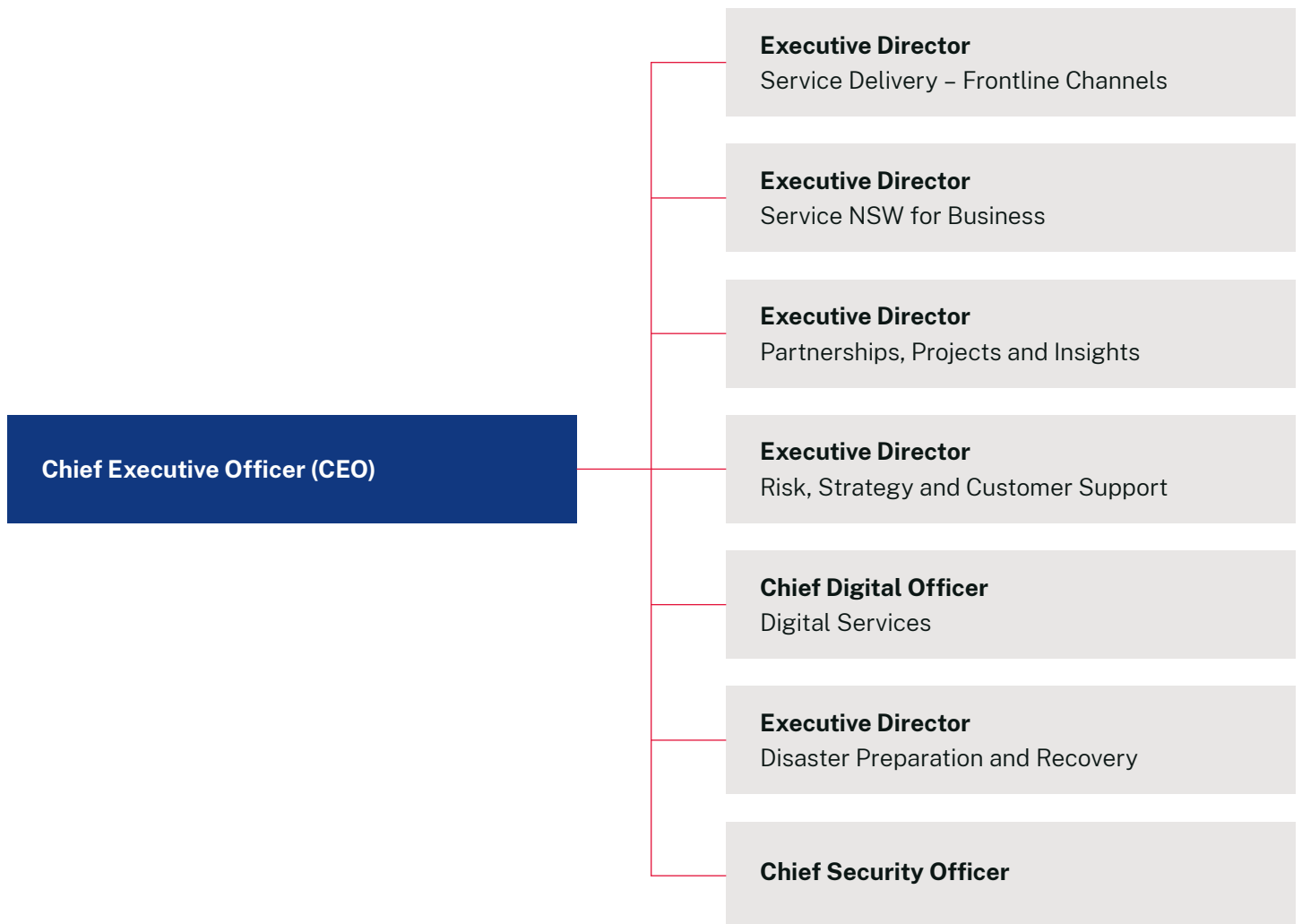
Charter

Authorising legislation

Service NSW's authorising legislation is the *Service NSW (One-stop Access to Government Services) Act 2013*, which came into effect on 21 June 2013. The primary purpose of Service NSW is to facilitate the provision of one-stop access to government services. Service NSW is an executive agency related to the Department of Customer Service.

During financial year 2023-24 the Chief Executive Officer was the agency head of Service NSW. From 1 July 2024, the Secretary of Department of Customer Service is the agency head of Service NSW.

Management structure – FY2023–24 (as at 30 June 2024)



Events arising after the end of the annual reporting period

From 1 July 2024 the Secretary, Department of Customer Service (currently Graeme Head) assumed the role of agency head at Service NSW. Greg Wells, formerly agency head as Chief Executive Officer, Service NSW will continue leading the day-to-day functions and operations of Service NSW. He will report to the Secretary in the new role of Managing Director, Service NSW.

Service NSW will remain an executive agency with its own Act and Award, maintaining its identity as the trusted service delivery agency for NSW Government. The administrative change will enable Service NSW and DCS to work more closely together.

This change was effected by the *Administrative Arrangements (Administrative Changes – Miscellaneous) Order (No 2) 2024*, which commenced on 1 July 2024.

Executive Leadership Team

The table below reflects the Executive Leadership Team as at 30 June 2024.

Table 1: Executive leadership team profile

Name and role	Qualifications
 <p>Greg Wells Chief Executive Officer</p>	<p>Bachelor of Electrical Engineering</p>
 <p>Catherine Ellis Executive Director, Risk, Strategy and Customer Support</p>	<p>Graduate of the Australian Institute of Company Directors Master of Arts Bachelor of Business</p>
 <p>Ms Cassandra Gibbens Executive Director, Service NSW for Business</p>	<p>Bachelor of Business</p>
 <p>Lauren Nagel Acting Executive Director, Partnerships, Projects, and Insights (from 2 April 2024)</p>	<p>Extensive experience in business transformation, partnerships and business operations within the public sector.</p>
 <p>Dawn Routledge Executive Director, Partnerships, Projects and Insights (July 2023 to March 2024)</p>	<p>Master of Law Bachelor of History and Master of Archives and Record Management Graduate of the Australian Institute of Company Directors</p>

Name and role	Qualifications
 <p>Christine Kosorukow Executive Director, Service Delivery Frontline</p>	<p>Extensive experience in service delivery and customer service within the public sector</p>
 <p>James (Jim) Henry Acting Executive Director, Disaster Preparation and Recovery (From November 2023)</p>	<p>Master of Defence Studies Bachelor of Education (English/History)</p>
 <p>Kristin Bamford Acting Chief Digital Officer, Digital Services (Title changed in April 2024) Acting Executive Director, Digital Services (October 2023 to April 2024)</p>	<p>Graduate Certificate in Public Policy</p>
 <p>Melissa Clemens Chief Security Officer</p>	<p>Sydney University's Cyber Security Bootcamp Harvard Kennedy School's Executive Education program; Cybersecurity: The Intersection of Policy and Technology</p>

Our network

Service NSW has a strong presence across NSW, supported by 115 Service Centres, 32 Council Agencies, 4 Mobile Service Centres including the Kangaroo Bus dedicated to servicing 40 rural and remote Aboriginal communities, 3 Driver Testing Centres and 1 Mobile Driver Testing Centre, 5 Contact Centres and 6 Middle Offices.

99.1% of NSW residents live within 30 minutes of a Service NSW point of presence with the following overall customer satisfaction ratings achieved across the key delivery channels:

- Service Centres 98.12%
- Contact Centres 94.74%
- Service NSW website 94.08%



2 Strategy



Strategic objectives and outcomes

Service NSW 2022–24 strategy on a page

The Service NSW 2022–24 Strategy on a page outlines the strategic priorities for Service NSW and key metrics to be achieved over the 2022–23 and 2023–24 financial years.

Our vision

To provide every person, business, and community with a world-class experience accessing the services and support they need from the NSW Government.

Our purpose

We are the one-stop-shop for NSW Government Services. We collaborate with partner agencies to provide an exceptional, customer centric, omnichannel experience of government.

Our services

What we deliver for the NSW Government and NSW residents:

- One-stop-shop for customer service excellence
- Digital services
- Rapid project delivery
- Crisis response and recovery.



Our foundations

The underlying guiding principles of our organisation:

- A great place to work
- Easier for our customers
- A great partner
- Part of our communities.
- Trusted and secure.

Our values

- Passion
- Teamwork
- Accountability
- Service
- Integrity
- Trust.

What we are known for

- We are committed to our customers
- We care about our people
- We are agile and get things done
- Payments and economic stimulus.

Strategic Success Performance Measures

During financial year 2023-24, Service NSW tracked the progress being made against our Strategic plan using the below measures.

Table 2: Strategic performance measures



96%
customer
satisfaction

Target 95%



99.1%
NSW population are within
30 mins of a Service NSW
Point of Presence

Target 95%



85%
partner
satisfaction

Target 90%



74%
overall staff
engagement score

Target 77%



75%
of customers trust
Service NSW.

Target 90%



Towards 2030 Customer Vision

In June 2023 Service NSW launched the *Towards 2030 Customer Vision*. This outlines the experiences we want to deliver for the people and businesses of NSW. Our customer vision is for Service NSW to provide the most trusted experience with a proactive, efficient and empathetic approach, for customers accessing NSW Government services and support.

This will achieve the following benefits for our customers:

- utilising and evolving a robust, scalable and adaptable customer care model
- transforming our service delivery model to provide a seamless experience across channels and truly become a front door for government services
- supporting customers in vulnerable situations by localising and tailoring services.

In financial year 2023-24 we achieved significant progress in moving closer to our 2030 Customer Vision.

We have:

Built a *Customer Care Platform* and service model. This includes a partner agency portal, grants platform and rapid workforce scaling approach to be able to easily and closely collaborate with other government and non-government organisations. This is particularly

important to support customers and businesses impacted by natural disasters, and those experiencing financial hardship. Customers in vulnerable situations now only need to tell their story once. Our *Single View of Customers* capability details previous customer interactions, providing rich insights for our frontline teams to enable them to more effectively support customers.

- Enhanced our foundations with data, security and service accessibility by strengthening our governance approaches and data sharing capabilities.
- Invested in our data analytics capabilities to turn customer insights into actions. An area of focus is analysing customer complaints and customer sentiment to inform how we can improve our products and services.
- Better integrated our frontline services to balance supply and demand through enhanced workforce planning and workforce management capabilities. Some regional Service Centre teams have expanded their skills to also serve customers over the phone or via live chat channels at nominated times, to reduce customer wait times.

Our *Towards 2030* program focus on maturing and building on these capabilities to move us closer to our *Towards 2030 Customer Vision*.

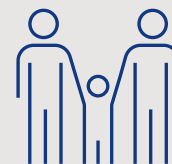
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Operations and performance



Highlights of our year

- During financial year 2023-24 we expanded our network, opening new service centres at Glenmore Park and North Rocks and launching the Kangaroo Bus, a Mobile Service Centre that visits 40 remote Aboriginal communities on a 10-week roster.
- The Service NSW Business Bureau was officially launched in October 2023, leading a government initiative dedicated to breaking down barriers to make doing business in NSW easier. The Service NSW Business Bureau connects business customers with free, personalised support to understand and access government programs to help grow their business, alongside digital tools to manage transactions and licences.
- Service NSW assisted more than 12.5 million customers with transactions and enquiries throughout the year via face-to-face interactions, over the phone and through our website.
- A new Toll Relief program was delivered, offering rebates to eligible users of NSW toll roads. More than \$19 million has already been paid to customers, helping to relieve cost-of-living pressures for these NSW residents. Claiming this rebate has been made easy for customers by Service NSW integrating systems with toll service providers. This has enabled customers to link their toll account, view their toll spend and claim eligible rebates through their MyServiceNSW Account.
- Service NSW delivered the first NSW Government transaction to use biometrics to aid digital proof of identity. As a result, the *Working with Children Check* can now be renewed online without customers having to visit a Service Centre to provide hard copy identity documentation. 1.9 million customers can now opt for the convenient online renewal method.
- Service NSW continues to be the trusted and recognisable face during disaster recovery, providing face-to-face customer support to 1891 individuals and 190 business customers affected by disasters. During the year, specially trained team members were deployed to approximately 136 recovery assistance points across 30 locations to help communities connect with essential recovery support services across government and non-government organisations.
- Service NSW became a member of the *Hidden Disabilities Sunflower Program* to help team members better recognise and support people who may have a disability or condition that might not be immediately apparent. Team members understand these people may need a helping hand or more time with activities or interactions.
- Service NSW partnered with Digital NSW to make it easier for customers and businesses to apply for, register and renew licences by digitising more than 25 licence, permit and registration application processes.



12.5M

customers with transactions and enquiries



19M

in Toll Relief paid to customers



25+

digital licence, permit and registrations

Major problems and issues

Business Continuity

Business Continuity Management arrangements are embedded in Service NSW and its operations, in line with the Business Continuity Policy and Framework, to support Service's capability to prevent, prepare for, respond to, and manage recovery from any impacts of a disruptive event.

Business continuity processes are aligned with enterprise risk through the consequence criteria in the risk assessment matrix. This allows for the consistent assessment of the impact and risks associated with business disruptions and to determine the importance of critical business functions and restoration potential. Service NSW's business continuity program commenced the annual review of business impact analysis and business continuity plans including updating communication protocols and contact persons to address organisational changes.

As part of our commitment to organisational resilience, Service NSW validated their business continuity response through an organisational scenario-based business continuity exercise conducted as part of the annual review cycle. Post exercise recommendation reports delivered lessons learned, and findings to improve and build upon business continuity arrangements and improved capability.

Major Incidents

Activation of Service Delivery Business Continuity Plan – SHIFT Outage March 2024

In March this year, multiple service centres reported difficulties in accessing the SharePoint Information File Transfer (SHIFT) application. SHIFT is a file transfer solution to securely share personal information with relevant agencies. Noting the outage had exceeded the acceptable period and no restoration time could be advised, the decision was made to enact the Service Delivery business continuity plan (BCP).

Communications were immediately distributed to all service centres, partner agencies and the Service NSW continuity and leadership network.

The BCP work around was implemented but discontinued a few days later after Transport for NSW raised concerns that the volume of emails would impact their handling processes. This coincided with the vendor applying an interim fix which successfully restored SHIFT. The BCP remained active until post implementation system assurance testing had been successfully completed. As part of the continual review and improvement processes, Service Delivery are reviewing alternative continuity workarounds. Regular testing of the approved BCP workaround solution is recommended.

Year at a glance



118

Service Centres (including 3 Driver Testing Centres)



120K

customers in Service Centres each week



98.12%

customer satisfaction rate in Service Centres



135K

calls answered by Contact Centres each week



94.74%

customer satisfaction rate for Contact Centres



36K

Business Concierge customer cases



2.9M

active Service NSW app users (June 2024)



332.7K

NSW Digital Driver Licence downloads



130K

digital trade licence downloads



27.5K

Business Profiles created



3M

Service NSW for Business Digital platform views



94.08%

customer satisfaction for Digital Channel



117

agencies with whom we partner



85%

partner agency satisfaction rate



714

community outreach programs



2.65M

physical licences and cards issued

Grants, payments, and vouchers paid**



Active Kids
\$31,330,650



Active and Creative Kids Voucher Program
\$4,407,690



Back to School
\$5,279,500



Council Rates Relief – Flood
\$395,390



Creative Kids
\$9,779,630



First Lap Voucher
\$4,021,780



Flood Relief/ Recovery Grant
\$19,329,100



Icare/PIAWE
\$2,352,510



Icare/PIAWE ATO Payment
\$1,226,880



Icare/PIAWE Commercial Landlord Hardship
\$23,000



InVitro Fertilisation Rebate
\$13,723,000



Job Saver
\$681,780



Jobs for Tomorrow
\$1,000



Medium Size Business Support Grant
\$647,973



Micro Business
\$71,680



Mouse Plague
\$1,500



Northern Rivers Commercial Landlord Grant
\$10,790,370



Northern Rivers Small Business Grant (NRB)
\$3,042,770



Parent NSW Vouchers
\$96,070



Rental Support Scheme/Back Home – Flood
\$7,673,000



Return to Work
\$796,880



Senior Energy Rebate
\$32,189,800



Small Business Fees and Charges Rebate
\$14,320



Small Business Hardship
\$199,150



2022 Small Business Support (Bizsaver)
\$12,240



Stay and Rediscover Vouchers
\$65,310



Taxi Transport Scheme
\$19,518,810



Toll Relief Program
\$45,200



Toll Relief Program 2.0
\$216,858,650



Toll Relief 3
\$18,839,170

* Claims made against previous programs and paid in financial year 2023-24

** Service NSW administers grant programs on behalf of the Crown and other agencies. Service NSW does not recognise the income and expenses as disclosed in its Statement of Comprehensive Income because Service NSW is responsible for transferring the amounts to eligible beneficiaries, consistent with agreements and frameworks controlled by the Crown and other agencies.

Monitoring and reporting performance

In financial year 2023–24 Service NSW monitored and reported performance through the following parliamentary accountability mechanisms:

- reporting to the Department of Customer Service on operational and strategic objectives
- reporting to internal governance bodies, including the Audit and Risk Committee
- external, independent audits and reviews of financial statements and program evaluations
- tracking individual performance goals and achievements using the myCareer and MyContribution platforms
- internal reviews in the form of workshops, working groups and forums to review performance and effectiveness of projects and initiatives.

Voice of our Customer

In May 2024, Service NSW facilitated *Voice of Our Customer* workshops, where representatives from our teams gathered to strategise about how best to support specific customer groups. The three primary focus areas identified were:

- Vulnerable Customers
- First Contact Resolution
- Improving the Driver Test Experience

Twelve workshops were held 6-9 May 2024. Customer journeys was broken down into touchpoints to identify specific areas needing more attention. There were 694 insights shared, 239 ideas generated and 28 recommendations for actions that can be taken to improve service delivery to these customer groups in the short term.

Service NSW Review

During financial year 2023-24 Service NSW conducted a comprehensive review of our business operations, organisational design, cost modelling, agency partner relationships and ways of working. The objective was to identify potential budget reduction measures to create a sustainable future for Service NSW as an organisation and to deliver on our *Towards 2030 Customer Vision*.

As a result of this review, Service NSW will implement measures approved by the Expenditure Review Committee (ERC) to reduce our Net Cost of Service (NCOS) by \$170 million to meet the future approved budget for financial year 2025-26.

Budget reduction measures, collectively referred to as *Project Realign*, will be achieved through organisational design, remodelling, cost recovery/revenue opportunities and operational efficiencies.

Towards 2030 Integrated ways of working forums

The Towards 2030 program was broadly delivered across four workstreams – *Integrated Frontline*, *Tailored Customer Care*, *Actionable Data & Insights* and *Digital Enablement* – which are related to the Service NSW 2024 Priorities.

The program established robust governance and communication channels including leveraging existing forums such as Steering Committees, digital showcases and cross agency conferences to monitor and report on performance.

In financial year 2023-24 we facilitated more than 50 governance meetings, several working groups to accelerate our Data & Insights and AI priorities, monthly showcases and weekly updates at the Executive Leadership Team (ELT) forum. We also had the opportunity to share progress updates at the *Digital NSW Showcase 2023* which brings together government departments, academics and industry leaders, annually.

Digital Services planning forums

Digital Services leadership and the product teams meet every four months to drive product strategies that deliver meaningful customer value and achieve policy and government objectives. The result is greater alignment of cross-team dependencies and opportunities.

Service Delivery



Image 1: Mobile Driver Testing Centre

Driver Testing

Service NSW staff conducted 322,324 driving tests and more than 320,000 driver knowledge tests across all Service Centres. In August 2023, the Service NSW Mobile Driver Testing Centre was officially launched, taking the pressure off some of the busiest Service Centres.

The first of its kind, the 12.5 metre truck is a purpose-built facility equipped with computers for driver knowledge tests and has capacity to complete up to 320 practical driving tests per week. It is an essential hub for people to complete driving tests in areas where there is increased demand for testing.

The Mobile Driver Testing Centre can assist all drivers, including overseas licence holders who need to convert to a NSW driver licence as part of regulation changes which came into effect on 1 July 2023.

It operates on set days with customers able to view the timetable up to four weeks in advance and book a test through the Service NSW website. Since the launch of the Mobile Driver Testing Centre, more than 8,500 driving tests have been completed.

People in Auburn and surrounding suburbs are the first to benefit from the Mobile Driver Testing Centre which is currently stationed at PCYC Auburn located at Wyatt Park in Church Street, Lidcombe.

Improved access for Aboriginal, rural and remote communities

Aboriginal communities in rural and remote NSW now have improved access to more than 1300 NSW Government services and transactions thanks to a dedicated Service NSW Mobile Service Centre. The Kangaroo Bus launched in June 2024 and visits Aboriginal communities in 40 rural and remote locations across NSW on a 10-week roster.

Revenue NSW Aboriginal Outreach officers and the community engagement team from NSW Registry of Births, Deaths & Marriages join the Kangaroo Bus at some locations to provide additional assistance to customers. A Business Concierge from the Service NSW Business Bureau will also be available to provide personalised guidance on how to start and grow a business, as well as navigate relevant business regulations and licence applications.

People in rural and remote communities face unique challenges when it comes to accessing NSW Government services. From the Riverina and Snowy Mountains to the Far West NSW and Northern Rivers, the Kangaroo Bus and three other Service NSW Mobile Services Centres are helping close the gap and making it easier for people to access critical government services. In some cases, the Mobile Service Centres save people round trips of hundreds of kilometres and several hours travel.



Image 2: Out and about with the Kangaroo Bus

Award winning Contact Centre

Auscontact's State Excellence Awards recognise exceptional accomplishments and set the benchmark for excellence in the contact centre industry in Australia. In the past year Service NSW's outstanding service was recognised with the following awards:

- **2023 Contact Centre of the Year (NSW)**
Awarded for excellence across all areas of the contact centre strategy and operations. This award recognises organisations that demonstrate a holistic approach to developing people, building organisational values and delivering customer excellence.
- **2023 Employee Experience Initiative of the Year: Diversity and Inclusion (NSW)**
Nominees are measured against demonstrated organisational values and the availability of programs focused on supporting, building and nurturing an environment where diversity and inclusion is fostered and celebrated.

Service NSW is also a finalist in the *Customer Service Institute of Australia 2024 Service Excellence* in a Large Contact Centre category. This award recognises frontline teams of more than 100 that deliver exceptional performance in customer service. The winner will be announced in October 2024.

Kangaroo Bus

Harry Roy Slade and Julie Trounson, Harry's daughter, visited the Kangaroo Bus in Hillston in June 2024 during the first week of the Kangaroo Bus being in operation.

Harry is originally from Coonabarabran and Julie was born and bred in Hillston. Julie said, 'I brought Dad (Harry) to the Mobile Service Centre to do his Age Driving Test because it's much easier at the Mobile Service Centre than trying to take Dad to Griffith for the test'.

The closest Service NSW Service Centre for people in Hillston is in Griffith NSW, with Harry stating the trip is around an hour and a half each way.

When asked to describe how much easier it is to have the Mobile Service Centre come to Hillston, Julie said 'We don't have that hour and a half travelling, then another hour and half coming home, so having them come here is just wonderful. It's great'. When asked if Julie would recommend it to other people, Julie said 'Yes, yes, yes'.

When asked how important it is for a town like Hillston to have access to Government services, Julie said 'For ageing people it's just wonderful, and some young people who can't travel. It's great for those too'.

Harry added, 'It's a big benefit because we haven't got to go over there (to Griffith). I've held my driver's licence for 60-odd years and no offences'.

Harry was asked what having a driver licence meant to him? His immediate response was 'Everything!'.

Julie explained 'He has Mum in care so he can drive to see her. It's independence. That's the biggest issue. If he didn't have his driver's licence, he couldn't drive over to see me. We'd all have to go to see him. He needs to be able to get out and around'.

Harry said 'It's tip top that they come. For the younger people too. They've got to travel, and they have hard times too getting transport from here to Griffith.'

'Especially if they don't have licences,' Julie added before going on to say 'it's so easy to just walk up the street and come here. Big communities – they've got it on hand, but we don't, so to have someone travel out here is great.'



Image 3: Harry and Julie visiting the Kangaroo Bus in Hillston

Digital Services

In financial year 2023-24 Digital Services developed the *Grants and Rebates as a Service (GRaaS)* framework. This is a critical system of repeatable and scalable capabilities that can be used for processing any grant or rebate, allowing Service NSW to deliver financial support quickly and effectively to customers.

Development of the GRaaS capabilities is a strategic priority driven by the Service NSW *Towards 2030 Customer Vision* to ensure NSW residents can readily access services and support during disaster and recovery events.

The GRaaS framework was used to build the *Toll Relief \$60 Weekly Cap Rebate Scheme*. Eligible motorists can link their toll account to their MyServiceNSW Account and easily check toll spend and claim the toll relief with more than 93,000 claims made by 30 June 2024.

Digital Services also developed the *Working With Children Check (WWCC)* online renewal which is available on the Service NSW website and through the MyServiceNSW Account. This new feature transformed a once lengthy process into a streamlined, online function for customers and businesses alike.

The newly digitised WWCC renewal features biometrics, allowing most customers to complete their renewal in just a few minutes by securely verifying their face identity online and eliminating the need to visit a Service Centre.

The WWCC online renewal benefits:

- customers who work long hours, are time poor, or not available during Service Centre business hours
- customers in rural and remote areas who travel long distances to attend a Service Centre
- vulnerable customers who have lost or damaged their government documents, by being able to verify their identity digitally and promptly
- all customers by making proof of identity more robust
- all customers by improving the security of customer information sharing.

The *Back to School Voucher* program continued to evolve and grow throughout financial year 2023-24, providing much needed financial aid to parents of school children. The program had 1.2 million participants, with 3.5 million vouchers redeemed across 2,396 businesses, totalling \$173.8 million in value.

Strengthening Service NSW's security posture continued to be a priority for Digital Services which introduced multi-factor authentication and push notifications across a suite of digital transactions in the MyServiceNSW Account.

MyServiceNSW Account continues to be a foundational tool for NSW's 8 million citizens, giving customers access to services across NSW Government. This security initiative is a first for NSW Government and hugely important leap in modernising and securing Service NSW's digital presence.

Digital Services also continued to explore and pilot technical approaches to developing *Digital ID* and credentials for NSW. Digital ID gives customers control over how their identity information is stored, used and shared when transacting with NSW Government.

Digital Services continues to innovate Service NSW's online presence to bridge the gap between NSW citizens and businesses with NSW Government.

**Back to School
Voucher program**



173M

injected into small and large-scale NSW businesses

Driver Knowledge Test Online

A successful 6-week pilot was conducted of an online Driver Knowledge Test (DKT online). The DKT online provides an alternative to taking a Driver Knowledge Test in person at a Service NSW centre.

DKT online is a fully interactive learning experience, with combined education and progression testing. The course guides users through quizzes, activities and challenges embedded in the course which are progressively unlocked through staged learning.

The course comprises three separate learning modules, takes approximately four to six hours to complete and includes a 30-question driver knowledge test that must be passed prior to applying for a class C learner driver licence at a Service NSW centre.

Customers can access the DKT online 24/7 from anywhere with an internet connection. This saves customers travel time and reduces the need to take time away from work or study to visit a Service Centre.

Customers pay a one-off fee and can then attempt the test multiple times if needed, without extra cost.

DKT online has text to speech functionality which makes it more accessible for customers who may need extra support during their learning journey.

As at 30 June 2024:

- 327 pilot participants were sent an invitation email to the pilot
- 191 customers enrolled in the DKT online course
- 139 customers passed the test
- 101 customers presented to Service NSW and received their learner driver licence.

One of the first people to obtain a learner driver licence through the new DKT online was a customer with learning difficulties. The customer had attempted the DKT in person a couple of times, however they found it challenging to concentrate in the Service Centre environment.

The customer completed DKT online on Day 1 of the pilot and passed. They attended their local Service Centre the next day to complete their application and were issued a learner driver licence. There were no issues at the Service Centre, and it was a very easy and smooth process for the customer.

A neurodiverse customer experienced issues with completing the Driver Knowledge Test in a Service Centre. The customer passed the DKT online and presented to a Service Centre to complete the learner driver licence application process.

Due to the success of the pilot, the DKT online is available to all NSW residents from July 2024.



Image 4: Celebrating a successful online DKT

Cyber Security Operations

The safety and security of our customers remains central to our mission. Building upon several years of success expanding our cyber security capabilities, this year Service NSW focused on enhancing our security posture even further.

Operating within an environment that saw numerous security incidents in Australia and around the world, our commitment to safeguarding the sensitive information of our customers, and maintaining their trust, has never been stronger.

We have made substantial progress in uplifting the cyber security maturity of our people, empowering them to better understand and manage cyber threats, thereby reinforcing our overall security posture. We have also made improvements to our ability to detect and monitor potential security incidents, should they occur.

A notable achievement was the introduction of Security Partners, dedicated technical professionals within Service NSW who bridge the gap between Cyber Security and the wider organisation, especially our digital development teams. This has markedly improved how Service NSW embeds important cyber security practices into our digital products, right from their inception. We have enhanced the strength and resilience of the services we offer customers, as well as our organisation's overall capability, by embedding security more deeply into our business processes.

Service NSW will continue to advance its cyber security capabilities, ensuring we stay ahead of emerging threats and uphold the highest standards of protection for our customers.



Risk, Strategy and Customer Support

The Risk, Strategy and Customer Support structure covers Service NSW's strategy, performance, risk, fraud privacy, data governance, procurement, ministerial and parliamentary and safety functions along with social impact, employment programs and employee engagement, outbound payments compliance and fraud management.

Some of the highlights and achievements for the past year include:

Strategy and Performance

This year the performance team delivered a program to uplift our capability in customer resolution.

The program created a new function that supports best practice complaints handling through the development of a quality control framework, providing greater insights and transparency into customer complaint trends and strengthening our accountability through a structured mechanism to resolve systemic issues driving customer complaints. An example of these issues is below:

Service NSW received and managed more than 30 complaints from customers after a new initiative went live that provided transparency in historical odometer data. The complaints arose from identified anomalies in recorded odometer readings for customer vehicles. In some cases, customers were unable to sell their vehicles due to these discrepancies, while others expressed dissatisfaction with the validity of vehicle history reports they had purchased for vehicles they intended to buy. Service NSW advocated on behalf of customers to find a resolution pathway for correcting errors made during odometer data entry. A collaborative effort between Service NSW and Transport for NSW resulted in the update of identified errors and the establishment of a solution for correcting any future data entry issues.

The performance team has also partnered with the DCS Data Analytics Centre to develop advanced reporting and analytics tools to enable deeper analysis of customer feedback across channels, translating into improved reporting and actionable insights. The team has developed and began implementation of aligned mechanisms for improving feedback, that includes Service NSW's first whole-of-customer framework. These changes will reduce the number of times a customer needs to interact with the Service NSW to have the needs resolved.

Through the new and robust customer advocacy program, Service NSW is now gaining a deeper understanding of customer experience and working to identify and implement improvement initiatives to remove, or reduce, unnecessary customer friction.

The team also delivered the first Data Strategy for Service NSW. The data strategy provides a high-level framework to support Service NSW's Data Governance Strategy. It also provides an actionable plan for improving the organisation's ability to meet current and future customer needs, the requirements of our partners and improved efficiencies through outlining objectives for improved data sharing, management, capability and capacity building.

Social Impact, Engagement and Employment Programs

Social Impact, Engagement and Employment Programs at Service NSW leads cultural change, fosters an environment that champions diversity, inclusion, accessibility and is continuously building and embedding cultural maturity, leading the way in NSW Government with numerous initiatives. These include:

Tailored employment programs for those who may face barriers to gaining employment. These include Aboriginal and Torres Strait Islander people, people living with a disability, women that may have been affected by domestic violence or homelessness and out of home care youth, that has further diversified our workforce. This year, the programs resulted in an increase of 67 diverse teammates across Service NSW with a retention rate of 76%.

Cultural diversity and inclusion initiatives targeting disability, Aboriginal and Torres Strait Islander, LGBTQIA+, women/gender and multicultural communities, have built our team members cultural capability, awareness and confidence and improved inclusivity and accessibility for our customers. Quiet Hour is an initiative designed to create a quieter environment for customers who prefer less noise. During this time, participating service centres reduce lighting, lower music volume, and keep mobile phones on silent. Other customers are also encouraged to keep phones on silent and speak softly. One year after implementation, Quiet Hour is today offered every week in all 116 Service Centres. Service NSW became a proud member of the worldwide Hidden Disabilities Sunflower Program. Team members in all 118 centres, including our driver testing hubs, having completed training to provide additional time, support or understanding to the estimated 25,000 customers living with hidden disability who visit our centres every week. Service NSW participated in the Sydney Gay and Lesbian Mardi Gras Parade for the first time, which showcased our commitment to diversity, inclusion and allyship with the LGBTQIA+ community.

During the year our employee engagement and charity initiatives strengthened connection, inclusivity, and belonging. We helped raise over \$30,000 for those in need and collected countless generously donated items. The Voice of Our Customer initiative focused on enhancing service for vulnerable customers, improving first contact resolution and driving test experience with 160 team members across divisions contributing to discussions that generated 35 actionable recommendations, now being prioritised for implementation. These workshops received a 98% satisfaction rating from team members. Our BRAVO employee recognition program received nearly 800 nominations, fostering a strong sense of community and boosting morale across the organisation. The team also lead the People Matter Employee Survey enterprise-wide cross functional working group supporting teams to develop actions against identified focus areas, tracking progress and outcomes for the year.



Image 5: 2023 Sydney Gay and Lesbian Mardi Gras

Risk, Strategy and Customer Support

Privacy

Service NSW led the way in data breach preparation and response by coordinating regular DCS agency forums to ensure agencies were ready to comply with the Mandatory Notification of Data Breaches Scheme, which commenced in November 2023. Service NSW took a best practice approach, establishing a robust Data Breach Policy, internal and public register, uplifting its Data Breach Response Plan, and developing procedures and templates to support compliance with the scheme. In addition to annual comprehensive privacy training, Service NSW undertook a knowledge campaign to ensure staff understood how and when to report a data breach.

Data Governance

Service NSW continued to build upon its mission to protect and value information, data and records and manages data as an asset to best serve our customers.

During the year, the data governance team developed a comprehensive Data Governance Strategy 2023-26 which complements the Service NSW Data Strategy, and they implemented the Retention and Disposal of Customer Data Policy.

Risk & Resilience

In 2023-2024 Service NSW implemented a range of initiatives to significantly enhance its risk-aware culture, including the roll out of a new risk management system to record, track and manage risks across Service NSW, formation of a risk champions network, a comprehensive risk awareness campaign and the development of an internal hub for staff on risk and compliance management.

To test and enhance our resilience, Service NSW also completed an enterprise-wide business continuity exercise which evaluated our readiness to respond to disruption risk events and to provide insights on potential improvements for the future. This exercise was shortlisted for the Business Continuity Institute's APAC Awards 2024.

Work Health and Safety

Service NSW advanced several strategies and initiatives focused on promoting and supporting a robust safety and wellbeing culture so that our staff, customers and visitors remain safe and well.

During the year, WHS Risk, undertook evidence-based targeted programs that focused on key WHS risks that included:

Undertaking an enterprise-wide Psychosocial Risk Assessment informing the development of a tactical plans to manage psychosocial risk, including performance measures, monitoring, and reporting.

Extensive review of disaster deployment divisional processes, risk exposures and compliance obligations to verify that WHS risks within the disaster deployment lifecycle are fully considered and controls are effective. This included working closely with the business to develop hazards assessment checklists, process updates, WHS manual and safe work instructions for mobile workers, and training revisions.

Collaborating with Service Delivery on an organisational security risk review, and related programs to determine how existing security practices and controls that impact safety outcomes be managed; and revision of unacceptable customer behaviour policies, procedures, training and communication plans to improve our people's awareness of physical security and uplift capabilities.

Outbound Payments

Over the past year the customer payments team has supported customers by assessing eligibility of customer applications for a range of vouchers, rebates, and grants.

Senior Energy Rebate

The NSW Seniors Energy Rebate helps eligible self-funded retirees pay their electricity bills.

The Seniors Energy Rebate is \$200 per household, per financial year and customers can apply for the rebate each financial year. Customers were able to receive up to \$500 in financial year 2023-24 if they met the eligibility criteria.

Active and Creative Kids Voucher

A program to support eligible families with school-aged children to participate in sport, recreational, creative or cultural activities with registered providers. The voucher is valued at \$50 and available twice a year, starting from February 2024. Eligible parents, guardians and carers of school-aged children can apply for the voucher.

Fertility Treatment Rebate

The Fertility Treatment Rebate is designed to help with the costs of IVF and other Assisted Reproductive Technology (ART) treatments. Women in NSW who have received an eligible fertility treatment, were able to submit a claim for the \$2,000 rebate.

Pre-IVF Fertility Testing Rebate

The Pre-IVF Fertility Testing Rebate helps eligible NSW residents cover the costs of fertility testing. Eligible customers who incurred out-of-pocket costs for eligible fertility tests could apply for a one-time \$500 rebate.

Policy Team

Throughout the year the policy team has made several initiatives and policy improvements for the administration of grants, rebates and vouchers, including:

Development of an internal review process designed to provide customers with the opportunity to have their application for financial support independently reviewed by the Service NSW disputes team, which is separate to the team making the original eligibility decision.

Implementation of policy changes to meet the updated compliance requirements of the NSW Grants Administration Guide (GAG). This involved creating a clear process for defining GAG compliance responsibilities between Service NSW as the delivery agency, and partner agencies as policy owners of various outbound payment products.

A comprehensive compliance framework for grants and vouchers has been established including the requirements for disclosing and publishing information on grants, rebates, and vouchers have been formalised.

Disaster Preparation and Recovery

Recovery Centres and Recovery Assistance Points

Service NSW is a trusted and recognisable face in disaster recovery, providing timely and trauma-informed customer care to disaster affected communities. We connect them with essential recovery support services across government, private sector organisations and non-government organisations.

During financial year 2023-24 Service NSW deployed staff to 136 recovery assistance points across 30 locations to assist 1874 individual customers and 183 business customers affected by these events. While Service NSW has focused on recovery from natural disasters, we have also supported people returning to Australia from Israel following the unrest in the region, and businesses and employees affected by the Bondi Junction Westfield attack.

April 2024 Weather Event

Heavy and locally intense rainfall and flooding associated with a coastal trough and low-pressure system affected eastern parts of NSW resulting in riverine and flash flooding which impacted communities across the east of the State, in particular the Sydney Basin and Illawarra region.

Between 10 April and 1 May 2024, Service NSW specialist teams assisted 1024 customers (917 individuals and 107 businesses) with face-to-face disaster recovery support at seven Disaster Recovery Centres and recovery assistance points across the Hawkesbury, Picton and Illawarra/Shoalhaven areas, and took more than 7815 phone calls through the Contact Centre.

Partnering with the NSW Reconstruction Authority

In partnership with the NSW Reconstruction Authority, Service NSW transitioned email and phone customer support to the Service NSW Contact Centre for the *Northern Rivers Resilient Homes Program*. Service NSW also provided supplementary support for low complexity (Level 1) customer enquiries relating to the *Resilient Lands Program* delivered by the Contact Centre team. Service NSW provided ongoing operational support and planning to the Resilient Homes Program Lismore Shopfront, and during March and April delivered daily face-to-face customer care from the Shopfront.

Tell Your Story Once (TYSO)

The Disaster Impact Form used in Disaster Recovery Centres enables customers to register their personal details, how they have been impacted by an event and the support they require. The Disaster Impact Form was launched for individuals in September 2022 and was expanded to include business customers in November 2023.

In that same month Service NSW introduced a Customer Care Plan support tool that provides the ability to tailor and track referrals and connect customers with services specific to their recovery needs. Tailored care plans are available for both individuals and businesses impacted by a disaster and enable team members supporting a customer to view previous information about disaster impact, referrals and support, to eliminate the customer having to repeat their story.

Business owners who have been impacted by a disaster can now register and be automatically referred to the Service NSW Business Bureau for support. A total of 6989 customer registrations have been received since inception of the Disaster Impact Form.

During financial year 2023-24 the Disaster Impact Form enabled Service NSW to collect details from 3660 customers (including 311 business owners) from regions across the State.

This enabled Customer Care Plans to be created for NSW residents impacted by storm and flood events in April 2024. From November 2023 to June 2024 a total of 3311 individuals and 247 businesses have received care plan support.

Service NSW developed the secure platform *Tell Your Story Once* (TYSO) partner portal to enable other disaster recovery support providers to access information provided by customers in their Disaster Impact Form at a Recovery Centre, Service Centre or over the phone.

In December 2023, the NSW Reconstruction Authority and the Department of Communities and Justice partnered with Service NSW to pilot the TYSO partner portal, providing these agencies access to customer information to expedite delivery of disaster assistance services and support. TYSO contributes to our Towards 2030 priorities by making it easier for customers to access services and support, to minimise the trauma of repeating their story.

Financial Assistance Programs

Service NSW administers the flood grants including various small business grants, on behalf of NSW Treasury, the NSW Reconstruction Authority and the Department of Regional NSW.

As a result of the flooding events in the Northern Rivers Region in 2022, a range of demand-driven recovery grants was offered to regional residents and businesses. Service NSW delivered those grants on behalf of the NSW Reconstruction Authority and the Department of Regional NSW, including supporting applications, conducting assessment and compliance activities, and facilitating payment.

These grants included Back Home, Rental Support, Small Business and Medium Business Grants, Council Rates Relief and Commercial Tenancy Supports. Application deadlines were extended for Back Home and Small Business Grants to ensure equity of access, prior to these grants closing at the end of March 2024. Service NSW provided additional support in the Northern Rivers and Central West to assist applicants experiencing extenuating circumstances.

Detailed below are the statistics for each of the grant programs administered by Service NSW. Disaster declarations are issued by NSW Government for nominated Local Government Areas (LGAs) and incorporate an Australian Government Reference Number (AGRN) which has been included for reference purposes.

Disaster Preparation and Recovery

Small Business Grant \$50K (NSW Reconstruction Authority)

This assistance was intended to support small businesses, including not-for-profit organisations, that were directly impacted by the storm and flood disaster events commencing:

- 22 February 2022 for LGAs declared in AGRN 1012
- 27 June 2022 for LGAs declared in AGRN 1025
- 4 August 2022 (AGRN 1030) for LGAs within defined disaster areas as agreed between the Commonwealth and States
- 14 September 2022 (AGRN 1034) for LGAs within defined disaster areas as agreed between the Commonwealth and States.

The grant can help pay for the costs of cleaning up and resuming a small business or not-for-profit organisation's operations.

This program was active from 25 November 2022 and closed on 15 December 2023. Late applications for extenuating circumstances closed on 28 March 2024.

Table 3: Small Business Grant (\$50K) payments

All small business \$50K grants for financial year 2023-24	
Total number of applications	1355
Total money requested	\$31,294,484
Total number of applications paid	1274
Total amount paid	\$29,090,894

Back Home Grant (NSW Reconstruction Authority)

This program provided financial support to owners and tenants of properties in eligible LGAs, who are not covered by insurance and were most impacted by the severe weather and flooding from:

- 22 February 2022 (AGRN 1012)
- 27 June 2022 (AGRN 1025)
- 4 August 2022 (AGRN 1030)
- 14 September 2022 (AGRN 1034)

The Back Home Payments were intended as one-off payments for eligible applicants to help pay the costs of restoring housing to a habitable condition and/or facilitating urgent household repairs and/or replacing essential household items that were damaged as a direct result of the declared disasters. Applications closed 15 December 2023.

Table 4: Back Home Grant payments

All Back Home Grant Totals for financial year 2023-24	
Total number of applications	920
Total money requested	\$11,240,000
Total number of applications paid	380
Total amount paid	\$7,414,600

Flood Recovery Rental Support Program (NSW Reconstruction Authority)

The Rental Support Payment assisted eligible households with costs for short-term accommodation, where the residential property they occupied as their principal place of residence was considered non-habitable due to being directly impacted by a declared disaster.

The payment was available for people not covered by insurance for temporary accommodation, or their temporary accommodation insurance was insufficient to cover the entirety of their stay.

Applications for this program closed on 15 December 2023. Claims with extenuating circumstances were accepted until 28 March 2024.

Table 5: Flood Recovery Rental Support Program payments

All rental support totals for financial year 2023-24	
Total number of applications	12
Total amount requested in 2023-24	\$18,200
Total number of applications paid (including applications from previous years)	31
Total amount paid (including claims from previous years)	\$258,400

Disaster Preparation and Recovery

Medium Business Support Grant storm flood damage up to \$200K (southern and central west NSW – Department of Regional NSW)

This disaster recovery grant provided up to \$200,000 for eligible medium-sized businesses and not-for-profit organisations that experienced direct damage as a result of storms and floods commencing 4 August 2022 or 14 September 2022 onwards, to assist with clean-up and reinstatement of operations. Applications closed 29 March 2024 with late claims from existing approved applicants allowed until 30 June 2024.

Table 6: Medium Business Support Grant payments (storm flood damage up to \$200K)

Medium Business Support Grant (southern and central west NSW) totals for financial year 2023-24	
Total number of applications	44 registrations with 25 claims
Total number of claims paid	24
Total amount paid	\$647,943

Northern Rivers Medium Size Business Grant up to \$200K (Department of Regional NSW)

This grant was intended for owners of eligible medium size businesses to help pay for costs of clean-up and reinstatement of their business where they suffered direct damage because of the declared disaster.

The grant was designed to support the retention of employees providing up to \$200,000 inclusive of GST. Applications closed on 30 June 2023 with late claims allowed until 28 March 2024 from existing applicants with extenuating circumstances.

Table 7: Northern Rivers Medium Size Business Grant payments (up to \$200K)

Northern Rivers Medium Size Business Grant up to \$200K (Regional NSW) totals for financial year 2023-24.	
Total number of applications	25 business applications with 64 claims
Total number of claims paid	62
Total amount paid	\$3,043,000

Commercial Property Return to Business Support Grant (Department of Regional NSW)

Impacted commercial property owners could claim up to \$50,000 per commercial premises.

The payment was available to eligible commercial property owners who were impacted by the storms and flood disaster events in the Northern Rivers in February and March 2022, to help pay costs associated with re-establishment, clean-up and reinstatement of commercial properties to enable tenants and occupants to return to their businesses.

The maximum grant claimable by an applicant was \$50,000 however eligible applicants could apply for up to \$25,000 based on quotes or estimates for eligible costs without evidence of payment at the point of application.

Applications closed on 30 June 2023, with late claims from existing applicants allowed until 28 March 2024.

Table 8: Northern Rivers Commercial Property Grant (\$50K) payments

Northern Rivers Commercial Property Grant (\$50K) for financial year 2023-24	
Total number of applications	132
Total applications paid (including applications from previous year)	321
Total amount paid	\$10,790,367
Customer satisfaction rate	88.9%

Northern Rivers Rates Relief Program (NSW Reconstruction Authority)

The 2022 floods had a catastrophic impact on residential, farming and commercial premises, particularly in the Northern Rivers.

The Rate Relief for Properties Impacted by 2022 Floods Program provided 12 months relief from Local Council Rates for financial year 2022-23. This was available to owners of eligible properties that were directly impacted by the 2022 flood events in the Local Government Areas of Ballina Shire, Byron Shire, Clarence Valley Council, Kyogle Council, City of Lismore, Richmond Valley Council and Tweed Shire.

Service NSW made payments for eligible properties directly to the relevant council.

Table 9: Northern Rivers Rates Relief payments

Northern Rivers Commercial Property Grant (\$50K) for financial year 2023-24	
Total number of applications for Rate Relief submitted in financial year 2022-23 and paid in financial year 2023-24	198
Total amount paid	\$395,391

Delivering with our Partners

The Partnerships, Projects and Insights team partners with 117 agencies to manage the delivery of approximately 1300 services to customers across NSW. We assisted with the delivery of 74 projects in financial year 2023-24, including *Working with Children Check* online renewal using face verification, a new *Active and Creative Kids* voucher program, digitisation of some vocational licences and the online *Driver Knowledge Test*.

In partnership with the Department of Climate Change, Energy, the Environment and Water, Service NSW continued to deliver the *Seniors Energy Rebate* combined with *National Energy Bill Relief* supporting 54,623 customers with \$32 million in payments. The *Seniors Energy Rebate* helps eligible self-funded retirees pay their electricity bills and is increasing from \$200 to \$250 in the financial year 2024-25.

Service NSW collaborated with the Office of the Children's Guardian (OCG) and Transport for NSW (TfNSW) on the phased rollout of the *Working with Children Check* online renewal. Since the soft launch in November 2023, this initiative has seen user adoption of more than 20,000 NSW citizens. Statewide launch of this digital pathway took place on 8 December 2023.

Service NSW worked closely with NSW St John Ambulance to trial and deliver the inaugural verifiable credential, the *First Aid Certificate*. The successful trial provided up to 80 St John Ambulance employees and volunteers with the opportunity to integrate their First Aid Certificate into the Service NSW digital wallet.

Additionally, the trial supported eligible participants to test a new sharing and verification feature. The in-person phase of the trial allowed participants to efficiently share and experience a more convenient way to confirm their verifiable credential details securely. The average duration for this process was just 50.94 seconds.

The successful execution of this trial has instilled greater confidence in the seamless sharing and verification of verifiable credentials as part of the NSW Digital Wallet experience for customers. Although conducted as a trial, the verification component yielded invaluable insights across various domains, shaping the future state sharing and verification customer journey. These insights are pivotal in refining verifiable credential capabilities for further iterations and enhancing credential offerings in a secure way for the benefit of NSW residents.

Service NSW continues to partner with Transport for NSW and in financial year 2023-24 delivered the *Toll Relief* program which aims to reduce the cost-of-living by providing rebates that can be distributed quarterly through Service NSW from April 2024. The most recent toll relief offering (\$60 Weekly Cap) means from 1 January 2024 eligible motorists who spend between \$60 and \$400 per week on tolls (with E-Toll or Linkt toll providers) can claim a rebate of up to \$340 a week for each tag and licence plate number.

The scheme, which is expected to be used by 720,000 motorists, is designed to provide targeted relief where it is needed most such as in Western Sydney where there are fewer public transport options. Since launching on 9 April 2024 93,000 claims have been made and more than \$19 million paid to motorists. The previous *Toll Relief 40%* rebate scheme, which was still active in financial year 2023-24 had 608,000 claims with more than \$213 million paid in rebates.



Image 6: Toll relief for NSW motorists

Making Digitised Licences, Permits and Registrations Easier

Service NSW continues to partner with Digital NSW to make it easier for customers and businesses to apply for, register and renew licences. Licences, permits and registration applications digitised during financial year 2023–24 include:

- Commercial Agent – apply for a commercial agent licence (corporation or individual/sole trader)
- Commercial Agent – apply for a commercial agent licence under mutual recognition
- Commercial Agent – change details on a commercial agent licence (corporation or individual/sole trader)
- Commercial Agent – renew or restore a commercial agent licence (corporation or individual/sole trader)
- Conveyancer – apply for mutual recognition of an interstate or New Zealand licence
- Conveyancer – renew or restore a licence (corporation or individual/sole trader)
- Design Building Practitioner – renew a building practitioner registration
- Design Building Practitioner – renew a design or building practitioner registration for a body corporate
- Design Building Practitioner – renew a professional engineer registration
- Fishing Licence – apply for a short-term or long-term fishing licence
- Fishing Licence – apply for a replacement fishing licence
- High Risk Work Licence – renew a high risk work licence
- Home Building – apply for a tradesperson certificate
- Plant Item and Design – apply to register a plant design
- Plant Item and Design – apply to register a plant item
- Plant Item – apply to renew the registration of a plant item
- Real Estate and Property – apply for a certificate of registration
- Real Estate and Property – add or remove a category to a property certificate of registration
- Security Licence – apply for a security operative licence
- Security Licence – renew a security operative licence
- Security Licence – replace a security operative licence
- Security Licence – change details on a security operative licence
- Security Licence – add or remove sub class on a security operative licence



Delivering with our Partners

World-class experience

Strengthening bilateral ties with countries around the world, Service NSW has been asked to host multiple overseas delegations to showcase our world-class customer experience journey. These events are an important part of our partnership role, supporting Government strategy.

Henan Province

The People's Government of Henan Province, China visited Service NSW on Monday 18 December 2023, to learn how Service NSW provides a one-stop shop for NSW customers. The visit included a presentation about Service NSW and a tour of Haymarket Service Centre. This was attended by five officials from The People's Government of Henan Province.

Tokyo Metropolitan Government

As part of the 40th anniversary of the NSW-TMG Sister State Relationship, Her Excellency, Ms. Yuriko Koike, Governor of the Tokyo Metropolitan Government (TMG) attended the Haymarket Service Centre on Monday 5 February 2024. She was shown what Service NSW does for customers, and provided details of where we started, through to how we have grown and the increased support we deliver to customers. This includes digital services, customer care, outreach, business assistance and disaster response initiatives. The Governor was very impressed with our focus on customers and was particularly interested in the ability for customers to self-serve in the centre, and the customer feedback machines which allow real time feedback.

Indonesian delegation visit

Indonesia's Ministry of Investment was hosted by the Department of Enterprise, Investment & Trade on Thursday 6 June 2024, where they also met representatives from Service NSW Business Bureau. The Indonesian team listened to how we operate, to help inform their own approach for supporting businesses in Indonesia and the support available for Indonesian businesses that may wish to establish in NSW. There was discussion around the Service NSW strategy, our delivery model and the personalised services we offer. There was also a focus on the ways in which our front door approach makes it easier for businesses to navigate Federal, State and Local Government. This was a great opportunity to showcase our work globally and encouraging to see other nations using the Service NSW Business Bureau as a benchmark for their own business practices.

In October 2023, the NSW Government launched the Service NSW Business Bureau, building on the support Service NSW previously provided to NSW business customers.

The Service NSW Business Bureau provides businesses with access to government information, services and support in one place. This includes:

- ongoing support to understand and use government services
- access to tailored advice from independent business advisors
- support to explore growth opportunities including exporting and selling to government
- digital tools to manage business transactions and connect with NSW Government business services on the go.

Service NSW Business Bureau

How the Service NSW Business Bureau has supported businesses

Since the launch of the Service NSW Business Bureau in October 2023:

- 126,170 new customers have been supported via proactive outreach
- 8800 businesses have received support to understand and use government services
- 6000 businesses have received tailored business advice on topics such as business planning, cash flow and marketing
- 2310 businesses have been referred to specialised support from other agencies, such as Investment NSW for assistance with selling goods and services overseas
- 19,350 customers have received support for programs such as the Active and Creative Kids voucher program, SafeWork rebate, and the NSW Reconstruction Authority disaster relief programs.

Partnering with local councils and NSW Government agencies

Throughout the year, the Service NSW Business Bureau has worked closely with local councils and NSW Government agencies to provide targeted rapid-response support to small businesses, including:

- providing intensive case management to 11 small businesses impacted by the Rockdale sinkhole
- supporting small businesses in the Bondi Junction area in conjunction with iCare and SafeWork with information, claims and accessing mental health resource support in response to the Westfield shopping centre security incident.
- for meat retailers impacted by the closure of a major meat renderer in Riverstone, which impacted more than 1000 retail outlets
- liaising with small businesses in northern NSW to ensure awareness and compliance with emergency procedures to combat fire and infestation
- providing customer care support to 65 small businesses, 58 primary producers and 106 individuals impacted by flood and storm events in Western Sydney and the Blue Mountains.

Service NSW Business Bureau

A new relationship between the NSW Government and our small business community

The Service NSW Business Bureau is also responsible for implementing the NSW Charter for Small Business, which was released in February 2024. The Charter establishes the framework for how the NSW Government will consult and engage with NSW small businesses on policies, programs and initiatives that impact them.

Progress under the Charter includes:

- increasing the threshold to \$250,000 for goods and services that small and medium-sized enterprises can sell to government by obtaining only one quote, and requiring insurance only when a contract is awarded
- smoother, quicker referrals between the Service NSW Business Bureau and Investment NSW to support small businesses with export opportunities
- making it easier for small businesses to apply for a takeaway liquor licence by digitising the process
- supporting motor vehicle repairers to stay compliant, identify opportunities to improve and avoid fines by using a new online self-check tool.

Supporting businesses with outreach and technology

Other notable achievements of the Service NSW Business Bureau during financial year 2023-24 include:

- successful engagement with new business customers during Small Business Month in October 2023, with more than 245 appointments in Service NSW centres across the State, in addition to Service NSW Business Bureau staff attendance at 160 Small Business Month events
- strengthened relationships with multicultural business communities by supporting business initiatives including Afghan Women on the Move, Afghan Association of Hunter, Assyrian Australian Association, Ethnic Communities Council of NSW, Arab Council Australia, Asian Women at Work, Australian Chinese Scholars Association, Uniting Circle Multicultural Community Services, Western Sydney Migrant Resource Centre, SydWest Multicultural Services and African Cultural Resource Centre
- working with educational providers, business chambers, local councils and employment providers to support refugees and migrants with business experience and skills, and guidance on how to start up their own business in NSW
- the launch of the Service NSW Business Bureau mobile app in October 2023 to make it easier for businesses to access government support and manage transactions while they're on the go. Businesses can use the app to book sessions with independent advisors, sign up to events to help their business, and track and save business, staff and contractor licences.

Paws and Think Dog Training

When the owner of Paws and Think Dog Training met with a Service NSW Business Concierge during Small Business Month, the business was experiencing a downturn. The owner needed guidance to grow their business, hire and retain staff, and expand their service offering.

The Business Concierge listened to the challenges the owner was facing and introduced them to an experienced Service NSW Business Connect advisor.

To help the business grow, the advisor worked with the business owner on a marketing plan which included developing posters and flyers to attract new customers. They also helped create a recruitment strategy and incentive program to hire new staff and aid retention. Additionally, the business expanded its service offering with a new program for older dogs.

Paws and Think Dog Training is now in a position to investigate securing a physical storefront for the business to continue to grow.



Image 7: Michelle from Paws and Think Dog Training

Learnopolis

Learnopolis is a small business in Sydney's Inner West that designs eLearning experiences to help businesses train, upskill and empower staff. The owner was looking for ways to expand, and reached out to the Service NSW Business Bureau for help.

A Service NSW Business Bureau Concierge took the time to understand the business and its challenges and began identifying opportunities for growth. This included providing guidance to the business owner on how to apply for opportunities to become a supplier to NSW Government.

The Business Concierge also connected the business owner to an experienced Service NSW Business Connect advisor. The advisor provided tailored advice on writing grant applications, business development, pricing and more.

As a result of the support from the Service NSW Business Bureau team, Learnopolis won a government contract to develop an eLearning module for disaster recovery and vicarious trauma training.



Image 8: Jen from Learnopolis

Leading community engagement

Customer Care is a key focus for Service NSW. In addition to help offered to customers by teams at our Service Centres, Contact Centres, Mobile Service Centres and through the Kangaroo Bus, Service NSW supports customers through community engagement at expos, small group meetings, community presentations and local festivals.

Audiences include people with a disability, Aboriginal and Torres Strait Islander groups, the elderly, refugees and migrants, seniors, youth, families and vulnerable groups.

During financial year 2023-24 Service NSW attended 2649 separate community engagement events. The teams assist customers with cost-of-living measures and Savings Finder, Youth Linker engagement, Cultural Program engagement, support to address homelessness and promotion of voucher programs including Active Kids and Creative Kids.

Support for charities

Now in its fourth year, the Service NSW Charity Calendar continues to demonstrate our commitment to making a significant impact on the lives of vulnerable people throughout NSW. This initiative also fosters team morale, bringing colleagues together for common causes.

Recognising the stress of rising costs of living, we focused on non-monetary giving. Service NSW team members donated thousands of clothing items to *Pass it on Clothing*, supporting the homeless and to *Dress for Success*, which empowers women to achieve economic independence by providing professional attire, accessories and career support.

Additionally, Service NSW team members boosted blood and plasma donations to *Lifeblood* (Red Cross) by promoting this through social media posts and arranging group visits to local Lifeblood Donor Centres.

Another worthy cause supported by Service NSW is *Dandelion* which assists disadvantaged families by donating items for their babies and children.

Our collective efforts raised more than \$40,000 for various charities including *STEPtember* which supports those with cerebral palsy to live their best lives, and the Cancer Council through the *Biggest Morning Tea* which funds cancer research, prevention, and support services.

Our cross-channel advisory committee continues to find effective ways to reach those in need, with many team members actively donating their time and services to making a positive impact both within and beyond our organisation.

Aboriginal Artwork

Service NSW continued *The Aboriginal Artwork initiative* this year with another five Service Centres working with their Local Aboriginal Land Council and community to purchase and showcase Aboriginal artwork. The initiative aims to encourage connection with Aboriginal culture, promote the deep connection Aboriginal culture has with the local lands, strengthen engagement and acknowledgement of Aboriginal and Torres Strait Islander peoples, make local centres more welcoming and provide an inclusive environment for all people.

Amy Kilby, a talented Wiradjuri artist, hopes her digital Aboriginal artwork *Corroboree*, which is displayed in the Griffith Service Centre, will become a conversation starter about Aboriginal culture.

Corroboree is a bright burst of colours and represents the sacred time of celebration for Aboriginal people, signifying the connection to the earth and spirits through the unity and harmony of Aboriginal people as they come together with song, dance, joy and sometimes sorrow.

Griffith is one of eight Service Centres to engage with their local Aboriginal community including Elders and community organisations to display a local Aboriginal artist's work. This follows a successful pilot program at Kempsey and Moree Service Centres in 2022.



Image 9: Aboriginal artwork "Corroboree" by Amy Kilby at Griffith Service Centre

Our People Matter

People Matter Employee Survey (PMES)

At Service NSW, we are dedicated to creating a positive experience for our people and fostering a values-driven team culture that prioritises diversity and flexibility. In the 2023 People Matter Employee Survey, we achieved a 90% response rate (+2% compared with 2022).

We maintained strong engagement with a score of 74% and commitment to our organisational values, which is clearly supported by our people, with 89% of survey respondents endorsing our commitment to ethical values and behaviours.

Over the past 12 months, providing various flexible working options continued to be a significant focus and we are pleased to see that 78% of survey respondents remain satisfied with their access to utilise flexible work arrangements. This is a 4% increase from 2022.

Service NSW remains committed to ensuring an inclusive environment where everyone feels valued, accepted and supported. This is reflected in the 89% of survey respondents who feel their teammates treat each other with respect, a strong and consistent score from 2022.

PMES Working Group

A cross-functional People Matter Employee Survey (PMES) working group was established this year comprising representatives from each business unit, diligently tracking actions aligned with PMES focus areas.

This year, we have delivered 88 actions with key focus areas including Leadership Development, Learning and Development, Wellbeing, Digital Capability and Recognition.

The monthly working group sessions help to assess and refine our practices. Thanks to this feedback, we have made significant improvements in recruitment and onboarding, learning and development, wellbeing, communication, flexibility and change.

TAFE learning opportunities

Demonstrating our commitment to employee development, Service NSW continues to collaborate with TAFE NSW to enable selected team members to earn a Certificate IV in Government or Certificate IV in Project Management Practice. This initiative was launched in 2020 and has resulted in approximately 10% of the Service NSW workforce completing an accredited certification. The partnership continues to foster staff engagement, improve leadership capabilities and mobility opportunities, and create a positive work environment while also contributing to the DCS Care and Belonging Strategy (2020-2025).

The program requires participants to attend a series of short virtual class sessions, coupled with self-paced learning. Once completed, participants obtain a nationally recognised and accredited qualification to support career progression.

During financial year 2023-24, more than 150 participants enrolled across the two courses. The program continues to deliver a quality experience to employees, with 68% of participants due to complete the program in August 2024. The initiative endeavours to reach those from diverse cohorts. The current program has extended opportunities to those living with a disability, members of our indigenous community and those who are a Refugee or Asylum Seeker, which in total make up approximately 8% of participants.



Bravo Awards

The monthly BRAVO Awards, celebrating those “Being Recognised as a Valuable Organisation Member”, highlight exceptional contributions within our organisation. Each month, a winner and two runners-up are announced in each of the four categories:

1. DNA All Star
2. Make It Happen
3. Voice of the Customer
4. People Leader

This year, we received nearly 650 nominations, showcasing the dedication and outstanding efforts of our team members in serving our customers and stakeholders.

Service NSW Awards

Since 2013, the yearly Service NSW Awards event is a culmination of the BRAVO Award finalists and additional outstanding nominees submitted by our Executive Leadership Team.

Last November the Service NSW Awards took place at Parliament House, attended by Ministers Jihad Dib and Stephen Kamper, along with 240 guests. The event celebrated the remarkable contributions of the award winners, whose efforts have delivered exceptional customer service throughout the year.

Award categories celebrated in November 2023 were:

- CEO Outstanding Contribution
- Customer Service All Star
- Quiet Achiever
- Digital Innovation & Delivery (Individual and Team)
- Fostering Collaboration
- Fostering Engagement
- DNA All Star (Frontline, Support Office, and Team)
- Make It Happen (Frontline, Support Office, and Team)
- Voice of the Customer (Frontline, Support Office, and Team)
- People Leader (Frontline, Support Office)
- Circle of Service

Customer Response

Service Delivery

Service NSW has several options for customers to provide feedback or make a complaint. This includes in person at a Service Centre, via phone to our Contact Centre, via the website or email, or anonymously by providing a satisfaction rating using the digital feedback machine when exiting a Service Centre.

During financial year 2023-24 we assisted more than 12.5 million customers through our Service Centres, Contact Centres, Mobile Service Centres and online via the website.

More than 3.5 million customers provided feedback about their experience in 2023-24 which is an increase of 54% from the 2.27 million in financial year 2022-23. The average customer satisfaction score of 96.1% is slightly less than 96.9% achieved in 2022-23. This feedback provides valuable information to guide Service NSW when considering changes to better support our customers.

In financial year 2023-24 Service NSW received:

- 5804 customer complaints about services delivered through Service Centres, Contact Centres, Mobile Service Centres and online transactions compared with 6634 the previous year (a reduction of 12.5%)
- 5764 customer complaints about services delivered through our Middle Office network compared with 8924 the previous year (a reduction of 35.4%)
- 155 referrals from the NSW Ombudsman compared with 220 the previous year (a reduction of 30%), and
- 2225 complaints relating to partner agencies which were referred to the relevant parties to be addressed.

Of the total 11,568 customer complaints received (excluding complaints relating to partner agencies) 11,626 matters were closed including complaints outstanding from financial year 2022-23. A total of 503 complaints from 2023-24 are being progressed to closure.

The main customer concerns in financial year 2023-24 were:

- Service Centres – transaction errors, unclear/incorrect information and customer service (attitude)
- Driver Licence – testing and courses, policy disputes, proof of identify requirements and demerit points
- Vehicle Registration – renewal issues, transfer of registration and policy disputes
- Driver Testing – customer service experience, policy disputes and unclear/incorrect information.

The customer resolution team continues to work with partner agencies and with Service NSW teams to resolve customer issues promptly, and to monitor themes and trends to proactively support continuous improvement. The success of this approach is evident by the 26% reduction in customer complaints from 15,558 received in financial year 2022-23 to 11,568 in 2023-24 when including Service Centres, Contact Centres, Mobile Service Centres, online and Middle Offices.



Service NSW Business Bureau

During the 2023-24 financial year the Service NSW Business Bureau customer resolution team received 760 complaints, a 77% decrease on the 3338 complaints received in 2022-23.

The team resolved 954 complaints (including open complaints from the previous financial year) and had 17 active complaints as at 1 July 2024.

The Service NSW Business Bureau responded to 119 items of Ministerial correspondence, addressed 40 referrals from the Ombudsman and answered eight inquiries that came from the Ombudsman's office.

The main customer concerns in financial year 2023-24 were:

- grant and rebate program terms and conditions
- disputing audit outcomes
- disputing internal review
- disputing assessment outcomes.

The four products or services generating most customer concerns were:

- Jobsaver payment
- Microbusiness support grant
- 2022 storm and flood disaster recovery small business grant
- July 2022 small business flood grant.

4

Management and accountability



Workforce Profile

Senior Executive

Table 10. Senior executive profile

Senior Executive Band	Total 2023-24 ¹	Total 2022-23 ¹	Total 2021-22 ¹
4	-	-	-
3	1	1	1
2	5	7	6
1	30	30	30
Total	36	38	37

1. Statistics are based on Workforce Profile census date 20 June 2024, 22 June 2023 and 23 June 2022.

Female senior executive roles

At 20 June 2024, 21 (58%) of the senior executive roles at Service NSW were held by female employees. This has decreased by 5 percentage points compared to last year.

Table 11. Female senior executive profile

Senior Executive Band	Total 2023-24 ¹	Total 2022-23 ¹	Total 2021-22 ¹	Total 2020-21 ¹
4	-	-	-	-
3	-	-	-	-
2	4	7	6	5
1	17	17	18	13
Total	21	24	24	18

1. Statistics are based on Workforce Profile census date 20 June 2024, 22 June 2023 and 23 June 2022.

Number of Executive Officers and remuneration

Table 12. Number of Executive officers and remuneration

Band	Female	Male	Remuneration range (at 20 June 2024)	Average Remuneration
4	-	-	\$509,251 - \$588,250	-
3	-	1	\$361,301 - \$509,250	\$500,000
2	4	1	\$287,201 - \$361,300	\$325,213
1	17	13	\$201,350 - \$287,200	\$255,995
Total	21	15	-	-

Workforce profile by employment category

At 20 June 2024, 21 of the senior executive roles at Service NSW were held by female employees. This is down from 24 at 22 June 2023.

Table 13. Workforce profile by employment category

Staff category		Permanent full time	Permanent part time	Temporary full time	Temporary part time	SES full time	SES part time	Casual	Total
Female	2023-24 ¹	2,218	719	204	45	21	0	28	3,235
	2022-23 ¹	2,371	686	291	82	24	0	28	3,482
	2021-22 ¹	2,010	800	499	104	23	1	6	3,443
Male	2023-24 ¹	1,341	112	138	27	15	0	14	1,647
	2022-23 ¹	1,398	125	174	16	14	0	12	1,739
	2021-22 ¹	1,210	139	271	37	13	0	5	1,675
Indeterminate/ Intersex/ Unspecified ²	2023-24 ¹	20	7	1	0	0	0	1	29
	2022-23 ¹	20	9	3	0	0	0	0	32
	2021-22 ¹	2	1	2	0	0	0	1	6
Total	2023-24 ¹	3,579	838	343	72	36	0	43	4,911
	2022-23 ¹	3,789	820	468	98	38	0	40	5,253
	2021-22 ¹	3,222	940	772	141	36	1	12	5,124

1. Statistics are based on Workforce Profile census date 20 June 2024, 22 June 2023 and 23 June 2022.

2. 'Indeterminate/Intersex/Unspecified Gender' incorporates unknown, withdrawn, and indeterminate/intersex values.

Payments to consultants

Table 14. Consultancies of value equal to or greater than \$50,000

Name of consultant	The title/nature of consultancy	Cost (AUD)
Boston Consulting Group Pty Ltd	Service NSW value and efficiency review	\$350,000
NTT	Develop security technology strategy to address key technology gaps identified as a result from the initial Enterprise Security Reference Architecture (ESRA) gap assessment	\$199,907
Grosvenor Performance Group Pty Ltd	Deliver Evaluation Report on the SharePoint Information and File Transfer (SHIFT) program	\$74,950
Accenture Australia Pty Ltd	Evaluation of COVID Stimulus	\$55,992

Consultancies of a value less \$50,000

There were 5 individual consultancies with a value of less than \$50,000. They were for management services and totalled \$159,990, out of which \$32,990 was capitalised.

Note: Engagements that occurred in FY22-23 have also been included in the table above as they were not disclosed in the FY22-23 annual report.
Note: This is unaudited financial information.

Overseas travel

Overseas visits undertaken by Service NSW officers and employees during 2023-24 including the main purpose for travel:

Table 15: Details of overseas travel

Date	Officer	Destination	Purpose
November 2023	Director – Business Customer Service	New Zealand	In person session for work-based project for the Australia and New Zealand School of Government. (ANZSOG)
November 2023	Director – Operations	New Zealand	In person session for work-based project for the Australia and New Zealand School of Government. (ANZSOG)

Personnel policies and practices

Positive and Productive Workplace Policy

Service NSW has a Positive and Productive Workplace policy to assist employees in managing conflicts and grievances in the workplace. The policy focuses on maintaining a harmonious workplace by addressing conflicts as quickly and as close to the source as possible. This is done by utilising three separate pathways from informal through to formal processes including:

- Pathway 1 – Direct Resolution at a local level
- Pathway 2 – Facilitated Resolution and
- Pathway 3 – External Resolution.

In March 2024 Service NSW adopted the Department of Customer Service Prevention of Sexual Harassment in the Workplace Policy. This policy is part of a wider directive from the Public Service Commissioner requiring all government agencies to have a sexual harassment policy in place by 1 March 2024. The policy plays a key role in enabling an inclusive culture and assists all employees understand what behaviours are expected of them. The policy defines sexual harassment, how to prevent it and how to respond to, it by providing a robust framework and outlining clear roles and responsibilities.

Industrial relations policies and practices

Managing for Improvement Framework

Service NSW aims to ensure that all managers and employees are equipped with the appropriate support and resources to enable them to work together and improve issues of performance. *Managing for Improvement framework* is a two-step process including:

- Step 1 – Informal work plan and
- Step 2 – Formal Performance Improvement Plan.

A total of 96 employee relations matters were actioned in the 2023–24 financial year, 24 of which were still open as at 1 July 2024. The matters related to conduct, performance, probationary performance, bullying, harassment, discrimination, abandonment of employment and medical retirements.

Industrial Relations Matters

Two discrimination matters were dealt with at the NSW Anti-Discrimination Board.

There were no employment matters dealt with at the Australian Human Rights Commission.

Five employment matters were dealt with at the NSW Industrial Relations Commission as follows:

Table 16: Matters before NSW Industrial Relations Commission

Type of Matter	Quantity
Unfair Dismissal	3
Industrial Dispute	1
Public Sector Disciplinary Appeals	1

Legal change

During financial year 2023-24 no amendments were made to the *Service NSW (One-stop Access to Government Services) Act 2013* or the *Service NSW (One-stop Access to Government Services) Regulation 2022*.

Significant judicial decision

There were no significant judicial decisions to report during financial year 2023-24.

Risk Management and Insurance

Service NSW Audit and Risk Committee

The Service NSW Audit and Risk Committee (Committee) was established in compliance with the NSW Treasury Policy *Internal Audit and Risk Management Policy for the General Government Sector* (TPP 20-08) and provided independent assurance to the Service NSW Chief Executive Officer.

During financial year 2023–24 the Committee met 8 times (5 times in 2023 and three times in 2024) to provide oversight of financial reporting, risk management, internal and external audit activities, and the operational management of Service NSW.

Members of the Committee are listed in the Service NSW Internal Audit and Risk Management Policy Attestation Statement included in this report.

Risk Management

Risk management is a fundamental facet of planning and decision making in the delivery of Service NSW's customer service. The principles of risk management that underpin Service NSW's risk management arrangements derive from TPP 20-08.

Service NSW is an executive agency related to the Department of Customer Service (DCS) operating within a portfolio arrangement. This means that DCS sets the departmental and portfolio entities' approach towards risk management through its risk management framework. Service NSW implements the DCS risk management approach through the Service NSW risk management framework, which outlines how the framework applies within Service NSW.

The Service NSW risk management framework outlines the approach to risk management across the organisation and supports risk management in key areas including cyber, fraud, privacy and safety risks. Service NSW has specialised teams that assist with managing and monitoring these key areas to safeguard our operations. These teams work with operational and project teams to ensure the delivery of new and existing services occurs in a trusted and secure way.

Service NSW's risk management activities continue to uplift risk maturity and evolve to keep pace with Service NSW's rapid and dynamic operations.

Notable risk management activities during financial year 2023-24 include:

- completion of the roll out of a risk management system across Service NSW to record, track and manage business risks across the organisation including for privacy, cyber and fraud risks. New user guides, training videos and business processes were developed as part of this roll out to provide users with guidance on the recording, monitoring and reporting of risks.
- implementation of the *Public Interest Disclosures Act 2022* into Service NSW's operating processes for all business areas, in collaboration with DCS, to address compliance risk with the new provisions.
- completion of a Service NSW business continuity exercise to evaluate our readiness to respond to disruption events and to provide insights on potential improvements for the future. This exercise has been shortlisted in the *Business Continuity Institute's APAC Awards 2024*.
- formation of a risk champions network to promote risk management awareness and increase risk capability across Service NSW. This network meets on a regular basis to share and discuss relevant risk and compliance matters to uplift risk maturity.
- completion of a monthly risk awareness campaign and various training programs including online risk training and drop-in sessions targeting staff at various levels and roles within Service NSW. This also includes DCS-led training in the areas of privacy, fraud, cyber, safety and conflicts of interest.
- development of an internal hub for risk management, compliance and privacy related information that is available to all staff in Service NSW.

Climate Risk

Service NSW is working with DCS to undertake a climate risk assessment to help understand climate change related exposures and impacts on organisational operations. This is a foundational step for Service NSW under the *NSW Climate Change Adaptation Strategy*, and it will help strengthen the management of climate risk in Service NSW's enterprise risk management practice.

Insurance

Service NSW has insurance arrangements in place for all 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 provides cover for the following risk exposure:

- Legal liability including:
 - public liability
 - product liability
 - environmental liability
 - liability for claimed misleading representations
 - cyber liability
 - statutory liability
 - professional indemnity and
 - directors/officers' liability.
- Workers compensation
- Property
- Motor Vehicles
- Miscellaneous including employee fidelity, personal accident (officials who are not covered under the NSW Workers Compensation), personal effects, cancellation of events and travel (domestic and international).

Claims Performance

Number of Insurance Claims

Table 17: Insurance claim numbers

Line of Business	2023-24
General Liability	10
Motor Vehicle	10
Property	1
Workers Compensation	214
Total	235

Net incurred insurance claims cost (\$)*

Table 18: Insurance claim costs

Line of Business	2023-24
General Liability	\$1,076,586
Motor Vehicle	\$69,083
Property	\$3788
Workers Compensation	\$2,781,995
Total	\$3,931,453

*Rounded to closest dollar

Financial year 2023-24 data regarding incurred claims (reportable and non-reportable) and relevant costs was sourced from the iCare TMF dashboard as of 31 July 2024.

Reportable claims include claims incidents where payments were made, or estimates established.

Non-reportable claims include 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.

Internal Audit and Risk Management Attestation Statement for the 2023-2024 Financial Year for Service NSW

I, Graeme Head, Secretary of the Department of Customer Service (Secretary), am of the opinion that Service NSW 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

Membership

For the 2023-24 reporting period, the independent chair and members of the Audit and Risk Committee were:

Role	Name	Start Term Date	Finish Term Date
Independent Chair	Josephine Rozman	12 October 2021	11 October 2024
Independent Member	Gary Blair	1 April 2020	31 March 2026*
Independent Member	Stephen Horne	1 July 2016	30 June 2024*
Independent Member	Robyn Gray	9 May 2024	8 May 2027
Independent Member	Wayne Evans	9 May 2024	8 May 2027

*Includes extended term of appointments



Graeme Head
Secretary
Department of Customer Service
Date: 24/10/2024

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

Privacy

At Service NSW we take the privacy of the citizens of NSW and of our employees seriously. Service NSW has a dedicated Privacy team in the Risk, Strategy and Customer Support business unit. The Privacy team is responsible for identifying privacy risks through mechanisms such as Privacy Impact Assessments (PIAs), manages privacy complaints and enquiries, and coordinates responses to privacy incidents and potential data breaches. The Privacy team provides advice and support to Service NSW teams as well as delivering training to employees to uplift privacy awareness. The team also leads the relationship with the Information and Privacy Commissioner (IPC).

Service NSW has an overarching *Privacy Management Framework* in place that outlines the practical guidance, policies, procedures and assurance mechanisms to operationalise and manage privacy risks in Service NSW.

On 28 November 2023, the *Mandatory Notification of Data Breach (MNDB) Scheme* commenced in NSW. Service NSW has a range of documents and procedures in place to ensure compliance with the MNDB requirements under Part 6A of the Privacy and Personal Information Protections Act 1998 (PPIP Act). This includes:

- a data breach response plan and publicly available data breach policy
- an incident register
- a public notification register
- a range of other policies and procedures to comply with obligations under the MNDB Scheme.

Service NSW also publishes a *Privacy Management Plan (PMP)* in line with the requirements under section 33 of the PPIP Act. The PMP was updated in November 2023 to include mandatory information as required by the MNDB Scheme with a copy provided to the IPC as part of this process.

Together these key documents demonstrate how Service NSW meets our privacy obligations when handling information under the *PPIP Act*, the *Health Records and Information Privacy Act 2002 (HRIP Act)* and the *Service NSW (One-stop Access to Government Services) Act 2013*. Service NSW uses ‘privacy by design’ principles to embed good privacy practices into the way our products or services are designed. We generally use Privacy Impact Assessments (PIA) to operationalise privacy by design principles.

In financial year 2023–24 we conducted privacy assurance and PIA for a range of initiatives including:

- Toll Relief Scheme
- Online Learner Driver Knowledge Test
- Seniors Energy Rebate
- Tell Your Story Once – support during a disaster
- Active and Creative Kids Vouchers – means testing
- Integration of Digital White Card into the School Visitor Check In.

Access request applications under section 14 of the Privacy and Personal Information Protections Act 1998 (PPIP Act)

This year, Service NSW received 58 formal requests for personal information under the PPIP Act. Service NSW also deals with numerous informal requests from individuals seeking their personal information directly from business units.

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

Service NSW did not receive any requests for internal review under the PPIP Act. Requests for internal reviews are managed in line with guidance issued by the IPC as well as internal policies and procedures.

Government Information (Public Access) Act 2009 (GIPA Act)

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

For more information on how to access Service NSW information please visit service.nsw.gov.au and search 'access to information'.

Review of proactive release program

The GIPA Act authorises and encourages the proactive release of government information by agencies.

The agency's program for the proactive release of information involves analysing data collected on requests for information under the GIPA Act over the financial year, considering the kinds of government information held by the agency that may be suitable for proactive release and asking our divisions and branches to identify information relevant to the agency that we want the public to know about. The Service NSW GIPA team provides guidance on whether there are any public interest considerations against disclosure of the information, whether consultation is required and whether this would impose unreasonable additional costs to the agency.

This year we launched a new *Proactive Release of Government Information Policy* to promote staff awareness of proactive release of information and assist business areas in regularly reviewing and identifying information for public release. To view our new policy, please visit nsw.gov.au and search 'customer service proactive release of government information policy'

During the reporting period, the agency proactively released a wide range of information free of charge via our website and social media channels. This included information about NSW Government assistance programs and services, statistics, guidelines, fact sheets, annual reports, news updates and media releases.

Examples of information and tools proactively released during the year include:

- maintained the Service NSW performance dashboard available on our website, providing weekly updates to customers on how we're tracking across our delivery channels and programs.
- published Business Connect program statistics, results and reports
- information on the new Mobile Service Centre (Kangaroo Bus) route including schedule and community locations
- published regularly updated statistics on digital licences and the savings finder program (vouchers and rebates).

Government Information (Public Access) Statistics

During 2023-24, Service NSW received 204 access applications, including withdrawn applications, but not including invalid applications. No access application 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.

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

Application 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	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	2
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	1	2	0	1	0	0	0	0
Members of the public (other)	4	3	1	2	0	2	0	21

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.

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

Application 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	3	1	0	1	0	0	0	11
Access applications (other than personal information applications)	1	0	1	1	0	1	0	5
Access applications that are partly personal information applications and partly other	1	4	0	1	0	1	0	7

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).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	18
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	18
Invalid applications that subsequently became valid applications	5

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 ³
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
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 <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transactions under <i>Land and Property Information NSW (Authorised Transactions) Act 2016</i>	0

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

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	3
Law enforcement and security	0
Individual rights, judicial processes and natural justice	4
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	181
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	182

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	1	0	1
Review by Information Commissioner ⁴	0	0	0
Internal review following recommendation under section 93 of the GIPA Act	0	0	0
Review by NCAT (NSW Civil and Administrative Tribunal)	0	0	0
Total	1	0	1

4. 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.

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	2
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	1

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
Agency-initiated transfers	169
Applicant-initiated transfers	1

External costs of Annual Report Production

This annual report has been produced by Service NSW using in-house resources only. There were no external consultant costs incurred in the production of this report.

Access

This annual report has been produced by Service NSW using in-house resources only. An electronic copy of this annual report is available:

- on the website at service.nsw.gov.au
- by email request to info@service.nsw.gov.au or
- by calling 13 77 88.

Details of Service NSW locations, opening hours and available services can be found on the website.

5

Sustainability



Disability Inclusion Action Plan

The Disability Inclusion Action Plan 2020-25 (DIAP) aligns with the State's Disability Inclusion Plan, using ten focus areas of accessibility and inclusion to deliver the work. At Service NSW this ensures integration of individuals with disabilities including employees and customers.

With the addition of four more Service Centres to the program, *Quiet Hour* is now offered at all 115 Service Centres across the State, providing a quiet, low sensory environment for our customers for one hour or more every week. Quiet Hour was awarded winner in the *Driving public sector diversity* category, at the 2023 NSW Premier's Awards. Frontline teams continue to promote this initiative to customers, to build awareness within their local community.

Service NSW became a member of the *Hidden Disabilities Sunflower Program* in August 2023. The Program launched to staff in November 2023 and to customers in February 2024. More than 80% of frontline team members have completed training to recognise the Sunflower symbol and understand how to further assist customers and fellow teammates. More than 1000 Sunflower supporter pins have been distributed to customer facing team members working in Service Centres, the Service NSW Business Bureau and Disaster, Preparation and Recovery teams. All Service NSW team members were able to request a Sunflower lanyard to make their own disability visible in the workplace, with more than 70 team members being provided with a lanyard.

The *Visual Aid* is an initiative designed to assist customers who struggle to focus while having their photo taken in a Service Centre. A successful pilot was undertaken in 2023, which tested the design at nine Service Centres using a set of eight different images which can be used to draw the customer's attention towards the camera. The initiative was introduced into all Service Centres in February 2024 so customers can seek assistance with having their photo taken.

The *Accessible and inclusive online meetings guide* was developed to support and educate team members on how to prepare for and facilitate accessible and inclusive online meetings. The guide is available to all Service NSW staff and includes detailed information on the types of support or access requirements attendees may need, and the processes involved with creating, sharing and delivering accessible documents.

Service NSW places a strong emphasis on creating a mentally healthy workplace and now has 57 volunteer *Mental Health First Aid Officers* across Service NSW to support our people.

Service NSW continues to maintain and update the Disability toolkit – an internal SharePoint hub providing team members access to a variety of resources relating to disability and accessibility. The *Accessibility and Inclusivity* landing page enables easy navigation to resources about accessibility, including training, available support, guidance for leaders and information on the inclusive services available for customers.

Modern Slavery Act 2018 (NSW) reporting

Service NSW is an executive agency of the Department of Customer Service (DCS) and as such works under the DCS Corporate Procurement accreditation and policies. Service NSW established a Procurement and Contract Management team in November 2022 for the procurement of goods and services under \$1 million. This team ensures we comply with all NSW Procurement policies including using the DCS templates which include supplier declarations of compliance regarding the *Modern Slavery Act 2018*. The DCS procurement team leads procurements with a budget of more than \$1 million.

Further information about how DCS complies with the *Modern Slavery Act 2018* can be found in the DCS annual report.

Work Health and Safety

Service NSW takes a proactive and strategic approach to managing risks to the health, safety and wellbeing of our employees to ensure a healthy and safe workplace. Service NSW takes a prevention-based approach, and recognises the responsibility of all employees to identify, investigate and control work-related hazards, risks and incidents.

Work Health and Safety (WHS)

To support the focus of preventing injuries and illnesses from occurring, and embedding safety processes and systems, the following programs and initiatives were implemented during financial year 2023-24:

- strengthening our WHS expertise by increased resourcing with a dedicated project team established to focus on addressing key WHS risks within Service NSW
- reviewing the health, safety and wellbeing needs of our employees by identifying current and emerging organisational and divisional psychosocial hazards and risks and developing strategies to address these
- investment in our frontline security capability and developing a strong security presence and strategic approach to avoid or de-escalate Unacceptable Customer Behaviour (UCB)
- redesigning our physical premises to maximise safety, including upgrades to CCTV technology and Personal Duress Devices across all areas of Service NSW
- enhancing our intelligence gathering about threats and vulnerabilities to inform strategies developed to protect our people from physical security risks

- continuing to develop and promote mandatory training and ensure all staff (including contractors) are current and up to date with work health and safety key responsibilities and policies
- providing wellbeing (physical and psychological) support to all staff and their immediate family members with access to mental, physical and financial health support through the Department's Employee Assistance Program (EAP) provided by TELUS Health. This is a free and confidential counselling service available 24 hours a day, 7 days a week
- the Work Health and Safety Management System review continued as part of the financial year 2023-24 continual improvement cycle. Policies, procedures and processes were updated to simplify requirements, increase awareness of WHS and improve health, safety and wellbeing across Service NSW. A consultation page is available on the DCS intranet, and all staff are able to provide feedback
- the Work Health and Safety Hub has resources including first aid, ergonomics guides (office and working from home) and support to use the mySafety online reporting system for reporting hazards and incidents
- annual flu vaccination program continues at no cost to staff. This is available to all Service NSW staff in the lead-up to winter each year
- a dedicated Recover at Work team continues to work closely with insurers and iCare to review trends and strategies to support injured staff to recover through work, as quickly and safely as possible
- a 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, customised WHS dashboard
- Fitness Passport is available to staff and their families offering a low cost, flexible gym and pool membership program
- the Prevention of Sexual Harassment in the Workplace Policy underwent a formal consultation process across Service NSW prior to launch. To support the program an enterprise-wide risk assessment was completed to determine whether effective controls are in place and/or in development to prevent potential sexual harassment in the workplace. An online e-learning module has been rolled out to all staff to increase awareness of policy requirements, individual responsibilities and reporting requirements.

Incident Management

The number of all incident reports (including hazards and injuries) increased to 1580 in financial year 2023–24 compared with 1396 in financial year 2022–23.

The number of incidents reported has risen with the continued promotion of reporting hazards and incidents through mySafety, the work health and safety reporting system. Employees and managers have been encouraged to attend training sessions facilitated by the Safety and Wellbeing team, which include promoting the importance of reporting to eliminate and/or mitigate risks and ensure a safe place to work.

It is noted that multiple employee hazard and incident reports may be submitted in relation to one hazard or incident. The number of hazards and incidents may be slightly lower than the total number of hazard and incident reports.

Prosecutions

There were no prosecutions in financial year 2023–24 for health and safety breaches.

Workers Compensation

Service NSW remains committed to facilitating recovery at work for all injured employees, in accordance with DCS’s Return to Work (RTW) Program (which governs Service NSW’s RTW processes) 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 outcomes.

The RTW Program details the general procedures for handling work related injury or illness at Service NSW. It represents our commitment to the health, safety and recovery of employees following an incident. This was reviewed during financial year 2023-24 in compliance with the State Insurance Regulatory Authority (SIRA) guidelines.

Table 19: Reportable claims* for financial year 2023–24 (excludes non-reportable claims)**

Policy	FY 2020–21	FY 2021–22	FY 2022–23	FY 2023–24
Service NSW	58	31	50	70

*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 the above table. Non-reportable claims can be reopened or become reportable claims in future and incur costs.

Mental Health and Wellbeing support

Domestic Violence Support

As part of Service NSW’s commitment to create and sustain a culture of non-violence, we continue to deliver assistance and initiatives for people experiencing domestic and family violence. Support, information and resources are available for impacted team members and customers. This year we updated our online Domestic Violence Awareness training module, which is included in the mandatory new starter curriculum. The training describes the skills and knowledge required by Service NSW team members to understand the causes, types and impacts of domestic and family violence. Leaders have access to additional training to equip them to more effectively support those affected by domestic and family violence. Service NSW maintains a network of 20 Domestic Violence Support Officers (DVSOs), who are available to provide referral support for team members impacted by domestic and family violence. The DVSOs are specially trained and supported in this volunteer role.

Mental Health First Aid Officers

Service NSW has 57 Mental Health First Aid Officers (MHFAOs), available to assist team members needing mental health support. MHFAOs have completed accredited Mental Health First Aid training, with optional Applied Suicide Intervention Skills Training (ASIST). MHFAOs do not offer counselling services, rather they act as a referral point to connect impacted team members with the support they need.

The importance of mental health is acknowledged throughout the year, by recognising and celebrating days of significance via an annual engagement plan. Through sharing resources to build ongoing awareness, staff are better equipped to recognise, acknowledge and accept the many complexities associated with supporting people experiencing mental health challenges.

Suicide Intervention Training

During financial year 2023-24 Service NSW put 58 team members voluntarily through the 2-day Living Works Applied Suicide Intervention Skills Training (ASIST). This training provided capability uplift and support for Mental Health First Aid Officers, Domestic Violence Support Officers, Customer Care/Support Services Specialists and team members who oversee traineeship and internship programs for diverse groups such as refugees. Service NSW is committed to supporting the NSW Government’s *Strategic Framework for Suicide Prevention in NSW 2022-2027*, which aims to ‘consolidate and intensify a whole-of-government approach for a whole-of-community response’.

Multicultural Policies and Services

In alignment with the DCS Multicultural Plan 2023-2025, Service NSW launched initiatives to promote cultural safety and inclusive leadership. This included establishing robust consultation mechanisms and striving to improve the experience for both culturally diverse team members and customers.

In September 2023 Service NSW launched the multicultural stream as part of its Cultural Program and completed a comprehensive discovery phase. Service NSW has since developed a comprehensive Multicultural Toolkit for all team members, promoting inclusivity, enhancing awareness about different customs and fostering a deeper understanding and appreciation of cultural diversity among team members.

Service NSW also launched the Multicultural Advisor Group, consisting of thirty diverse team members with multicultural lived experience. The advisors offer valuable insights to improve cultural competence, reduce bias and enrich decision-making. They have played a key role in creating compelling videos to share their unique stories, boosting empathy and understanding across all Service NSW team members.

Diversity and Inclusion

In financial year 2023-24, Service NSW continued to focus on diversity, equity and inclusion working closely with the DCS dedicated Care and Belonging team to prioritise delivering against action plans aligning to our legislative obligations and Employee Resource Group (ERG) endeavours. Service NSW continues to foster a culture of care and belonging aiming to attract diverse talent, enhance leadership and wellbeing, and form strategic partnerships for inclusive, intersectional outcomes.

Service NSW strives to deliver products and services that are inclusive by design, for all our customers. To deliver on the NSW Customer Commitments in our day-to-day operations and support embedding inclusion by design, a Customer Experience Assessment has been developed, leveraging the Cultural Impact Assessment developed by Revenue NSW. The Customer Experience Assessment, following some initial testing this year, is being reimaged in collaboration with our Partnerships, Projects & Insights team and the Digital Services team, with the intent to pilot this in the coming year.

A focus this past year has been on understanding opportunities to better support our multicultural team members, customers and communities, particularly with in-language support. Service NSW undertook extensive discovery about how the organisation can further equip leaders with the knowledge and resources required to better support their diverse team members.

Service NSW has delivered on its initial actions in the DCS Multicultural Plan 2023-2025 and will continue to deliver on its commitments.

Cultural Awareness Training

Throughout financial year 2023-24 Service NSW delivered Aboriginal and Torres Strait Islander cultural awareness training to 481 frontline and support office team members. This training was conducted by two external Aboriginal training providers in one-day, face-to-face workshops across NSW. Following these workshops all Service Centres have now implemented an action plan to better support and engage their local Aboriginal communities. The implementation of these action plans is supported by scheduled check-ins with the Service NSW Aboriginal Service Design team.

Pride Group

Our newly formed Pride Social Group is a point of connection for our LGBTQIA+ and questioning team members and allies from across NSW, as well as a safe space where team members can share thoughts, ideas and meet up in a social setting. With a total of 73 members, a transition has begun to hand over the group to members to self-manage. The group held their first social lunch as part of Pride Month, with guest speaker Department of Customer Service Secretary, Graeme Head.

Understanding and using inclusive language fosters a workplace culture that values diversity, equity and inclusion. Inclusive language presentations are being delivered to all divisions in Service NSW, plus a video is being developed and a factsheet is available to all Service NSW team members to provide further education and understanding.

Engagement Plans

The Service NSW Cultural Program developed annual engagement plans which use key cultural events and dates of significance to build awareness and understanding about several cultural cohorts, mental health and domestic and family violence. This is an integral part of optimising and embedding cultural change in our organisation.

Engagement plans are delivered in collaboration with the DCS Care and Belonging team, so content can be leveraged to the benefit of the broader DCS employee groups. To support engagement of teams across the organisation, a calendar is visible on our Inside Service NSW intranet. With the aim for content to be highly engaging, several videos have been produced covering cultural topics such as Ramadan, Eid and how to respectfully ask about someone's cultural background. These videos showcase our Cultural Advisors and Service NSW team members with lived experience, who play an important role in ensuring the Cultural Program achieves the right diversity, inclusion and accessibility outcomes.

Our internal social media platform continues to be used by thousands of team members each year to share photos of their celebrations and support a wide variety of cultural events.

Veteran training

In October 2023 Service NSW, in consultation with the Department of Veterans Affairs, produced a training video about unconscious bias of veterans. The training was assigned to frontline team members, with more than 1700 employees completing the training in the first few weeks. This initiative was in response to a request from Transport for NSW to help our teams be more proactive in offering veterans the support and benefits to which they are entitled.

Mardi Gras

On 2 March 2024, Service NSW participated in the Sydney Gay and Lesbian Mardi Gras parade for the first time, with 40 team members from across Service NSW and the Department of Customer Service marching. Service NSW participation showcased to NSW residents, our commitment to diversity, inclusion and allyship with the LGBTQIA+ community.

Mardi Gras

John and Ken are two of the 40 Service NSW employees who marched with Service NSW in the 2024 Sydney Gay and Lesbian Mardi Gras parade.

John has been working at Service NSW since 2013, first starting at Chatswood Service Centre and now based at Bankstown Service Centre. Ken has been with Service NSW since 2016, starting as a driver tester at Botany Service Centre then customer service representative at Wynyard Service Centre before moving to the Auburn Business Centre.

The couple met in California in 1996 when John was travelling in the USA for a holiday. Ken later joined him in Australia in November 1996 and has lived here since then.

John and Ken were among the first couples to be involved in the City of Sydney Council's Relationship Register in 2005, led by Lord Mayor Clover Moore. The program was designed to provide legal recognition of relationships for certain circumstances. The couple celebrated their commitment ceremony on April 1, 2006 which was reported with a feature in Sunday Life Magazine. One hundred people attended their garden ceremony in Alexandria.



Image 10: John and Ken

The pair later married at San Francisco City Hall in the USA on 29 June 2013 and their marriage was formally recognised in Australia in December 2017 when same-sex marriage was legalised.

Ken said, 'It was a chance encounter when I met John while body surfing in La Jolla, California. After our meeting, we surfed back to shore, and I thought I'd not ever see him again. When we returned to shore a friend of mine read my stars... "On a chance encounter you will meet the love of your life that will lead you to far off travel overseas". Then my friend suggested we go out that night. As chance would have it, we did happen to bump into each other outside a restaurant, and John and I have been inseparable ever since.'

'Service NSW is a great organisation to work at. It has always felt inclusive and is a culturally diverse environment to be a part of.'

'It's full circle that I'm working at Service NSW and can assist other LGBTQIA+ community members, whether it's a same-sex couple applying for a marriage certificate or someone requesting to record a change of sex on their Registry record. I feel empowered and happy to help these people along their journey.'

John said 'I feel beyond proud to walk with Service NSW and my husband at the Mardi Gras Parade this year. It's an awesome opportunity to share stories and celebrate diversity.'

Service NSW is a great organisation to work at. Service NSW has always felt inclusive and is a culturally diverse environment to be a part of.

Ken

Workforce Diversity

Workforce Diversity report

Table 20: Size of agency (Headcount)

	2022	2023	2024	% Change 2023 to 2024
Headcount at Census Date	5,124	5,253	4,868	-7.3%
Non-casual Headcount at Census Date	5,112	5,213	4,868	-6.6%

Table 21: Workforce Diversity Survey Response Rate (Non-casual Headcount at Census Date)

	2022	2023	2024
Non-casual Headcount at Census Date	5,112	5,213	4,868
Non-casual Workforce Diversity Survey Respondents at Census Date	4,671	4,802	4,488
Response Rate	91.4%	92.1%	92.2%

Note: Survey Respondents are employees who have provided an answer for any of the Workforce Diversity questions, whether they have chosen to withdraw their response or not. In other words, a respondent is an employee with at least one non-missing value for the set of Workforce Diversity questions.

Table 22: Workforce Diversity Actual Staff Numbers (Non-casual Headcount at Census Date) – 2024

Remuneration level of substantive position	Total staff (men, women and unspecified)	Respondents	Men	Women	Unspecified gender	Aboriginal and/or Torres Strait Islander people	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0 – < \$53,826	1	1	0	3	0	1	0	0	0	0
\$53,826 – < \$70,694	1,382	1,306	374	1342	4	60	310	490	50	13
\$70,694 – < \$79,032	549	516	128	277	0	19	79	107	16	4
\$79,032 – < \$100,011	1,443	1,312	465	1049	15	38	167	239	63	23
\$100,011 – < \$129,331	554	518	195	361	1	12	109	126	19	4
\$129,331 – < \$161,663	592	535	281	273	2	9	164	237	11	4
> \$161,663 – Non SES	311	277	175	125	1	3	76	88	7	2
> \$161,663 – SES	36	23	15	24	0	0	6	7	0	0
Total	4,868	4,488	1,633	3,454	23	142	911	1,294	166	50

Note: “Unspecified Gender” incorporates unknown, withdrawn and indeterminate/intersex values

Table 23: Workforce Diversity Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date – 2023)

Remuneration level of substantive position	Actual					Estimated				
	Total staff (men, women and unspecified)	Respondents	Men	Women	Unspecified gender	Aboriginal and/or Torres Strait Islander people	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0 – < \$53,826	1	1	0	1	0	1	0	0	0	0
\$53,826 – < \$70,694	1,382	1,306	374	1,001	7	63	328	519	53	14
\$70,694 – < \$79,032	549	516	128	421	0	20	84	114	17	4
\$79,032 – < \$100,011	1,443	1,312	465	962	16	42	184	263	69	25
\$100,011 – < \$129,331	554	518	195	357	2	13	1117	135	20	4
\$129,331 – < \$161,663	592	535	281	309	2	10	181	262	12	4
> \$161,663 – Non SES	311	277	175	135	1	3	85	99	8	2
> \$161,663 – SES	36	23	15	21	0	0	9	11	0	0
Total	4,868	4,488	1,633	3,207	28					

Note 1: Estimated figures are only provided for agencies with a response rate greater than 65%. For agencies with a response rate less than 65%, actual figures are reported in all instances.

Note 2: Estimated figures are calculated for each salary band by taking the number of employees who have responded “yes” to the Workforce Diversity question as a proportion of the total number of employees who have responded to the Workforce Diversity survey, multiplied by the total number of staff, and rounded to zero decimal places. E.g., Estimated number of People with a Disability in Salary Band 1 = (Actual number of People with a Disability in Salary Band 1 / Total number of Survey Respondents in Salary Band 1) * Total number of Staff in Salary Band 1, and rounded to zero decimal places.

Table 24: Workforce Diversity Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date) as Percentages – 2023

Remuneration level of substantive position	Actual					Estimated				
	Total staff (men, women and unspecified)	Respondents	Men	Women	Unspecified gender	Aboriginal and/or Torres Strait Islander people	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0 – < \$53,826	1	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
\$53,826 – < \$70,694	1,382	94.5%	27.1%	72.4%	0.5%	4.6%	23.7%	37.5%	3.8%	1.0%
\$70,694 – < \$79,032	549	94.0%	23.3%	76.7%	0.0%	3.7%	15.3%	20.7%	3.1%	0.8%
\$79,032 – < \$100,011	1,443	90.9%	32.2%	66.7%	1.1%	2.9%	12.7%	18.2%	4.8%	1.8%
\$100,011 – < \$129,331	554	93.5%	35.2%	64.4%	0.4%	2.3%	21.0%	24.3%	3.7%	0.8%
\$129,331 – < \$161,663	592	90.4%	47.5%	52.2%	0.3%	1.7%	30.7%	44.3%	2.1%	0.7%
> \$161,663 – Non SES	311	89.1%	56.3%	43.4%	0.3%	1.1%	27.4%	31.8%	2.5%	0.7%
> \$161,663 – SES	36	63.9%	41.7%	58.3%	0.0%	0.0%	26.1%	30.4%	300%	0.0%
Total	4,868									

Note: Table 25 presents the figures in Table 24 as percentages. E.g., Estimated % of People with a Disability in Salary Band 1 = (Estimated number of People with a Disability in Salary Band 1/Total number of Staff in Salary Band 1) * 100. Estimated figures are only provided for agencies with a response rate greater than 65%. For agencies with a response rate less than 65%, actual figures are reported in all instances.

Table 25: Trends in the Representation of Workforce Diversity Groups

Workforce Diversity Group	Benchmark	2022	2023	2024
Women	50%	66.9%	66.3%	65.9%
Aboriginal and/or Torres Strait Islander People	3.3%	3.3%	3.3%	3.1%
People whose First Language Spoken as a Child was not English	23.2%	25.2%	27.8%	28.8%
People with Disability	5.6%	3.0%	3.4%	3.7%
People with Disability Requiring Work-Related Adjustment	N/A	1.0%	1.0%	1.1%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: 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.

Note 3: 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.

Note 4: 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.

Table 26: Trends in the Distribution Index for Workforce Diversity Groups

Workforce Diversity Group	Benchmark	2022	2023	2024
Women	100	87	86	87
Aboriginal and/or Torres Strait Islander People	100	83	82	84
People whose First Language Spoken as a Child was not English	100	106	102	100
People with a Disability	100	97	96	95
People with a Disability Requiring Work-Related Adjustment	100	102	102	97

Note 1: A Distribution Index score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

Table 27: Representation of Workforce Diversity Groups

	Benchmark	2022	2023	2024
Women	50%	66.9%	66.3%	65.9%
Aboriginal and/or Torres Strait Islander People	3.3%	3.3%	3.3%	3.1%
People whose First Language Spoken as a Child was not English	23.2%	25.2%	27.8%	28.8%
People with a Disability	N/A	3.0%	3.4%	3.7%

Employment Programs

Service NSW is dedicated to championing diverse and inclusive Employment Programs that truly reflect and support the communities we serve. This year, Service NSW continued to champion the Aboriginal Employment Strategy, Disability Inclusion Action Plan and Multicultural Plan.

The Employment Programs team at Service NSW designs tailored programs for community members who may have faced employment barriers, fostering a diverse and inclusive workforce. Career pathways are created through traineeships, internships and other bespoke employment opportunities for diverse groups.

In financial year 2023-24 the Service NSW Traineeship and Internship Programs welcomed a diverse group of candidates including:

- 22% from an Aboriginal background
- 2% who identified as people with a disability
- almost 40% from Culturally and Linguistically Diverse (CALD) communities.

Traineeships

Since inception of the programs in 2017, Service NSW has engaged more than 450 trainees. These trainees have been placed at Service Centres, Contact Centres and Middle Offices across metropolitan and regional NSW, with a retention rate of 80% of those who successfully complete the traineeships. In financial year 2023-24 Service NSW welcomed 41 trainees to the organisation.

As part of the government's 1000 NSW Public Sector Apprentices and Trainees Program Service NSW placed five trainees in support office roles.

Aboriginal Traineeship Program

The Aboriginal Traineeship Program provides meaningful and sustainable employment at Service NSW for Aboriginal and Torres Strait Islander community members. The program provides participants with an opportunity for on-the-job learning, whilst working towards an accredited certificate.

During financial year 2023-24 the program hosted 11 Aboriginal trainees in frontline roles across Service NSW. During this time, participants have shared feedback about enjoying the job, learning a lot, and feeling confident and happy. While most participants will complete the program in early 2025, two participants are on track to successfully complete the program in late 2024.

Service NSW prides itself on providing safe and welcoming environments. We have created networks for our Aboriginal & Torres Strait Islander trainees both virtually and in person including six weekly virtual check ins, where the trainees can connect with each other and have a yarn. We also arrange annual in-person networking days providing the opportunity to engage with senior leaders. Additionally, the DCS Aboriginal Employee Resource Group and the Service NSW Aboriginal Service Design team have created further employee networks to support this cohort.



Image 11: A number of our trainees receiving recognition awards at our in-person Aboriginal Trainee Networking day with Greg and members of Executive Leadership Team.

Internship Programs

In total, 134 interns have been placed across Service NSW, with a retention rate of 77%. In the last year, the Employment Programs team has further expanded the Internship Program by developing a pilot program to place candidates with disability into roles in the Contact Centre.

Service NSW continues to partner with:

- the Department of Communities and Justice (DCJ) to place youth transitioning from foster care to independent living, in Service NSW traineeships and internships
- women's shelter groups and other agencies to place women impacted by domestic violence and homelessness in internships to provide a safe, caring work environment and financial independence.

Refugee Internship Program

The Service NSW Refugee Internship Program has proven to be a rewarding career path for individuals from refugee backgrounds. In financial year 2023-24 Service NSW successfully placed 16 new refugee interns, bringing the total to 122 since the program began in 2017. More than 80 percent of our interns continue to serve within the NSW Public Sector.

Three of the refugee interns are making a significant impact by helping young people from refugee and migrant backgrounds access essential services and support through the Multicultural Youth Linker Program. This initiative, delivered by Service NSW in partnership with Multicultural NSW, is instrumental in aiding the successful settlement of young refugees in NSW.



Image 12: Graeme, Julia and Greg celebrating Julia's graduation ceremony

Following the success of the pilot program in 2023 which was aimed at enhancing the experience for our refugee interns, the Service NSW Employment Programs team launched the Service NSW Refugee Mentoring Program in March 2024. This initiative is making a significant impact, with 25 refugee interns actively engaged with their mentors, who are leaders from Service NSW and DCS. Through this program, interns are receiving valuable guidance and support, fostering their professional growth and development.

To support the ongoing success of these programs we tailor our recruitment campaigns to engage and consult with the relevant communities. In the past year, Service NSW welcomed interns from Afghanistan, Ukraine, Syria, Iraq, Iran and Tibet.

The influence of the Refugee Internship program on our interns, their communities and our customers is profound, exemplified by Julia who escaped the conflict in Syria and arrived in Australia in 2020.

Julia is a qualified architect from Syria who made the arduous and dangerous journey as a refugee, to Australia. She started with Service NSW as a Digital Service Representative in July 2023 and was soon chosen to be the Customer Service Specialist at the Wallsend Service Centre. As part of the Multicultural Youth Linker Program, she assists newly arrived migrants and refugees aged between 18 and 25 with accessing government services to help them resettle in NSW.

I feel privileged to be in a role that helps me offer support to newly arrived migrants and refugees and see the immediate relief and smiles during our appointments. I come from the same background, and I know the feeling. Service NSW's support empowers me to help new arrivals navigate our country's services, making them feel welcomed and supported.

Julia Khalifeh

Women Internship Program

The Service NSW Women Internship Program is a targeted employment program for women who may have experienced domestic and family violence or homelessness.

Women affected by domestic violence often face prolonged unemployment, disrupted education or employment. This program provides these women with financial security, independence, confidence and safety, which are crucial for long-term financial stability. By welcoming Women Interns into our teams, we reinforce our commitment to a diverse and inclusive workforce and actively contribute to the DCS Care and Belonging Strategy.

Work Experience

During financial year 2023-24 Service NSW piloted the Work Experience program in our Service Centres.

The Work Experience program is targeted at local public high schools and is aligned to Service Centre operations. Key outcomes of the program include:

- creating increased community engagement
- creating a potential youth employment pathway, particularly in regional locations
- support to fill regional employment gaps
- Service NSW brand awareness among local youth.

As a result of the pilot, two participating Service Centres in Orange and Revesby were able to provide further insights and suggestions. Service NSW now has an ongoing Work Experience program for Service Centres to utilise throughout the year.

6

Financial Performance



Time for payment of accounts

Note: This is unaudited financial information.

Aged analysis at the end of each quarter

Table 28: Aged analysis of account payment timing

Quarter	Current \$,000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000	Total \$'000
All suppliers						
Sep-23	37,250	3,506	722	36	261	41,775
Dec-23	38,757	2,316	129	22	0	41,224
Mar-24	34,602	8,521	336	633	0	44,092
Jun-24	32,213	5,288	3,100	246	306	41,153
Small business suppliers						
Sep-23	1,991	2,059	292	0	0	4,342
Dec-23	2,771	471	3	0	0	3,245
Mar-24	1,380	390	2	0	0	1,772
Jun-24	578	973	14	0	0	1,565

Quarterly performance in payment of accounts

Table 29 : Quarterly account payment performance

All suppliers	Sep 2023	Dec 2023	Mar 2024	Jun 2024
Invoices due for payment	1154	808	1054	1104
Invoices paid on time	1031	701	896	902
Actual percentage of accounts paid on time (based on number of invoices)	89%	87%	85%	82%
Amount due for payment	\$41,775,069	\$41,223,728	\$44,092,989	\$41,153,002
Amount paid on time	\$37,249,527	\$38,756,753	\$34,602,295	\$32,212,896
Actual percentage of accounts paid on time (based on \$)	89%	94%	78%	78%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on late accounts	0	0	0	0
Small Business Suppliers	Sep 2023	Dec 2023	Mar 2024	Jun 2024
Invoices due for payment received from small businesses	139	96	82	82
Invoices from small businesses paid on time	61	55	44	31
Actual percentage of small business invoices paid on time (based on the number of invoices)	44%	57%	54%	38%
Amount due for payment to small businesses	\$4,342,752	\$3,245,683	\$1,772,816	\$1,565,603
Amount due to small businesses paid on time	\$1,991,831	\$2,771,367	\$1,379,867	\$578,588
Actual percentage of small business accounts paid on time (based on \$)	46%	85%	78%	37%
Number of payments to small business for interest on overdue accounts	0	0	0	0
Interest paid to small businesses on late accounts	0	0	0	0

Changes after the reporting period

Refer to Note 26: Events After Reporting Period in the audited financial statements.

Major works in progress (projects over \$1 million)

Note: This is unaudited financial information.

Table 30 : New major works in 2023-24 (projects over \$1 million)

Project name and location	Total expenditure to 30 June 2024	Estimated total cost	Start (year)	Completion date (actual or estimated)	Details of any significance
Service Centre Capital Maintenance FY24	9,129,673	10,000,000	2024	Jun-24	Completed
Toll Relief 3	3,997,074	8,000,000	2023	Jun-26	
Tell Your Story Once	3,196,130	5,049,996	2024	2025	
Standard Employment Reusable Verification Product	1,623,479	1,623,570	2024	Jun-24	Completed
Drives Training Environment Uplift	1,442,357	2,104,881	2024	Sept-24	
Women in Business	1,430,127	1,430,127	2024	Jun-24	Completed
Scoping and Delivery of Increase of Payment for NSW Seniors Energy Rebate	1,689,794	1,689,794	2024	Dec-23	Completed
New Active and Creative Kids Voucher Project	1,738,751	1,757,270	2024	Mar-24	Completed
Lismore Relocation	1,636,155	1,636,155	2024	Jun-24	Completed

Table 31: Continuing major works in 2023-24 (projects over \$1 million)

Project name and location	Total expenditure to 30 June 2024	Estimated total cost	Start (year)	Completion date (actual or estimated)	Details of any significance
New Metro Service Centres	19,602,958	19,860,000	2019	Jun-24	Completed
NSW Digital Identity and Verifiable Credentials Project (DCS)	21,837,056	21,837,056	2023	Jun-24	In Progress
Transaction Digitisation – Stage 2	3,703,965	3,703,965	Jun-22	Jun-24	Completed
Grants as a Service	8,044,957	9,404,157	2023	2025	
Knowledge Management System	6,991,710	6,915,000	Nov 2021	Jun-24	Completed
Transport API	3,482,034	3,482,034	2023	Sep-24	
Overseas Licence Policy Change	1,997,517	1,997,517	2021	Jun-24	Completed
Education Credentials (First Aid Certificate)	2,811,121	2,811,121	2022	Jul-24	
DCS Workforce Management Solution	2,267,879	2,267,879	2022	Dec-24	
Working with Children Check	1,617,752	1,617,752	2023	Apr-24	Completed
Service NSW Cyber Security Uplift Program	4,856,765	4,856,765	2021	Jun-24	Completed

Major assets, acquisitions, and disposals

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 Service NSW information please visit service.nsw.gov.au and search 'accessing information'

Major Service NSW assets and acquisitions

- 4 Mobile Service Centres
- 3 Support Vehicles
- 1 Mobile Driver Testing Centre.

No major assets were acquired during 2023-24.

Land Disposals*

No major assets were disposed of during 2023-24.

* The major assets register now includes additional items following the implementation of stronger processes to identify and report on assets that met with the agency's definition of a 'major asset'. Therefore, the information for 2022-23 varies from those published for previous financial years.

Further information

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

Service NSW is an executive agency of the Department of Customer Service. Further information about DCS assets, acquisitions and disposals can be found in their annual report.

Research and development

Service NSW has not undertaken any reportable research and development during financial year 2023-24.

Annual Financial Statements

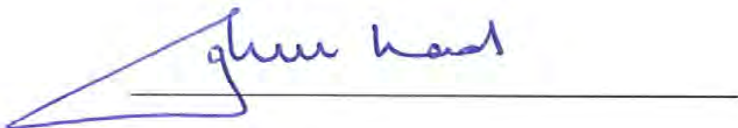
for the year ended
30 June 2024

Statement by the Secretary, Department of Customer Service

Service NSW

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

- 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
- present fairly Service NSW's financial position, financial performance and cash flows.



Graeme Head
Secretary
Department of Customer Service
23 October 2024



INDEPENDENT AUDITOR'S REPORT

Service NSW

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Service NSW, which comprise the Statement by the Secretary, the Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, 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.

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
- presents fairly Service NSW's financial position, financial performance and cash flows.

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 Service NSW 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.

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, 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 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 Service NSW's ability 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:

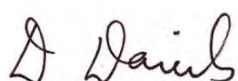
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

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/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

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

- that Service NSW carried out its 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

25 October 2024
SYDNEY

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**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2024**

	Notes	Budget 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
Expenses excluding losses				
Employee-related expenses	2a	542,118	536,809	513,671
Operating expenses	2b	145,368	282,924	300,377
Depreciation and amortisation	2c	39,319	43,235	38,475
Grants and subsidies	2d	113,750	233	778
Finance costs	2e	-	15	33
Total expenses excluding losses		840,555	863,216	853,334
Revenue				
Sale of goods and services from contract with customers	3a	81,496	51,922	59,429
Grants and other contributions	3b	744,354	679,380	733,591
Acceptance by the Crown of employee benefits and other liabilities	3c	5,311	11,642	7,814
Investment revenue	3d	202	1,798	1,317
Other income	3e	7	101,810	99,226
Total revenue		831,370	846,552	901,377
Operating result		(9,185)	(16,664)	48,043
Gains / (losses) on disposal	4	-	(1,456)	(1,775)
Other gains / (losses)	5	-	(70)	3
Net result		(9,185)	(18,190)	46,271
Other comprehensive income		-	-	-
Total comprehensive income	21	(9,185)	(18,190)	46,271

The accompanying notes form part of these financial statements.

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2024**

	Notes	Budget 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6	34,724	15,135	31,197
Receivables	7	45,445	37,502	43,021
Contract assets	8	4,215	3,681	4,215
Other financial assets	9	3	-	3
Total Current Assets		84,387	56,318	78,436
Non-Current Assets				
Property, plant and equipment	10	79,252	88,181	88,754
Right-of-use assets	11	299	434	299
Intangible assets	12	69,600	72,489	62,810
Total Non-Current Assets		149,151	161,104	151,863
Total Assets		233,538	217,422	230,299
LIABILITIES				
Current Liabilities				
Payables	14	48,765	54,747	38,765
Other current liabilities	15	15,539	4,196	15,539
Borrowings	16	416	509	416
Provisions	17	55,783	59,529	55,783
Total Current Liabilities		120,503	118,981	110,503
Non-Current liabilities				
Borrowings	16	906	791	906
Provisions	17	14,524	11,474	14,524
Total Non-Current liabilities		15,430	12,265	15,430
Total Liabilities		135,933	131,246	125,933
Net Assets		97,605	86,176	104,366
EQUITY				
Accumulated funds		97,605	86,176	104,366
Total Equity		97,605	86,176	104,366

The accompanying notes form part of these financial statements.

SERVICE NSW

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2024

	Notes	Accumulated funds 2024 \$'000	Accumulated funds 2023 \$'000
Balance at beginning of year		104,366	58,095
Net result for the year		(18,190)	46,271
Balance at 30 June		<u>86,176</u>	<u>104,366</u>

The accompanying notes form part of these financial statements.

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024**

	Notes	Budget 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(536,807)	(515,280)	(491,046)
Grants and subsidies		(113,750)	(233)	(778)
Finance costs		-	(15)	(33)
Suppliers for goods and services		(124,533)	(214,105)	(284,695)
Other		-	(16,667)	(17,323)
Total Payments		(775,090)	(746,300)	(793,875)
Receipts				
Sales of goods and services		81,496	61,908	84,161
Grants and other contributions		733,519	679,757	734,373
Other		209	43,589	40,873
Total Receipts		815,224	785,254	859,407
NET CASH FLOWS FROM OPERATING ACTIVITIES	21	40,134	38,954	65,532
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		(14,366)	(21,673)	(28,397)
Purchase of intangible assets		(22,241)	(33,010)	(20,091)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(36,607)	(54,683)	(48,488)
CASH FLOWS FROM FINANCING ACTIVITIES				
Payment of principal portion of lease liabilities		-	(333)	(206)
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	(333)	(206)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS		3,527	(16,062)	16,838
Opening cash and cash equivalents		31,197	31,197	14,359
CLOSING CASH AND CASH EQUIVALENTS	6	34,724	15,135	31,197

The accompanying notes form part of these financial statements.

1. Statement of Material Accounting Policy Information

a. Reporting entity

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

- to provide an enhanced customer experience for residents interacting with the NSW Government through the provision of government services through service centres, contact centre telephone service and digital channel and
- to increase the cost efficiency of providing government services in the NSW Public Sector.

Service NSW administers grants on behalf of other agencies to support individuals and businesses.

The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The financial statements for the year ended 30 June 2024 have been authorised for issue by the Secretary on 23 October 2024.

b. Basis of preparation

Service NSW's financial statements are general purpose financial statements which have been prepared on an accrual 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.

Non-specialised assets with short useful lives, plant and equipment and leasehold improvements are measured at depreciated historical cost, as an approximation for fair value except where specified otherwise. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

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

c. Statement of Compliance

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

d. Administered activities

Service NSW administers, but does not control, certain activities on behalf of the Crown and other agencies. 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 entity's own objectives.

Transactions and balances relating to administered activities are not recognised as Service NSW's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered Income', 'Administered Expenses', 'Administered Assets' and 'Administered Liabilities' in Note 23.

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

e. Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

f. Changes in accounting policies, including new or revised Australian Accounting Standards

i. Effective for the first time in the current year

Management had assessed the new or revised Australian Accounting Standards (AAS) that have been applied for the first time in 2023-24. The accounting policies applied in 2023-24 are consistent with those of the previous financial year except for AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates. Management has removed certain accounting policy disclosures that are considered to be immaterial as a result of applying AASB 2021-2.

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 2024 reporting period. Service NSW has determined that the standards issued but not yet effective are unlikely to have a material impact on the financial statements. 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. When the Standard is first adopted for the financial year ending 30 June 2029, its impact will be limited to changes to the presentation and disclosure of items in the financial statements

g. Impact of natural disasters and climate related matters on financial reporting for 2024

An assessment was performed of the potential impact of natural disaster and climate related matters on the financial statements. No significant impacts were identified.

h. Superannuation Annual Leave Loading

Service NSW has determined that it is not probable a liability arises to pay superannuation on annual leave loading. This position has been formed based on current inquiries, other information currently available to management, and after considering the facts from a decision in the *Federal Court of Australia, Finance Sector Union of Australia v Commonwealth Bank of Australia [2022] FedCFamC2G 409*. That decision confirmed that, in relation to the industrial agreement considered in that case, annual leave did not form part of ordinary time earnings and therefore, did not require superannuation contributions to be made under superannuation guarantee legislation because the obligation to pay annual leave loading was not referable to ordinary hours of work or to ordinary rates of pay. Rather, it was paid by reference to the period of annual leave, and for the purpose of compensating employees for their loss of opportunity to work additional hours at higher rates during this period.

This position will be re-assessed in future reporting periods as new information comes to light on this matter.

2. Expenses Excluding Losses

a. Employee-related expenses

	2024	2023
	\$'000	\$'000
Salaries and wages (including annual leave)	435,957	426,840
Long service leave	11,300	6,919
Superannuation - defined benefit plans	315	629
Superannuation - defined contribution plans	50,128	44,850
Payroll tax and fringe benefit tax	28,465	27,252
Workers' compensation insurance	6,116	6,640
Other	4,528	541
	536,809	513,671

Employee related costs of \$26.6 million (2023: \$24.4 million) have been capitalised in various capital works and therefore are excluded.

b. Operating expenses

	2024	2023
	\$'000	\$'000
Department of Customer Service – in-kind Corporate costs	61,916	60,493
Information technology	52,508	52,467
Property related	35,935	32,305
Shared service charges	30,713	20,399
Bank charges	28,131	24,276
Contractors	17,912	40,762
Fees and charges	15,645	16,242
Expenses relating to short-term leases	8,321	10,136
Printing	5,458	7,666
Travel	4,541	7,357
Postage costs	4,263	3,739
Telephone and communications	3,988	6,409
Insurance	2,140	1,247
Courier and freight	1,849	1,883
Interpreters & translators	1,640	1,601
Maintenance	1,069	979
Auditor's remuneration - audit of financial statements	539	620
Consultants	152	830
Other	6,204	10,966
	282,924	300,377

Recognition and Measurement

Contractors

Contractors include costs of contingent labour hire. During the current year contractor costs have significantly declined due to decrease in grant administration volume and scale back in manual assessment teams. There also has been reduction in contractors in Digital Services as temporary roles transition to permanent roles.

Property related

Property related costs include costs incurred for cleaning, minor fit-out costs, rates and outgoings, security and waste disposal of corporate office and service centres. It also includes PNSW rent charges which no longer form part of lease arrangement.

Information technology

Information technology includes network costs, software and hardware maintenance, software as a service, cloud computing, software licences, and offsite storage costs.

Shared service charges

Shared service charges include external costs that are shared between Service NSW and DCS such as GovConnect “user-pay”, People and Culture, computer hardware and other centrally managed services.

Fees and Charges

Fees and charges generally comprise of non-consulting management expenditures related to fee for service operational activities.

Department of Customer Service – in-kind Corporate costs

In the current year, Department of Customer Service (DCS) continued to provide some corporate and shared services functions to Service NSW. These include corporate technology functions, People & Culture, Corporate Affairs, Procurement, and Governance and Risk. DCS does not charge Service NSW for these services, but their value based on DCS's centralised model has been recognised as form of benefit in-kind shown in *Other revenue* in Note 3(e). These benefits are calculated based on Full Time Equivalent (FTE) staff numbers allocated to Service NSW.

c. Depreciation and amortisation expense

	2024	2023
	\$'000	\$'000
Depreciation:		
Plant and equipment	6,672	4,948
Leasehold improvements	15,411	14,659
Right of use asset	224	208
	22,307	19,815
Amortisation of intangible assets	20,928	18,660
	43,235	38,475

Refer to Note 10, 11 and 12 for recognition and measurement policies on depreciation and amortisation.

d. Grants and Subsidies

	2024	2023
	\$'000	\$'000
Grants to other public sector agencies	233	778

Grants and subsidies are for reimbursement of costs incurred by Transport for NSW such as rental, software and printing costs required for card operations relating to the old motor registries. The registration function will be integrated into Service NSW in the future.

The grants to Transport for NSW are represented by the following:

	2024	2023
	\$'000	\$'000
Operating lease rental expense	43	145
Information Technology	190	633
	233	778

e. Finance costs

	2024	2023
	\$'000	\$'000
Interest expense from lease liabilities	15	33

Recognition and Measurement – Finance Costs

Finance costs consist of interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate for not-for-profit NSW General Government Sector entities.

The interest expenses relate to motor vehicle leases. Refer Note 11 Leases.

3. Revenue

Recognition and Measurement

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

a. Sale of goods and services from contracts with customers

	2024	2023
	\$'000	\$'000
Rendering of Services	51,922	59,429

Recognition and Measurement

Rendering of services

Revenue from rendering of services is recognised when Service NSW satisfies the performance obligation by transferring the promised services.

Service NSW delivers transactional services on behalf of other agencies. It operates on a fee for service pricing model, which is based on full recovery of costs incurred in delivering this service and an appropriation model. Service NSW satisfies its performance obligation when the service is provided or by reference to the stage of completion (based on labour hours and costs incurred to date).

The payments are due after the invoice is issued in accordance with the agreement, typically within thirty (30) days of the date of issue.

The revenue is measured at the transaction price agreed under the contract once the services are delivered in accordance with the governing agreement and it is highly probable that a reversal will not occur. No element of financing is deemed present as payments are due when service is provided.

As at 30 June 2024, Service NSW fully satisfied the performance obligations of its fees for service revenue.

b. Grants and other contributions

	2024	2023
	\$'000	\$'000
Grants without sufficiently specific performance obligations	645,986	666,516
Administration cost recovery	16,515	53,070
Grants to construct a recognisable non-financial asset to be controlled by SNSW	16,692	14,005
Voluntary redundancy recoupment	187	-
	679,380	733,591

Recognition and Measurement

Income from grants without sufficiently specific performance obligations are recognised when Service NSW obtains control over the granted assets (for example, cash). Income from grants without sufficiently specific performance obligations are recognised when Service NSW obtains control over the granted assets.

Administration cost recovery relates to the recovery of cost incurred by Service NSW to administer programs as disclosed in Notes 23.

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the entity is recognised when the entity satisfies its obligations under the transfer. The entity satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed. Service NSW received funding from the Digital Restart Fund to create and deliver digital projects.

c. Acceptance by the Crown of employee benefits and other liabilities

The following liabilities and/or expenses have been assumed by the Crown:

	2024	2023
	\$'000	\$'000
Superannuation - defined benefit	315	629
Long service leave	11,300	7,153
Payroll tax	27	32
	11,642	7,814

d. Investment revenue

	2024	2023
	\$'000	\$'000
Interest revenue	1,798	1,317

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).

e. Other Income

	2024	2023
	\$'000	\$'000
Merchant interchange fee	26,353	22,467
Project Cost recoveries	8,399	11,388
In-kind Contributions from Department of Customer Service	61,916	60,493
Other income	5,142	4,878
	101,810	99,226

Recognition and Measurement

Merchant interchange fee

Merchant interchange fee includes recovery of fees earned on the customers use of merchant card facilities. Financial institutions charge Service NSW merchant fee for online transactions. Service NSW recovers merchant fees from customers.

The revenue is measured at the transaction price agreed with financial institutions. The power of the Customer Service Portfolio to recover merchant interchange fees is under review which may potentially impact the recognition of surcharges in the financial statements.

Project Cost recoveries

Project cost recoveries include recoveries for projects undertaken by Service NSW, on behalf of other New South Wales Government agencies.

In-kind Contributions from Department of Customer Service

Refer note 2b for details.

f. Parliamentary Appropriations

The *Appropriation Act 2023 (Appropriations Act)* (and the subsequent variations, if applicable) appropriates the sum of \$2,058,565,049 (2023: \$3,053,934,000) to the Minister for Customer Service out of the Consolidated Fund for the services of Department of Customer Service (DCS) for the financial year 2023-24. The spending authority of the Minister from the *Appropriations Act* has been delegated or subdelegated to officers of Department of Customer Service and entities that it is administratively responsible for, including Service NSW.

The Minister for Service NSW, being the Minister for Customer Service, is taken to have been given an appropriation out of the Consolidated Fund under the authority section 4.7 of the GSF Act, at the time Service NSW receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by Service NSW. These deemed appropriations are taken to have been given for the services of DCS.

A summary of compliance is disclosed in the financial statements of DCS. It has been prepared by aggregating the spending authorities of the Minister for Customer Service for the services of DCS. It reflects the status at the point in time this disclosure statement is being made. Service NSW's spending authority and expenditure is included in the summary of compliance.

The delegation/sub-delegations for FY23/24 and FY22/23, authorising officers of the Service NSW to spend Consolidated Fund money, impose limits on the amounts of individual transactions, but not the overall expenditure of the Service NSW. 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 under relevant legislation. The individual transaction limits have been properly observed. The information in relation to the aggregate expenditure limit from the Appropriations Act and other sources is disclosed in the summary of compliance table included in the financial statements of DCS.

4. Gains / (Losses) on Disposal

	2024 \$'000	2023 \$'000
Loss on disposal of right of use assets	(1)	1,000
Loss on disposal of property, plant and equipment	(181)	(1,884)
Loss on disposal of intangible assets	(1,274)	(891)
	(1,456)	(1,775)

5. Other Gains / (Losses)

	2024 \$'000	2023 \$'000
Gains / (losses) on financial assets at fair value through profit or loss	(70)	3

Recognition and Measurement

Accounting Policies and events giving rise to impairment losses are disclosed in the following notes:

- Right-of-use assets – Note 11
- Intangible assets – Note 12

Fair value unrealised loss

TPP 21-14, NSW Government Foreign Exchange Risk Policy requires for supplier payments exceeding AUD \$500,000 to be hedged, to reduce risk of losses from adverse movement of foreign currency.

6. Cash and Cash Equivalents

	2024	2023
	\$'000	\$'000
Cash at bank and on hand	15,135	31,197

Please refer to Note 24 for details regarding credit risk and market risk arising from financial instruments.

7. Receivables

	2024	2023
	\$'000	\$'000
Current		
Trade receivables from contracts with customers	2,456	3,294
Goods and Services Tax recoverable from ATO	14,542	14,065
Other receivables	6,994	8,434
Prepayments	7,905	13,309
Accrued revenue	5,605	3,919
	37,502	43,021

Details regarding credit risk of trade debtors that are neither past due nor impaired are disclosed in Note 24.

Recognition and Measurement

Service NSW 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 Service NSW becomes a party to the contractual provisions of the instrument, Service NSW considers:

- Whether Service NSW has a legal right to receive a 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.

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.

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.

Subsequent measurement

Service NSW 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.

Impairment

Service NSW recognises an allowance for expected credit losses (ECLs) for all debt 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 Service NSW expects to receive, discounted at the original effective interest rate. For the financial year 2024, the impact was NIL.

8. Contract Assets

	2024 \$'000	2023 \$'000
Contract assets - current	<u>3,681</u>	<u>4,215</u>

Contract assets relate to Service NSW's right to consideration in exchange for services transferred to customers/work completed, but not billed at the reporting date in respect of services provided to partner agencies. The balance of contract assets at 30 June 2024 was lower due to revised service agreements and volume changes.

9. Other Financial Assets

	2024 \$'000	2023 \$'000
Derivative – Forward Foreign Exchange Contract	<u>-</u>	<u>3</u>

Please refer to Note 24 for details regarding credit risk and market risk arising from financial instruments.

10. Non-Current Assets – Property, Plant and Equipment

	Leasehold improvements \$'000	Plant and Equipment \$'000	Work in progress \$'000	Total \$'000
At 1 July 2022 - fair value				
Gross carrying amount	138,199	30,801	7,970	176,970
Accumulated depreciation and impairment	(77,793)	(17,329)	-	(95,122)
Net carrying amount	<u>60,406</u>	<u>13,472</u>	<u>7,970</u>	<u>81,848</u>
Year ended 30 June 2023				
Net carrying amount at start of year	60,406	13,472	7,970	81,848
Additions	2,100	1,615	24,682	28,397
Transfers to / from WIP	19,423	59	(19,482)	-
Disposal of plant and equipment	(1,853)	(31)	-	(1,884)
Depreciation expense	(14,659)	(4,948)	-	(19,607)
Net carrying amount at end of year	<u>65,417</u>	<u>10,167</u>	<u>13,170</u>	<u>88,754</u>
At 1 July 2023 - fair value				
Gross carrying amount	153,972	22,602	13,170	189,744
Accumulated depreciation and impairment	(88,555)	(12,435)	-	(100,990)
Net carrying amount	<u>65,417</u>	<u>10,167</u>	<u>13,170</u>	<u>88,754</u>

	Leasehold improvements \$'000	Plant and Equipment \$'000	Work in progress \$'000	Total \$'000
Year ended 30 June 2024				
Net carrying amount at start of year	65,417	10,167	13,170	88,754
Additions	273	-	21,400	21,673
Transfers to / from WIP / Intangible	17,713	8,938	(26,632)	19
Disposal of plant and equipment	-	-	(182)	(182)
Depreciation expense	(15,411)	(6,672)	-	(22,083)
Net carrying amount at end of year	67,992	12,433	7,756	88,181
At 30 June 2024 - fair value				
Gross carrying amount	171,958	31,422	7,756	211,136
Accumulated depreciation and impairment	(103,966)	(18,989)	-	(122,955)
Net carrying amount	67,992	12,433	7,756	88,181

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 13.

Recognition and measurement

Acquisitions of Property, Plant and Equipment

Property, plant and equipment are initially measured 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 AAS.

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 asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e., 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 assets costing \$5,000 and above individually are capitalised. Leasehold improvements are capitalised when accumulated project costs on completion exceed \$20,000.

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.

Revaluation of property, plant and equipment

Plant and equipment and leasehold improvements are non-specialised assets with short useful lives, and are measured at depreciated historical cost, as an approximation of fair value. Service NSW has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

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 rare circumstances such as where the costs of disposal are material.

Service NSW 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, Service NSW 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.

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 net result, when the reversal was recognised in net result.

Depreciation of property, plant and equipment

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 Service NSW.

All material separately identifiable components of assets are depreciated over their useful lives of years at the following rates:

	2024	2023
- Plant and equipment	3-5	3-5
- Leasehold improvements	*	*

* Shorter of lease term or 10 years.

11. Leases

Service NSW leases various motor vehicles. Lease contracts are typically made for fixed periods of 3 to 5 years but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. Service NSW does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of motor vehicle 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 Service NSW 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). Potential future cash outflows have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, the financial effect of revising lease terms to reflect the effect of exercising extension and termination options was \$NIL (2023: Nil).

a. Right-of-use assets under leases

	Motor Vehicle	Total
	\$'000	\$'000
Balance at 1 July 2022	293	293
Additions	242	242
Lease remeasurement	(28)	(28)
Depreciation expense	(208)	(208)
Balance at 30 June 2023 / 1 July 2023	299	299
Additions	359	359
Depreciation expense	(224)	(224)
Balance at 30 June 2024	434	434

b. Lease liabilities

The following table presents liabilities under leases:

	2024	2023
	\$'000	\$'000
Balance at 1 July	1,321	1,244
Additions	360	242
Lease remeasurement	112	(7)
Interest expense	15	11
Payments	(348)	(217)
Lease incentives	(230)	48
Balance at 30 June	1,230	1,321

c. Right-of-use expenses under leases

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2024	2023
	\$'000	\$'000
Depreciation expense of right-of-use assets	224	208
Interest expense on lease liabilities	15	33
Expense relating to short-term leases	8,321	10,291
Expense relating to leases of low-value assets	3,988	6,407
Variable lease payments, not included in the measurement of lease liabilities	820	657
Total amount recognised in the statement of comprehensive income	13,368	17,596

Service NSW had total cash outflows for leases of \$13.1 million in 2024 (2023: \$17.4 million).

Recognition and measurement

Service NSW 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 in exchange for consideration. Service NSW 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

Service NSW 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 (refer ii below), 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.

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, as follows:

- Motor vehicles 3 to 5 years

If ownership of the leased asset transfers to Service NSW 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. Service NSW 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, Service NSW 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 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. Lease liabilities

At the commencement date of the lease, Service NSW 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 Service NSW; and
- payments of penalties for terminating the lease, if the lease term reflects Service NSW 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 Service NSW's leases, the lessee's incremental borrowing rate is used, being the rate that Service NSW would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset 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.

Service NSW's lease liabilities are included in borrowings.

iii. Short-term leases and leases of low-value assets

Service NSW 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.

iv. Derecognition of Right-of-Use Assets

There has been no derecognition of right-of-use assets in financial year 2024.

12. Intangible Assets

	Software \$'000	Work in progress \$'000	Total \$'000
At 1 July 2022			
Cost (gross carrying amount)	99,681	23,030	122,711
Accumulated amortisation and impairment	(60,441)	-	(60,441)
Net carrying amount	39,240	23,030	62,270
Year ended 30 June 2023			
Net carrying amount at beginning of year	39,240	23,030	62,270
Additions	558	19,533	20,091
Disposals	(181)	(710)	(891)
Capitalisation of WIP as Software	12,489	(12,489)	-
Amortisation	(18,660)	-	(18,660)
Net carrying amount at end of year	33,446	29,364	62,810
At 1 July 2023			
Cost (gross carrying amount)	100,160	29,364	129,524
Accumulated amortisation and impairment	(66,714)	-	(66,714)
Net carrying amount	33,446	29,364	62,810
Year ended 30 June 2024			
Net carrying amount at beginning of year	33,446	29,364	62,810
Additions	-	33,010	33,010
Disposals	-	(1,274)	(1,274)
Capitalisation of WIP as Software	52,363	(52,363)	-
Transfer to PPE/Receivable	(19)	(1,110)	(1,129)
Amortisation	(20,928)	-	(20,928)
Net carrying amount at end of year	64,862	7,627	72,489
At 30 June 2024			
Cost (gross carrying amount)	140,306	7,627	147,933
Accumulated amortisation and impairment	(75,444)	-	(75,444)
Net carrying amount	64,862	7,627	72,489

Recognition and Measurement

Service NSW recognises intangible assets only if it is probable that future economic benefits will flow to Service NSW and 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.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

Intangible assets are amortised using the straight-line method over the period of estimated useful life. Software is amortised over 4-5 years. 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.

13. Fair value measurement of non-financial assets

Fair value measurement and hierarchy

Non-specialised assets with short useful lives are measured at depreciated historical cost, which for these assets approximates fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

14. Current Liabilities – Payables

	2024	2023
	\$'000	\$'000
Accrued salaries, wages and on-costs	10,738	10,820
Creditors and accruals	44,009	27,945
	54,747	38,765

Details regarding liquidity risk, including a maturity analysis of the above payables, are disclosed in Note 24.

Recognition and Measurement

Payables represent liabilities for goods and services provided to Service NSW and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. Payables are financial liabilities at amortised cost, 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 the net result when the liabilities are derecognised as well as through the amortisation process.

Creditors and accruals includes creditors, accruals for goods and services received but invoices not received and \$7.5 million of unspent funds relating to Digital Restart Fund which are yet to be returned according to *DRF Act 2020* as disclosed in Note 15.

15. Current Liabilities – Other Liabilities

	2024	2023
	\$'000	\$'000
Liabilities arising from transfers to acquire or construct non-financial assets to be controlled by the entity	-	13,615
Unearned revenue	4,196	1,924
	4,196	15,539

Reconciliation of financial assets and corresponding liabilities arising from transfers to acquire or construct non-financial assets to be controlled by the entity

	2024	2023
	\$'000	\$'000
Opening balance of liabilities arising from transfers to acquire/construct non-financial assets to be controlled by the entity	13,615	17,181
Add: receipt of cash during the financial year	8,533	7,834
Deduct: income recognised during the financial year	(14,630)	(11,400)
Deduct: Transfer to payables (Funds to be returned)	(7,518)	-
Closing balance of liabilities arising from transfers to acquire/construct non-financial assets to be controlled by the entity	-	13,615

16. Current/Non-Current Liabilities – Borrowings

	2024 \$'000	2023 \$'000
Current		
Derivatives	70	-
Lease liabilities	439	416
	509	416
Non-current		
Lease liabilities	791	906
	791	906

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.

Lease liabilities are determined in accordance with AASB16 *Leases*. Refer to Note 11 for the recognition and measurement criteria.

Details regarding liquidity risk of lease liabilities including a maturity analysis, refer to Note 24.

17. Current/Non-Current Liabilities – Provisions

	2024 \$'000	2023 \$'000
Current		
Employee benefits and related on-costs		
Annual leave	48,487	49,780
Long service leave	6,848	5,693
Parental leave	3,605	-
	58,940	55,473
Other provisions		
Provision for makegood	589	310
Total current provisions	59,529	55,783
Non-current		
Employee benefits and related on-costs		
Long service leave	761	563
Other provisions		
Provision for makegood	10,713	13,961
Total non-current provisions	11,474	14,524
Aggregate employee benefits and related on-costs		
Provisions	59,701	56,036
Accrued salaries and wages (Note 14)	10,738	10,820
	70,439	66,856

	2024	2023
	\$'000	\$'000
Provisions expected to be settled within 12 months from reporting date		
Annual leave	43,603	44,404
Long service leave	1,423	1,121
Parental leave	3,605	-
	48,631	45,525

Provisions expected to be settled after more than 12 months from reporting date

Annual leave	4,884	5,376
Long service leave	6,186	5,135
	11,070	10,511

To determine the consequential cost split on Long Service Leave, Service NSW has adopted the actuarial advice from Treasury Policy and Guidelines 24-23 Accounting for Long Service Leave and Annual Leave using 90% current and 10% non-current.

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

	2024	2023
	\$'000	\$'000
Reconciliation of provision for makegood		
Carrying amount at beginning of year	14,271	11,857
Additional provision recognised	273	992
Amounts used	-	(46)
Remeasurement	(4,304)	-
Unwinding of discount or change in discount rate	1,062	1,468
Carrying amount at end of year	11,302	14,271

Provision for make good represents an estimate of future outgoings in respect of leasehold improvements where refurbishment activity had commenced at year end. The amount of provisioning is based on the application of a market estimate of the cost of make good in comparable buildings applied to the area of leased space. The discount rate used to calculate present value of makegood provision is between 3.95% and 4.28%.

Recognition and Measurement

Employee Benefits and other provisions

Salaries and wages, annual leave, sick leave and on-costs

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* (AASB 119) (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. Service NSW has assessed the actuarial advice based on the 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 Service NSW does not expect to settle the liability within 12 months as it does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it 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 accumulated for up to 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

Service NSW's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. Service NSW 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 the present value of expected future payments to be made in respect of services provided up to reporting date in accordance with AASB 119. This is based on the application of certain factors as specified in the TPG24-23 to employees with five or more years of service, using current rates of pay, expected future age, salary level and experience of employee departures. These factors were determined based on an actuarial review to approximate present value. 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 formulae 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.

Other Provisions

Other provisions exist when a present legal or constructive obligation exists 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 Service NSW 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 Service NSW has a detailed formal plan and Service NSW 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.

If the effect of the time value of money is material, provisions are discounted between 3.95% and 4.28%, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of discount rate) is recognised as a finance cost.

18. Commitments for Expenditure

	2024	2023
	\$'000	\$'000
Capital Commitments		
Aggregate capital expenditure for the acquisition of property, plant and equipment contracted for at balance date and not provided for:		
Within one year	646	3,173
Later than one year and not later than five years	-	174
Total (including GST)	646	3,347

The total commitments above include total input tax credits of approximately \$0.1 million (2023: \$0.3 million) that are expected to be recoverable from the Australian Taxation Office.

19. Contingent Liabilities and Contingent Assets

Contingent liabilities

Unquantifiable contingency – Recoveries of merchant service fees

Service NSW is currently reviewing a compliance matter relating to recoveries 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 agency.

Disclosure in the note is neither an admission nor acceptance of responsibility by the agency in advance of any Government policy or other relevant determinations.

Service NSW is not aware of any other contingent liability, which may materially impact on the financial position of Service NSW as shown in the financial statements.

Contingent Asset

Service NSW is still awaiting claims submitted with TMF on the damage to leasehold property and office facilities arising from floods in 2022 at the service centres located at Forbes and Lismore amounting to \$3.3 million.

Service NSW is not aware of any other contingent asset, which may materially impact on the financial position of Service NSW as shown in the financial statements.

20. Budget Review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

Net Result

The actual net result for Service NSW for 2024 is a \$18.2 million deficit which was unfavourable to the budgeted net result by \$9.0 million.

The major expense variations to budget are:

- Grant and subsidies of \$113 million in the original budget, this is not reported in the actual results as it relates to an administered grant program, Toll Relief.
- Employee related expenses were lower than the original budget by \$5.3 million as business continues its effort on reducing employee related cost.

- Other operating expenses were higher than the budget by \$137.6 million due to corporate costs amounting to \$61.9 million which are recovered as in-kind contribution (other revenue) and additional costs not included in the budget for administering the programs amounting to \$16.5 million which are recovered as grants and contributions revenue. Service has also incurred additional cost in relation to rent charges and outsourced service provider costs against the original budget.

The major revenue variations to budget are:

- Grants and other contributions compared to the original budget is lower as the original budget included \$113 million in grant revenue which relates to the Toll Relief 3 Program disclosed in note 23 Administered Item and is not recognised as revenue. Additional grants of \$48 million recognised as revenue was allocated by DCS to meet SNSW increases in operating expenditure. Fee for service arrangements with agencies was unfavourable to budget by \$10 million due to revised service arrangements and volume changes. In addition, credit card processing fee recoveries was favourable by \$6.8 million.
- Other revenue was \$101.8 million favourable to budget. This was primarily due to in-kind contributions revenue recognised amounting to \$61.9 million relating to corporate and shared services received, project cost recoveries of \$8.4 million and recovery of \$16.5 for cost incurred for administration of grant programs.

Assets and Liabilities

The actual net asset of \$86.2 million was \$11.4 million unfavourable to budget.

Total assets were unfavourable to budget by \$16.1 million predominantly due to cash balances being \$19.6 million lower than budget as at 30 June 2024. The non-current assets were higher by \$12.0 million due to increase in capitalisation as more Service Delivery centres were set-up and increments in Digital Identity Verification Credentials Project.

Cash flows

The closing cash balance is \$19.6 million unfavourable to budget primarily due to \$18.1 million increase in cash outflows from investing activities.

21. Reconciliation of Cash Flows from Operating Activities to Net Result

	2024	2023
	\$'000	\$'000
Net cash used on operating activities	38,954	65,532
Add/(less) non-cash items:		
Depreciation / amortisation	(43,235)	(38,475)
Loss on disposal	(1,456)	(1,775)
Other gains/(losses)	(70)	3
Changes in operating assets and liabilities		
Increase / (decrease) in Contract assets	(534)	(2,122)
Increase / (decrease) in receivables	(6,629)	(7,005)
(Increase) / decrease in payables	(4,524)	38,171
(Increase) / decrease in other provisions	(696)	(8,058)
Net result	(18,190)	46,271

22. Trust Fund

Service NSW holds money in dedicated bank accounts in a custodial capacity on behalf of other agencies. As Service NSW performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of Service NSW's own objectives, these funds are not recognised as part of its operations in the financial statements. The following is a summary of the transactions in the trust account:

	2024	2023
	\$'000	\$'000
Cash balance at beginning of the financial year	49,807	43,004
Add: Receipts	5,752,007	5,311,244
Less: Expenditure	5,742,898	5,304,441
Cash balance at the end of the financial year	58,916	49,807

Service NSW collects customer payments on behalf of other agencies through the various payment channels. The funds are settled into the Remitting Account and is then remitted back to the agency within the agreed timeframe. Service NSW collects payments on behalf of Land and Housing NSW, Department of Customer Service, Transport for NSW (Transport), Department of Planning and Environment (DPE), Department of Communities and Justice, Liquor and Gaming NSW and Multicultural NSW. Transport for NSW represents a significant portion of the trust fund, representing 85% of payments collected.

23. Administered Items

Service NSW administers grant programs on behalf of the Crown and other agencies. Service NSW does not recognise the income and expenses as disclosed below in its Statement of Comprehensive Income because Service NSW is responsible for transferring the amounts to eligible beneficiaries, consistent with agreements and frameworks controlled by the Crown and other agencies. As such, the expenses are recognised as grants by the Crown or other agencies as they are deemed to control the programs.

(a) Administered Programs on behalf of other Agencies

Service NSW received funding from other agencies to administer programs on their behalf. This activity gave rise to the following administered expenses and income:

		2024	2023
		\$'000	\$'000
Administered Expenses			
Senior Energy Rebate ⁽²⁾	Department of Climate Change, Energy, the Environment and Water	32,190	8,698
Active Kids ⁽⁸⁾	Office of Sports	31,331	119,340
Taxi Transport Scheme ⁽³⁾	Transport for NSW	19,519	13,464
Toll Relief 3 ⁽⁴⁾	Transport for NSW	18,839	-
InVitro Fertilisation Rebate ⁽¹⁾	NSW Ministry of Health	13,723	14,145
Creative Kids ⁽⁸⁾	Create NSW	9,780	45,937
First Lap Voucher ⁽⁸⁾	Office of Sports	4,022	11,676
Northern Rivers Small Business Grant ⁽⁸⁾	Regional NSW	3,043	13,294
iCare / PIAWE ⁽⁸⁾	The Workers Compensation Nominal Insurer	2,353	6,995
iCare / PIAWE (ATO Payment) ⁽⁸⁾	The Workers Compensation Nominal Insurer	1,227	3,810
Toll Relief Program (TR1) ⁽⁸⁾	Transport for NSW	45	628
Mouse Plague ⁽⁸⁾	Regional NSW	2	68
Jobs for Tomorrow ⁽⁸⁾	Department of Education and Training	1	2
Before and After School Care ⁽⁸⁾	Department of Education and Training	-	51,533
Total Administered Expenses		136,073	289,591

		2024	2023
		\$'000	\$'000
Administered Income - receipts from other Agencies			
Agency	Program		
Transport for NSW	Toll Relief 3 ⁽⁴⁾	99,684	-
Transport for NSW	Taxi Transport Scheme ⁽³⁾	23,000	12,000
Office of Sports	Active Kids ⁽⁸⁾	21,000	126,000
Office of Sports	First Lap Voucher ⁽⁸⁾	4,935	11,000
NSW Ministry of Health	InVitro Fertilisation Rebate ⁽¹⁾	10,437	14,658
Create NSW	Creative Kids ⁽⁸⁾	7,500	45,000
The Workers Compensation Nominal Insurer	iCare / PIAWE ⁽⁸⁾	3,700	9,024
Regional NSW	Northern Rivers Small Business Grant	1,500	7,000
NSW Department of Education	Before and After School Care ⁽⁸⁾	-	50,137
Total Administered Income		207,456	284,096
Return of Unused funds to agencies			
Office of Sports	Active Kids ⁽⁸⁾	2,819	-
Create NSW	Creative Kids ⁽⁸⁾	1,640	-
Transport for NSW	Toll Relief Program (TR1) ⁽⁸⁾	638	-
The Workers Compensation Nominal Insurer	iCare / PIAWE ⁽⁸⁾	120	76
Regional NSW	Mouse Plague ⁽⁸⁾	6	3,857
Reconstruction Authority NSW	Bushfire \$10k Small Business Rebate Grant, Bushfire \$50k Small Business Rebate Grant, Volunteer Firefighter Program ⁽⁸⁾	-	16,951
NSW Department of Education	Before and After School Care ⁽⁸⁾	-	5,209
Investment NSW	Export Assistance Grant ⁽⁸⁾	-	149
NSW Treasury	Covid \$10k Small Business Grant ⁽⁸⁾	-	6
Total Return of Unused funds		5,223	26,248

Recognition and Measurement

Receipts from other agencies and return of funds are recognised based on the receipt and payment of cash.

(b) Administered on behalf of Crown

During the year, Service NSW administered the following Administered expenses on behalf of the Crown. Service NSW received the funding via DCS as transfer payments.

	2024	2023
	\$'000	\$'000
Administered Expenses		
Toll Relief Program 2.0 ⁽⁵⁾	216,859	66,604
Flood Relief/Recovery Grant ⁽⁸⁾	19,329	106,017
Northern Rivers Commercial Landlord Grant ⁽⁸⁾	10,790	26,777
Rental Support Scheme/Back Home – Flood ⁽⁸⁾	7,673	180,271
Back to School ⁽⁸⁾	5,280	168,460
Active and Creative Kids Voucher Program ⁽⁶⁾	4,408	-
Return to Work ⁽⁸⁾	797	10,655
Job Saver ⁽⁸⁾	682	24,628
Medium Size Business Support Grant ⁽⁷⁾	648	-
Council Rates Relief – Flood ⁽⁸⁾	395	25,377
Small Business Hardship ⁽⁸⁾	199	1,949
Parent NSW Vouchers ⁽⁸⁾	96	65,990
Micro Business ⁽⁸⁾	72	985
Stay and Rediscover Vouchers ⁽⁸⁾	65	29,806
Commercial Landlord Hardship ⁽⁸⁾	23	2,435
Small Business Fees and Charges Rebate ⁽⁸⁾	14	34,435
2022 Small Business Support (Bizsaver) ⁽⁸⁾	12	973
COVID-19 Stimulus – Dine and Discover Vouchers ⁽⁸⁾	-	57,218
Alfresco Dining ⁽⁸⁾	-	7,228
Northern Rivers Recovery Grant ⁽⁸⁾	-	3,180
Music and Overnight Camp ⁽⁸⁾	-	856
Accommodation Providers Grant ⁽⁸⁾	-	91
Northern Beaches Hardship ⁽⁸⁾	-	10
Test and Isolate ⁽⁸⁾	-	3
Total Administered Expenses	267,342	813,948

Recognition and Measurement

The above Administered Expense are recognised when the funds are transferred to the eligible grant applicants. The expense is deemed to be incurred when the funds are transferred to the eligible grant applicants when the grant is paid or payable. The Administered Expense does not include funds recovered from non-eligible grant applicants issued in the prior periods due to non-compliance amounting to \$27.3 million (2023: \$79.0 million).

	2024	2023
	\$'000	\$'000
Administered Income - Transfer Payments received from the Crown		
Toll Relief Program 2.0 ⁽⁵⁾	220,392	66,604
Active and Creative Kids Voucher Program ⁽⁶⁾	12,300	-
Back to School ⁽⁸⁾	11,784	177,460
Medium Size Business Support Grant ⁽⁷⁾	1,641	-
Rental Support Scheme/Back Home – Flood ⁽⁸⁾	-	128,747
Flood Relief/Recovery Grant ⁽⁸⁾	-	126,420
Parent NSW Vouchers ⁽⁸⁾	-	110,981
COVID-19 Stimulus – Dine and Discover Vouchers ⁽⁸⁾	-	45,796
Stay and Rediscover Vouchers ⁽⁸⁾	-	33,952
Northern Rivers Commercial Landlord Grant ⁽⁸⁾	-	28,956
Return to Work ⁽⁸⁾	-	14,980
Small Business Fees and Charges Rebate ⁽⁸⁾	-	5,478
Total Transfer Payments received	246,117	739,374
	2024	2023
	\$'000	\$'000
Return of Unused Funds		
Job Saver ⁽⁸⁾	60,000	115,626
Back to School ⁽⁸⁾	15,509	-
COVID-19 Stimulus – Dine and Discover Vouchers ⁽⁸⁾	-	107,329
Parent NSW Vouchers ⁽⁸⁾	-	45,211
Stay and Rediscover Vouchers ⁽⁸⁾	-	39,297
Rental Support Scheme/Back Home – Flood ⁽⁸⁾	-	38,626
Northern Rivers Recovery Grant ⁽⁸⁾	-	33,545
2022 Small Business Support (Bizsaver) ⁽⁸⁾	-	27,160
Flood Relief/Recovery Grant ⁽⁸⁾	-	20,330
Alfresco Dining ⁽⁸⁾	-	17,762
Commercial Landlord Hardship ⁽⁸⁾	-	15,179
Music and Overnight Camp ⁽⁸⁾	-	12,872
Small Business Hardship ⁽⁸⁾	-	9,256
Micro Business ⁽⁸⁾	-	6,099
Accommodation Providers Grant ⁽⁸⁾	-	4,481
Small Business Fees and Charges Rebate ⁽⁸⁾	-	3,315
Northern Beaches Hardship ⁽⁸⁾	-	1,302
Return of Unused Funds	75,509	497,390
Net Transfer Payments Received	170,608	241,984

In 2024, a total of \$75.5 million was returned and transferred to the Crown. These relate to recoveries from non-compliance and excess cash balance in the account.

Recognition and Measurement

Administered Income - transfer payments received from the Crown to fund programs are recognised based on the receipt of cash.

Claims for the following programs are still open:

⁽¹⁾ InVitro Fertilisation Rebate program provides out of pocket medical expenses for Women in NSW undergoing IVF and other assisted reproductive treatments. The rebate pays \$500 in relation to Pre-IVF fertility testing and \$2,000 for IVF Fertility Rebate.

⁽²⁾ The Senior Energy Rebate provides \$200 energy rebate for eligible applicants who hold a current Commonwealth Senior Health care card issued by Services Australia or the Department of Veteran's Affairs to assist in the cost of their electricity bill. The rebate is paid per household per financial year.

⁽³⁾ Taxi Transport Scheme provides support to NSW residents who are unable to use public transport because of a severe and permanent disability. The subsidy provides 50 per cent of taxi fare to a maximum of \$60 and only pay remaining fare.

⁽⁴⁾ The Toll Relief 3 program was launched to reduce the cost of living for frequent toll road user. From April 2024, eligible motorists who spend more than \$60 a week on tolls for a tag or license plate number can claim a rebate of up to \$340.

⁽⁵⁾ The Toll Relief Program 2.0 (TR2) is a rebate-based scheme where each quarter, individuals and sole traders can claim a 40% rebate for every dollar spent on tolls once they have reached a minimum annual spend of \$375. The maximum annual (financial year) benefit available to each eligible customer (private use) is \$750. Eligible sole traders can apply for an additional \$750 in rebates a year for their business, totalling \$1,500 per customer for private use and a business use rebate.

⁽⁶⁾ Active and Creative Kids Voucher Program provides 2 x \$50 voucher per calendar year to assist eligible families with school- aged children to access sport and recreational and/or creative and cultural activities. This program replaces the separate Active Kids & Creative Kids vouchers, which closed in January 2024. Applications for this program closes on 30 June 2027.

⁽⁷⁾ Medium Size Business Support Grant provides support to eligible medium size business in the 31 Local Government Areas of Southern & Central NSW impacted by the July 2022 to September 2022 flood events (AGRN 1030). Applications for this program closed on 31 March 2024, however, approved applicants have until 30 June 2024 to submit their claims.

Claims for the following programs are closed:

⁽⁸⁾ Active Kids, Creative Kids, Jobs for Tomorrow, First Lap Voucher, Mouse Plague, iCare/PIAWE payment, Toll Relief Program (TR1), Before and After School, Alfresco Dining, Back to School, Return to Work, Job Saver, Small Business Hardship, Parent NSW Vouchers, Micro Business, Stay and Rediscover Vouchers, Commercial Landlord Hardship, Small Business Fees & Charges rebate, 2022 Small Business Support (Bizsaver), COVID-19 Stimulus – Dine & Discover Vouchers, Northern Rivers Recovery Grant, Flood Relief/Recovery Grant, The Northern Rivers Commercial Landlord Grant, Rental Support Scheme/Back Home, Council Rates Relief – Flood, Northern Rivers Small Business Grant, Music and Overnight camp, Accommodation Providers Grant, Northern Beaches Hardship, Bushfire \$10k Small Business Rebate Grant, Bushfire \$50k Small Business Rebate Grant, Volunteer Firefighter Program, Export Assistance Grant and Test and Isolate.

The following is a list of Administered Assets and Liabilities:

	2024	2023
	\$'000	\$'000
Administered Assets		
Cash at bank		
⁽ⁱ⁾ Held on behalf of other Agencies	93,284	27,112
⁽ⁱⁱ⁾ Held on behalf of Crown	102,910	179,381
	<u>196,194</u>	<u>206,493</u>
Receivable ⁽ⁱⁱⁱ⁾	65,250	81,598
Less: Expected Credit Losses	(13,748)	(14,855)
Net Receivable	<u>51,502</u>	<u>66,743</u>
Total Administered Assets	<u>247,696</u>	<u>273,236</u>
Total Administered Liabilities	<u>247,696</u>	<u>273,236</u>

Recognition and Measurement

- (i) Cash at bank held on behalf of other agencies as at 30 June 2024
- (ii) Cash at bank held on behalf of the Crown represents funds held as at 30 June 2024 in relation to COVID-19 stimulus, flood relief programs and cost of living measures which are yet to be distributed to the public in relation to the programs mentioned above.

(iii) Receivables mainly represents grants that are currently being subject to recovery action derived from compliance assessment and fraud related investigations.

Ongoing compliance activity

Service NSW is currently investigating its grants for fraud and non-compliance, the outcome of many of these reviews are yet to be determined. Depending on the outcome of these reviews, Service NSW is expected to undertake action to recover the overpayment of the grant monies as a result of fraud, non-compliance or incorrect deposit of bank account. The number and amounts under investigation are disclosed as below:

Cases currently referred to law enforcement:

In addition to the above \$65.3 million receivable, an additional \$124.7 million (2023: \$95.3 million) is being actively investigated by law enforcement authorities. These cases involve potentially fraudulent activities and the outcome of the investigations will determine the recoverability of the funds.

The above amounts represent contingent assets, as their realisation is dependent on the outcomes of ongoing investigations and the cooperation of relevant parties.

24. Financial Instruments

Financial instruments arise directly from operations or are required to finance operations. Service NSW does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The main risks arising from financial instruments are outlined below, together with the objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included in these financial statements.

The Chief Executive Officer monitors, reviews and provides advice about governance processes, risk management and control frameworks, and its accountability obligations in relation to managing these risks. Risk management policies are established to identify and analyse the risks faced by Service NSW, to set risk limits and controls and to monitor risks. Compliance with these policies is reviewed by Service NSW on a continuous basis.

a. Financial instrument categories

Financial Assets	Note	Category	2024	2023
Class:			\$'000	\$'000
Cash and cash equivalents	6	Amortised cost	15,135	31,197
Receivables ¹	7	Amortised cost	15,055	15,647
Contract assets	8	Amortised cost	3,681	4,215
Derivative asset	9	Fair value through profit or loss – designated as such at initial recognition	-	3
Carrying amount of financial assets			33,871	51,062
Financial Liabilities	Note	Category	2024	2023
Class:			\$'000	\$'000
Payables ²	14	Financial liabilities measured at amortised cost	52,458	36,530
Borrowings	16	Financial liabilities measured at amortised cost	1,230	1,322
Derivative liability	16	Fair value through profit or loss – designated as such at initial recognition	70	-
Carrying amount of financial liabilities			53,758	37,852

Notes:

1. Excludes statutory receivables and prepayments (i.e., not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (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 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 entity has transferred substantially all the risks and rewards of the asset; or
- the entity has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control.

When the entity has transferred its rights to receive cash flows from an asset or has entered a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the 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 entity's continuing involvement in the asset. In that case, the 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 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 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

i. Credit risk

Credit risk arises when there is the possibility of customer defaulting on their contractual obligations, resulting in a financial loss to Service NSW. 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, including cash and receivables. No collateral is held by Service NSW. Service NSW has not granted any financial guarantees.

Credit risk associated with financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

The entity considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the entity may also consider a financial asset to be in default when internal or external information indicates that the entity is unlikely to receive the outstanding contractual amounts in full before considering any credit enhancements held by the entity.

Cash and cash equivalents

Cash 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

Receivables - trade debtors

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The entity applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables 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 debtors 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 90 days past due.

The loss allowance for trade debtors as at 30 June 2024 and 30 June 2023 was determined to be nil.

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2024.

ii. Liquidity risk

Liquidity risk is the risk that Service NSW will be unable to meet its payment obligations when they fall due. Service NSW manages this risk through monitoring future operating cash flows and the timing of receiving approved funding allocation from NSW Treasury, which is on a cashflow needs basis, to facilitate the coordination and adoption of an optimal cash management strategy for the State. Service NSW maintains a suitable cash buffer to manage ad-hoc unscheduled payments, when required to ensure that working capital is sufficient to meet current liabilities. Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether invoices are received or not. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in TC11-12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. 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 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 payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest.

The table below summarises the maturity profile of Service NSW's financial liabilities based on contractual undiscounted payments, together with the interest rate exposure.

Maturity analysis and interest rate exposure of financial liabilities

	Weighted Average Effective Int. Rate %	Nominal Amount \$'000	Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- interest bearing \$'000	< 1 year \$'000	1 -5 years \$'000	> 5 years \$'000
2024								
Payables	n/a	52,458	-	-	52,458	52,458	-	-
Borrowings	3.82%	441	441	-	-	228	213	-
Derivative	n/a	70	-	-	70	73	(3)	-
2023								
Payables	n/a	36,530	-	-	36,530	36,530	-	-
Borrowings	3.75%	304	304	-	-	157	147	-

Note: The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which Service NSW can be required to pay.

iii. 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. Service NSW has no exposure to market risk due to nil borrowings. Service NSW has limited exposure to foreign currency risk which is insignificant as noted in the derivative note above.

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 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 reporting date. The analysis is performed on the same basis as for 2023.

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 Service NSW's interest-bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp. Service NSW does not account for any fixed rate financial instruments at fair value through profit or loss or at fair value through other comprehensive income. Therefore, for these financial instruments, a change in interest rate would not affect the carrying value or interest paid/earned. 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:

	Carrying amount	\$'000 -1%		\$'000 +1%	
		Net result	Equity	Net result	Equity
2024					
Financial assets					
Cash and cash equivalents	15,135	(151)	(151)	151	151
2023					
Financial assets					
Cash and cash equivalents	31,197	(312)	(312)	312	312

e. Fair value of financial instruments

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.

25. Related Party Disclosures

Key Management Personnel

Compensation for Service NSW key management personnel is as follows:

	2024	2023
	\$'000	\$'000
Short-term employee benefits		
Salaries	2,759	2,751
Post-employment benefits	246	227
Termination benefits	13	39
Total remuneration	3,018	3,017

Service NSW did not enter into transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof. One of the key management personnel is paid through corporate services charges to DCS. Their remuneration is included in the list.

Government-related Entities

During the year, Service NSW entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. These transactions in aggregate are a significant portion of its rendering of services/receiving of services. These transactions are primarily in the form of fees for services, general operating expenses, grants paid and received, and are disclosed in Notes 2 and 3.

From 1 July 2019 some corporate and shared services have transferred to Department of Customer Service (DCS) under a centralised model. This includes corporate technology functions, People & Culture, Corporate Affairs, Procurement, and Governance and Risk. In 2024 Service NSW continues to consume the Corporate Services provided by DCS as in-kind benefit with a value of \$61.9 million (2023: \$60.5 million). Refer to Note 2 (b) for expenses and Note 3 (e) for revenue respectively.

In 2024 Service NSW provided \$204 million (2023: \$232 million) in services to Transport for NSW which was funded through funding distribution from DCS.

As at 30 June 2024, Service NSW recognised project cost recovery revenue of \$8.9 million, these mainly comprised of \$2.4 million for Transport NSW, \$2.2 million for NSW Reconstruction Authority, \$0.7m for Department of Education, \$0.6 million for Department of Communities and Justice, \$0.6 million for Insurance and Care NSW, \$0.5 million for Department of Climate Change Energy the environment and Water, \$0.4 Million for Property NSW, \$0.3 million for Department of Regional NSW, \$0.3 million Admin fees for Medium Business Grant. Refer to Note 3 (e).

Services rendered to agencies that represent a significant proportion of the fees for service, disclosed under Note 3 (a) for sale of goods and services are as follows:

	2024	2023
	\$'000	\$'000
Sale of good and services		
Insurance and Care NSW	11,933	10,490
Department of Customer Service	5,208	4,782
NSW Ministry of Health	620	1,272
Department of Communities and Justice	1,923	2,730
Office of the Children's Guardian	8,077	7,702
Office of Sport	4,279	6,211
Transport for NSW	476	3,925
NSW Trains	5,959	6,228
NSW Police Force	2,086	2,130
NSW Department of Planning, Housing and Infrastructure	5,223	4,941
Department of Regional NSW	-	627
Department of Creative Industries, Tourism, Hospitality and Sport	2,881	5,946
Multicultural NSW	823	1,005
Department of Education	368	-
Department of Climate Change, Energy, the Environment and Water	454	-
	50,310	57,989
Purchases of goods and services		
Department of Customer Service	72,597	70,732
Property NSW	27,695	26,093
Transport for NSW	233	778
	100,525	97,603

26. Events After the Reporting Period

a) Adjusting Events

There are no known events after the reporting period which could give rise to a material impact on the reported results or financial position of Service NSW as at 30 June 2024.

b) Non-Adjusting Events

Pursuant to legislative amendments effective from 1 July 2024, the Secretary of the Department of Customer Service became the Accountable Authority of Service NSW. Service NSW remains an executive public service agency related to the Department under the Government Sector Employment Act 2013.

On 1 July 2024 the Secretary informed employees of continuing functional reviews during 2024 and 2025.

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 Service NSW as at 30 June 2024.

End of audited financial statements

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