
Management and accountability

4

Our workforce

Numbers and remuneration of senior executives

The tables below detail the headcount of public service senior executives and health service senior executives employed, and those temporarily assigned, seconded, or acting in a senior executive role at the end of the reporting year.

NSW Health has seen an 11.6 per cent reduction in senior executive headcount compared to 2024 data - 59.5 per cent of the senior executive workforce are female leaders.

NSW Ministry of Health				
Band	2024		2025	
	Female	Male	Female	Male
Band 4	1	0	1	0
Band 3	3	6	5	6
Band 2	15	11	11	14
Band 1	62	28	59	23
Totals	81	45	76	43
	126		119	

Statutory health corporations				
Band	2024		2025	
	Female	Male	Female	Male
Band 4	0	0	0	0
Band 3	1	1	1	1
Band 2	3	1	3	1
Band 1	8	2	5	0
Totals	12	4	9	2
	16		11	

Local health districts and Specialty Health Networks				
Band	2024		2025	
	Female	Male	Female	Male
Band 4	0	0	0	0
Band 3	9	7	10	6
Band 2	17	5	16	6
Band 1	56	45	49	40
Totals	82	57	75	52
	139		127	

Health Administration Corporation					
Band	2024			2025	
	Female	Male	Other	Female	Male
Band 4	0	0	0	0	0
Band 3	4	1	0	3	3
Band 2	4	12	0	4	7
Band 1	24	34	1	23	22
Totals	32	47	1	30	32
	80			62	

The average remuneration by Band for public service and health service senior executives is detailed below.

NSW Ministry of Health			
Band	Range	Average Remuneration	
	\$	2024	2025
Band 4	509,251 - 588,250	626,300	626,300
Band 3	361,301 - 509,250	471,567	465,099
Band 2	287,201 - 361,300	324,216	322,422
Band 1	201,350 - 287,200	235,996	238,755

Local Health Districts and Specialty Health Networks			
Band	Range	Average Remuneration	
	\$	2024	2025
Band 4	509,251 - 588,250	0	0
Band 3	361,301 - 509,250	420,338	433,329
Band 2	287,201 - 361,300	316,434	319,712
Band 1	201,350 - 287,200	248,511	249,622

Statutory Health Corporations			
Band	Range	Average Remuneration	
	\$	2024	2025
Band 4	509,251 - 588,250	0	0
Band 3	361,301 - 509,250	403,833	419,080
Band 2	287,201 - 361,300	345,164	353,355
Band 1	201,350 - 287,200	239,718	249,025

Health Administration Corporation			
Band	Range	Average Remuneration	
	\$	2024	2025
Band 4	509,251 - 588,250	0	0
Band 3	361,301 - 509,250	455,210	462,708
Band 2	287,201 - 361,300	346,554	323,768
Band 1	201,350 - 287,200	259,068	256,242

Of NSW Health's employee related expenditure in 2025, 0.5 per cent was related to public service and health service senior executives.

The previous year's report included only the average remuneration for the NSW Ministry of Health's portion of senior executives expenditure (16 per cent).

Our people

Number of full time equivalent staff employed in the NSW public health system

Treasury group	June 2025
Medical	16,389
Nursing	57,753
Allied health	13,821
Other professions and paraprofessionals	3,330
Scientific and technical clinical support	6,644
Oral health practitioners and therapists	1,328
Ambulance officers	6,763
Sub-total clinical staff	106,027
Corporate services	6,873
Clinical support	22,239
Hotel services	9,360
Maintenance and trades	855
Other	350
Other staff	39,677
Total	145,705

Source: Corporate Analytics Notes: **1.** Full time equivalent (FTE) calculated as the last fortnight in June, paid productive, non-productive and overtime hours. **2.** Includes FTE salaried staff employed with local health districts, specialty networks and the Health Administered Corporation. Staff not remunerated through NSW Health payroll are excluded. This differs to previous reports which reported some Health Administered Corporations in a supplementary table and therefore previous reports can not be compared. NSW Health has made this change to provide improved transparency and visibility of the whole organisation and align the terminology within our reports to their typical and plain English interpretations. **3.** Staff employed by Third Schedule affiliated health organisations, non-government organisations and other service providers funded by NSW Health are not reported in the NSW Health Annual Report. **4.** Rounding of staff numbers to the nearest whole number in this table may cause minor differences in totals. **5.** Since June 2023, Allied Health Assistants who were previously reported under the Treasury Group 'scientific and technical clinical support staff' have been re-aligned to report under 'allied health'. **6.** Health Professionals Council Authority and Mental Health Review Tribunal are included under 'corporate services' but do not have a breakdown in the appendices. **7.** Some staff attached to 'other staff' treasury group re-aligned to report under 'corporate services'.

A breakdown of the number of full time equivalent staff by NSW Health entity is in Appendix 2 of this report.

Historical figures for the NSW public health system

Number of full time equivalent staff employed in the NSW public health system

Treasury group	June 2022	June 2023	June 2024
Medical	15,110	15,578	15,824
Nursing	53,141	54,540	56,549
Allied health	12,406	12,910	13,372
Other professions and paraprofessionals	3,206	3,287	3,328
Scientific and technical clinical support	6,276	6,361	6,591
Oral health practitioners and therapists	1,250	1,295	1,378
Ambulance officers	5,642	6,134	6,390
Sub-total clinical staff	97,031	100,106	103,432
Corporate services	6,733	6,849	6,889
Clinical support	20,493	21,224	22,061
Hotel services	8,822	9,039	9,202
Maintenance and trades	873	844	854
Other	313	332	324
Other staff	37,234	38,288	39,329
Total	134,265	138,394	142,761

Source: Corporate Analytics **Notes:** **1.** Full time equivalent (FTE) calculated as the last fortnight in June, paid productive, non-productive, and overtime hours. **2.** Includes FTE salaried staff employed with local health districts, specialty networks, the Health Administered Corporation, NSW Ministry of Health, Health Professionals Council Authority, and Mental Health Review Tribunal. Staff not remunerated through NSW Health payroll such as visiting medical officers and contractors are not included. This differs to previous reports which reported some Health Administered Corporations in a supplementary table and therefore previous reports can not be compared. NSW Health has made this change to provide improved transparency and visibility of the whole organisation and align the terminology within our reports to their typical and plain English interpretations. **3.** Staff employed by Third Schedule affiliated health organisations, non-government organisations and other service providers funded by NSW Health but not on NSW Health payroll are not reported in the NSW Health annual report. **4.** Rounding of staff numbers to the nearest whole number in this table may cause minor differences in totals. **5.** Since June 2023, allied health assistants who were previously reported under the Treasury Group 'scientific and technical clinical support staff' have been re-aligned to report under 'allied health'. **6.** Health Professionals Council Authority and Mental Health Review Tribunal are included under 'corporate services' but do not have a breakdown in the appendices. **7.** Some staff attached to 'other staff' treasury group re-aligned to report under 'corporate services'.

A breakdown of historical figures of full time equivalent staff by NSW Health entity is in Appendix 2 of this report.

Registered practitioners

Registered practitioners by profession with principal place of practice in NSW, as at 30 June 2025.

Profession	NSW
Aboriginal and Torres Strait Islander health practitioner	279
Chinese medicine practitioner	1,878
Chiropractor	2,223
Dental practitioner	8,242
Medical practitioner	42,885
Medical radiation practitioner	6,746
Midwife	2,164
Nurse	124,313
Nurse and midwife ¹	6,674
Occupational therapist	9,204
Optometrist	2,287
Osteopath	704
Paramedic	6,754
Pharmacist	11,489
Physiotherapist	13,449
Podiatrist ²	1,746
Psychologist	15,922
Total 2024-25	256,959
Total 2023-24	249,653

Notes: 1. Registrants who hold dual registration as both a nurse and a midwife. 2. Throughout this report, the term 'podiatrist' refers to both podiatrists and podiatric surgeons unless otherwise specified

Number of staff in headcount employed in the NSW public health system

Treasury group	June 2024	June 2025
Medical	17,140	17,665
Nursing	68,124	69,641
Allied health	16,678	17,232
Other professions and paraprofessionals and support staff	4,553	4,611
Scientific and technical clinical support staff	7,642	7,720
Oral health practitioners and support workers	1,648	1,655
Ambulance staff	6,378	6,855
Clinical staff total	122,163	125,379
Corporate services and hospital support	32,579	32,723
Hotel services	10,851	11,089
Maintenance and trades	833	830
Other staff	1,322	1,459
Clinical support total	45,585	46,101
Total by treasury group	167,748	171,480
NSW Health distinct total*	166,963	170,713

Source: Corporate Analytics **Notes:** 1. Headcount calculated as at the last fortnight in June 2025, all active staff with a payment. 2. All non-salaried staff such as visiting medical officers and other contracted staff are excluded. 3. *NSW Health distinct total is de-duplicated headcount number for NSW Health and cannot be compared to treasury group totals. 4. There are duplication of individuals between treasury groups as some staff have multiple assignments. 5. State headcount numbers cannot be compared with the individual local health district totals due to staff with multiple assignments.

A breakdown of the number of staff in headcount employed in the NSW public health system by NSW Health entity is in Appendix 2 of this report.

Industrial relations

The NSW Ministry of Health remains committed to working collaboratively towards award reform with unions.

During the 2024-25 financial year:

- a 3.5 per cent one-year increase, effective from 1 July 2024, applied to Health Services Union covered awards, and one-year awards were made
- interim pay increases of 3 per cent, effective from 1 July 2024, were applied to other workforce groups including: NSW Health nurses and midwives, skilled trades staff, Ambulance administrative and clerical staff, and early childhood teachers
- for early childhood teachers, a new three-year award was made by the Industrial Relations Commission (IRC), effective from 1 July 2024, being the Teachers' (NSW Health Early Childhood Education and Care Centres) Salaries and Miscellaneous Conditions Award 2024.

The pay and conditions for nurses and midwives will be arbitrated and determined by the IRC in late 2025.

The pay and conditions of employed medical officers (staff specialists, medical officers and career medical officers) are similarly undergoing a process of conciliation and arbitration before the IRC.

During the reporting period, mutual gains bargaining was conducted for all medical awards (specialist and non-specialist) and will now progress to arbitration.

- NSW Health applied a 10 per cent abnormal duties allowance to Staff Specialist Psychiatrists from 3 February 2025.

The wages and conditions of all Staff Specialists will be further determined by the IRC with hearings commencing in November 2025.

- The Australian Medical Associations progressed the Determinations for Visiting Medical Officers to arbitration before the IRC. The matter was listed for conciliation in August 2025, with arbitration listed for 7 April 2026 to 12 May 2026 and 1 June 2026 to 19 June 2026.

Workforce key policies

NSW Health continued to review and enhance its workforce related policies, guidelines, and information bulletins to ensure they are contemporary and meet the needs of NSW Health agencies.

Key Workplace Relations policies released in 2024-25

- *Managing Misconduct, Serious Performance and Child Related Concerns* was published in May 2025 to update, combine and reduce duplication between three (now rescinded) policies that deal with conduct of staff. The rescinded policies are: *Managing Misconduct*; *Managing Complaints and Concerns About Clinicians*; and *Managing Child Related Allegations, Charges and Convictions Against NSW Health Staff*.
- *Prevention and Management of Unacceptable Workplace Behaviours* was published in May 2025 and has been expanded to include prevention and management of instances of prohibited conduct (sexual harassment and related unlawful conduct) under the *Sex-Discrimination Act* and the employer positive duty obligations to manage workplace risks with respect to such conduct.
- *Flexible Work* was published in February 2025 which replaced the previous 2023 guideline. This policy outlines flexible work arrangements for NSW Health staff and incorporated the NSW Premier's Department workplace presence circular requirements.
- *Leave Matters for the NSW Health Service* was published in December 2024 and provided updated parental leave provisions for NSW Health staff relating to ongoing placements of a child or young person subject to a legal order.

- *Work Health and Safety - Better Practice Procedures* was published in June 2025. This Policy Directive supports NSW Health Organisations to implement an effective work health and safety management system that is consistent with NSW Work Health and Safety (WHS) legislation; and provides information to clarify the duties and responsibilities of officers and managers/supervisors in contributing to a safe and healthy work environment.
- *Work Health and Safety - Other Workers Engagement* was published in September 2024. This Guideline provides direction to NSW entities to meet their duty of care under the *Work Health and Safety Act 2011* and *Work Health and Safety Regulation 2017*, ensuring, so far as reasonably practicable, a safer and healthy work environment for all workers and other persons when other workers are engaged to carry out work as directed by the NSW Health organisation.
- The *Official Travel policy* was published in October 2024 providing revised approval requirements for overseas official travel and consistency with the *NSW Government Travel and Transport Policy*, including changing overseas travel allowances to Australian Taxation Office rates and encouraging the payment of actual travel expenses.

Key Workplace Relations' information bulletins released in 2024-25

Variation to the Public Health System Nurses' and Midwives' (State) Award

Published 6 November 2024

Advises variations to the Public Health System Nurses' and Midwives' (State) Award 2023 effective from 1 July 2023 following the new award made by the NSW Industrial Relations Commission (IRC).

The new award included changes to several conditions including:

- nurse managers and midwife managers may be paid on call allowances
- employees working overtime may choose to be paid an overtime meal allowance
- access to early release or paid overtime when working through breaks during night duty
- family and domestic violence leave updated to reflect the model clause prepared by Public Sector Industrial Relations of The Premier's Department.

Rates of Pay and allowances for Teachers in NSW Health Early Childhood Education and Care Centres

Published 13 June 2025

Advises of a new award which was made in the NSW Industrial Relations Commission on 30 May 2025 – the Teachers (NSW Health Early Childhood Education and Care Centres) Salaries and Miscellaneous Conditions Award 2024.

The new award took effect from 1 July 2024 and remains in force for three years.

Visiting Medical Officers Welcome and Information Pack

Published 18 December 2024

The Visiting Medical Officers (VMOs) welcome and information pack for new VMOs was updated to align with other related policy directives, guidelines, and information bulletins.

Updates also included recommending that VMOs seek professional advice regarding applicable insurances for independent contractors.

Responding to bullying and complaints

NSW Health entities continued to implement localised strategies to reduce the incidence of bullying and unacceptable workplace behaviours, and enhance positive and productive workplace culture, including:

- Anti-bullying management advisors – responsible for collaborating and sharing knowledge on best practice initiatives, using an information pool to improve communication, guide future processes, and coach managers on effective bullying management strategies
- The confidential Anti-Bullying Advice Line – responsible for provision of guidance and information to employees about the complaint resolution process
- Bullying data collection – entities report individual complaint data to the NSW Ministry of Health, where complaints are initially assessed as potential bullying complaints
- Addressing Grievances and Concerns Managers' and Staff Portal – web portals to support managers and staff across NSW Health to address grievances and concerns at work, including bullying
- Bullying Risk Assessment Tool – launched to assist health organisations assess the potential of bullying in the workplace, and risk mitigation strategies with an aim to prevent or minimise the risk of psychological injury
- Launch of the revised NSW Health Prevention and Management of Unacceptable Workplace Behaviours Policy Directive – enables prevention, assessment and management of all unacceptable workplace behaviours such as bullying, harassment, sexual harassment, and other related discriminatory conduct under the Sex Discrimination Act.

There were 129 reported bullying complaints between 1 July 2024 to 30 June 2025, down from 178 complaints in 2023-24. The NSW Ministry of Health has also commenced review and consultation process on NSW Health Resolving Workplace Grievances Policy Directive.

Feedback and complaints

The NSW Health incident management system (ims+) records consumer feedback which includes complaints, compliments, and suggestions/observations received.

In 2024-25, there were 16,345 complaints recorded, an increase from 15,918 in the previous year*. The top five issues related to clinical care, treatment and safety; communication; management of facilities; patient rights; and timing and access.

*Figures exclude complaints recorded by St Vincent's Health Network. These data are provisional and are subject to change via ongoing data verification processes.

Complaints received by health services identify the consumer's or carer's concerns regarding the delivery of care. More than one option can be selected.

People Matter Employee Survey

Our workplaces strive to make continuous improvement to workplace culture. Each year, NSW Health makes it a priority to track employee engagement and workplace culture. This is done through the NSW People Matter Employee Survey (PMES), the NSW public sector's annual employee opinion survey. The survey asks employees about their experience and perceptions of a range of workplace issues and practices, including management and leadership; service delivery; employee engagement; diversity and inclusion; public sector values; and unacceptable conduct. In 2024, more than 83,892 staff completed the survey with a participation rate of 48 per cent. Employee engagement was 60 per cent – a decrease of 3 per cent from 2023. NSW Health has continued to undertake cultural improvement initiatives supported through annual funding to support action plans in response to the PMES. Locally developed learning programs and statewide programs through the Health Education and Training Institute support capability development of NSW Health staff.

Boards and committees

Details of NSW Health's board and committees including meetings, structure, its members and their current terms of appointment.

Board of the Cancer Institute			5 meetings in 2024-25
Structure	Members	Appointment start date	Appointment end date
Chair	Associate Professor Christine Giles	September 2023	June 2026
Member	Professor Christine Clarke	September 2022	August 2026
Member	Professor Leslie White	September 2022	August 2026
Member	Professor Tracey O'Brien AM	July 2022	Ex Officio
Member	Dr Costa Boyages	August 2023	June 2026
Member	Lillian Leigh	August 2023	July 2026
Member	The Honourable Jillian Skinner	August 2023	June 2026
Member	Associate Professor Peter Malouf	March 2024	December 2026
Member	Michael Still	April 2024	May 2025
Bureau of Health Information Board			5 meetings in 2024-25
Structure	Members	Appointment start date	Appointment end date
Chair	Professor Carol Pollock	May 2024	April 2026
Member	Robert Lagaida	March 2023	April 2026
Member	Dr Selina Redman	September 2024	September 2027
Member	Professor Sallie-Anne Pearson	September 2024	September 2026
Member	Katherine Boiciuc	September 2024	September 2027

Member	Dr Karen Luxford	September 2024	September 2025
Member	Brendon Cutmore	September 2024	September 2027

Central Coast Local Health District Board

11 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Sarah Winter	July 2025	December 2027
Member	Robert King	January 2023	December 2025
Member	Dr William Munro	January 2023	December 2025
Member	Philip Crenigan	January 2025	December 2027
Member	Timothy Ebbeck	January 2025	December 2027
Member	Elizabeth Ward	January 2025	December 2027
Member	Professor Jennelle Kyd	January 2025	December 2027
Member	Matthew Sonter	January 2025	December 2027

Clinical Excellence Commission Board

6 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Professor Donald Wilson	April 2024	March 2026
Member	Professor Jacqueline Close	April 2024	March 2026
Member	Laila Hallam	April 2024	March 2026
Member	Dr Michelle Mulligan	August 2024	July 2028
Member	Luke Sloane	July 2023	June 2027
Member	Vickie Parry	August 2023	July 2027
Member	Associate Professor Michael Nicholl	August 2022	Ex Officio

Member	Scott Griffiths	August 2022	July 2026
Member	Dr Bruce Hodge	July 2022	June 2026
Member	Melissa O'Brien	July 2022	June 2026

Far West Local Health District Board	11 meetings in 2024-25
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Structure	Members	Appointment start date	Appointment end date
Chair	Sally Pearce	January 2025	December 2027
Member	Mariette Curcuruto-Dunlevy	January 2025	October 2026
Member	Wincen Cuy	January 2025	December 2025
Member	Pamela Tucker	January 2025	December 2027
Member	Justin Files	January 2025	December 2027
Member	Stephen Hegedus	January 2025	December 2027
Member	Associate Professor Lilon Bandler	November 2022	October 2025

Fluoridation of Public Water Supplies Advisory Committee	0 meetings in 2024-25*
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Structure	Members	Appointment start date	Appointment end date
Chair	Dr Heather Cameron	May 2025	April 2028
Member	Aidan Tan	November 2023	October 2026
Member	Murray Thompson	November 2023	October 2026
Member	Dr Christine Cowie	November 2023	October 2026
Member	Councillor Robert Bell	March 2025	February 2028
Member	Dr Sophie Halpin	March 2025	February 2028

Hunter New England Local Health District Board

10 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Dr Kirsten Molloy	January 2025	December 2027
Member	Meagan Hudson	January 2023	December 2025
member	Anita Kauffmann	January 2023	December 2025
Member	Professor Penelope Paliadelis	January 2023	December 2025
Member	Dr Stephen Pryde	January 2023	December 2025
Member	Alice Wilks	January 2023	December 2025
Member	Kevin Dupe	January 2025	December 2027
Member	Elizabeth Nicol	January 2025	December 2027
Member	Robert Hawes	January 2025	December 2027

Illawarra Shoalhaven Local Health District Board

8 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Christopher Bertinshaw	January 2025	December 2027
Member	Alan Hudson	January 2023	December 2025
Member	Marilyn Smith	January 2023	December 2025
Member	Jonathan Boswell	January 2025	December 2026
Member	The Honourable David Campbell	January 2025	December 2027
Member	Suzanne Clapham	January 2025	December 2027
Member	Nikola Mitrevski	January 2025	December 2026
Member	Dr Richard Morris	January 2025	December 2027

Member	Jenifer Collins	January 2025	December 2026
Member	Dr Costa Boyages	January 2025	December 2027
Member	Peter McDonald	February 2025	December 2025

Justice Health and Forensic Mental Health Network Board

6 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Professor Denis King	July 2024	June 2026
Member	Benjamin Gales	July 2024	June 2028
Member	Roger Downs	January 2025	December 2027
Member	Dr Robyn Shields	January 2025	December 2027
Member	Paul Knight	January 2022	December 2027
Member	Marisa Mastroianni	January 2025	December 2027
Member	The Honourable Jillian Skinner	January 2025	December 2027
Member	Dr Annette Bemand	February 2023	December 2025
Member	David McGrath	February 2023	December 2025
Member	Dr Kath McFarlane	January 2023	December 2025

Medical Committee (Poisons)

5 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Member	Dr Bridin Murnion	September 2011	The <i>Poisons and Therapeutic Goods Act 1966 Act</i> places no prescribed time period on appointments with past appointments considered ongoing until resignation by a member

			The <i>Poisons and Therapeutic Goods Act 1966 Act</i> places no prescribed time period on appointments with past appointments considered ongoing until resignation by a member
Member	Dr Anthony Sams	April 2022	

Member	Dr Tim Ho	November 2023	October 2026
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Medical Services Committee			12 meetings in 2024-25
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Structure	Members	Appointment start date	Appointment end date
Chair	Dr Antony Sara	March 2025	October 2028
Member	Dr Aimee Wiseman	July 2024	June 2028
Member	Dr Eve Tsironis	October 2023	August 2027
Member	Dr Michelle Atkinson	August 2023	June 2027
Member	Dr Alison Semmonds	August 2023	June 2027
Member	Dr Khin Thu	March 2025	October 2028
Member	Dr Danette Wright	July 2025	July 2029
Member	Dr Bruce Graham	February 2022	November 2025
Member	Dr Ali Gursel	October 2021	September 2025

Mental Health Community Advisory Council			4 meetings in 2024-25
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Structure	Members	Appointment start date	Appointment end date
Chair	Mark Orr AM	December 2022	July 2026
Deputy Chair	Heidi Keevers	December 2022	November 2025
Member	Dr Evelynne Tadros	November 2024	November 2025

Member	Kathi Boorman	December 2022	November 2025
Member	Benjamin Brien	December 2022	November 2025
Member	Keith Bryant	December 2022	February 2025
Member	William Campos	December 2022	November 2025
Member	Maria Cassaniti	December 2022	November 2025
Member	Anna Dasler	December 2022	November 2025
Member	Melodie Grafton	December 2022	November 2025
Member	Associate Professor Roger Gurr	December 2022	November 2025
Member	Dr Faye McMillan	December 2022	November 2025
Member	Dr Catherine Sanderson	December 2022	November 2025
Member	Asha Zappa	December 2022	November 2025

Mid North Coast Local Health District Board

11 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Peter Treseder	January 2025	December 2025
Member	Tracy Singleton	January 2025	December 2025
Member	Michael Coulter	January 2025	December 2027
Member	Jennifer Zirkler	January 2025	December 2027
Member	The Honourable Luke Hartsuyker	January 2025	December 2027
Member	Gary Humphreys	January 2025	December 2027
Member	Shehnarz Salindera	January 2023	December 2025
Member	Susan McGinn	January 2023	December 2025

Murrumbidgee Local Health District Board

11 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Adrian Lindner	January 2025	December 2026
Member	George John	July 2025	December 2027
Member	Mary Atkinson	January 2025	December 2027
Member	Cheryl Penrith	January 2025	December 2027
Member	Elke Cleverdon	January 2023	December 2025
Member	Elizabeth Dixon	January 2023	December 2025
Member	Anthony Kolbe	January 2023	December 2025
Member	Dr Inthikab Alam Mohamed Yoosuff	January 2023	December 2025

Nepean Blue Mountains Local Health District Board

11 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	The Honourable Peter Collins, AM KC	January 2025	December 2026
Member	Associate Professor Ian Seppelt	January 2023	December 2025
Member	Richard Fox	January 2025	December 2027
Member	Professor Stephen Fuller	January 2025	February 2026
Member	Del Gaudry	January 2025	December 2027
Member	Dr Nhi Nguyen	January 2025	December 2027
Member	Pamela Rutledge	January 2025	December 2027
Member	Sharon Williams	January 2025	December 2027

Northern NSW Local Health District Board

10 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Dr Peter Carter	January 2023	December 2025
Member	Carolyn Byrne	October 2022	October 2025
Member	Michael Carter	October 2022	October 2025
Member	Dr John Griffin	October 2022	October 2025
Member	Professor Susan Nancarrow	October 2022	October 2025
Member	Dr Catherine Adams	January 2023	December 2025
Member	Dr Alasdair Arthur	January 2023	December 2025
Member	Naree Hancock	January 2023	February 2025
Member	Dr Andrew White	January 2023	December 2025
Member	Scott Monaghan	January 2025	December 2027

Northern Sydney Local Health District Board

11 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Trevor Danos AM	January 2025	August 2026
Deputy Chair	Professor Emerita Mary Chiarella AM	January 2025	December 2026
Member	The Honourable Patricia Forsythe AM	January 2023	December 2025
Member	Adam Johnston AM	January 2023	December 2025
Member	Karen Filocamo	January 2023	December 2025
Member	Dr Donna Lynch	January 2023	December 2025
Member	Kimberley Reynolds	January 2023	December 2025

Member	Dr Stephanie Teoh	January 2023	December 2025
Member	Nadia Levin	January 2025	July 2027
Member	Christopher Greatrex	January 2025	July 2027
Member	Dr Michelle Mulligan OAM	January 2025	July 2027
Member	Brad Goodwin	January 2025	December 2026

Regional Health Ministerial Advisory Panel

4 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Dr Richard Colbran PhD	August 2025	July 2026
Member	Dr Patricia Saccasan Whelan FACEM	February 2025	July 2026
Member	Kalina Koloff	March 2024	Ex Officio
Member	Tracey McCosker	April 2025	Ex Officio
Member	Anna Barwick	September 2023	July 2026
Member	Karen Booth	September 2023	July 2026
Member	Christine Corby AM	September 2023	July 2026
Member	Councillor Rick Firman OAM	September 2023	July 2026
Member	Kelly Foran	September 2023	July 2026
Member	Louise Fox	September 2023	July 2026
Member	Laura Hand-Ross	September 2023	July 2026
Member	Dr Richard Colbran	August 2024	July 2026
Member	Scott Monaghan AM	July 2024	July 2026
Member	Brad Astill	February 2025	Ex Officio

Member	Phil Minns	August 2022	Ex Officio
Member	Susan Pearce AM	August 2022	Ex Officio
Member	Luke Sloane	August 2022	Ex Officio

South Eastern Sydney Local Health District Board

10 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Acting Chair	Dr Gregory Levenston	November 2017	December 2025
Member	Arthur Diakos	January 2022	December 2026
Member	Helene Orr	January 2017	December 2026
Member	Dr John Estell	January 2022	December 2026
Member	Liam Harte	January 2017	December 2026
Member	Dr Jan Dudley	January 2022	December 2026
Member	Professor Allan Spigelman	January 2017	December 2026
Member	Anna Guillan	January 2023	December 2025
Member	Elli Baker	January 2018	December 2025

South Western Sydney Local Health District Board

9 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Biljana Sankovic	July 2025	December 2027
Member	Professor Satyadeepak Bhonagiri	January 2023	December 2025
Member	Associate Professor Vincent Roche	January 2023	December 2025
Member	John Roach	January 2025	December 2027
Member	Shamil Samji	January 2025	December 2027

Member	Professor Jill White	July 2025	December 2027
Member	Annette Lamb	June 2025	December 2027
Member	Annamaria Wood	June 2025	December 2027

Southern NSW Local Health District Board 12 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Elizabeth Hoskins	January 2025	December 2026
Member	Madeline Davis	January 2023	December 2025
Member	Jennifer Gordon	January 2023	December 2025
Member	Dr Megan Keaney	January 2023	December 2025
Member	Margaret Lyons	January 2023	December 2025
Member	Dr Vennassa Wong	January 2023	December 2025
Member	Terrance Clout	January 2025	December 2027
Member	Dr Kenneth Crofts	January 2025	December 2026

Sydney Local Health District Board 14 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Adjunct Professor Karen Crawshaw	July 2024	June 2028
Member	Richard Acheson	January 2023	December 2025
Member	The Honourable Carmel Tebbutt	July 2024	June 2028
Member	Ronwyn North	January 2025	December 2026
Member	Dr John Sammut	January 2025	December 2027
Member	Kim Belleair	January 2025	December 2027

Member	Raymond Dib	January 2025	December 2027
Member	Robert Furolo	January 2025	December 2027
Member	Professor Mary Haines	January 2025	December 2026
The Sydney Children's Hospitals Network (Randwick and Westmead) Board			11 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Elizabeth Crouch	March 2025	December 2027
Member	Professor Elizabeth Denney-Wilson	January 2023	December 2025
Member	Jane Freudenstein	January 2023	December 2025
Member	Ian McGill	January 2023	December 2025
Member	Dr Nikola Morton	January 2025	December 2027
Member	Bruce MacDiarmid	January 2025	December 2026
Member	Langus Phillips	January 2025	December 2027
Member	Conjoint Associate Professor Walter Kmet	January 2025	December 2027
Member	Stephen Nugent	January 2025	December 2027
Member	John Wigglesworth	January 2025	December 2027

Western NSW Local Health District Board	11 meetings in 2024-25
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Structure	Members	Appointment start date	Appointment end date
Chair	Matthew Irvine	January 2025	December 2027
Member	Sally Davis	July 2025	December 2027
Member	Annette Crothers	January 2025	December 2027

Member	Dr Colin McClintock	January 2025	December 2026
Member	Louise Johnson	January 2025	December 2027
Member	Jessica Wilkinson	January 2025	December 2027
Member	Peter Jones	January 2025	December 2027
Western Sydney Local Health District Board			12 meetings in 2024-25

Structure	Members	Appointment start date	Appointment end date
Chair	Loretta Di Mento	August 2023	December 2025
Deputy Chair	Susan Coleman	January 2023	December 2025
Member	Dr Keith Hartman	January 2023	December 2025
Member	Melissa Monteiro	January 2023	December 2025
Member	Adjunct Professor Michael Reid	January 2023	December 2025
Member	Dr Chandrika Subramaniyan	January 2023	December 2025
Member	Stewart Thompson	January 2023	December 2025
Member	Dr Karin Lines	January 2023	December 2025
Member	Dr Walid Jammal	February 2025	December 2026
Member	Professor Donald Nutbeam	January 2025	December 2026
Member	Professor Clara Chow	January 2025	December 2026
Member	Professor John Gilroy	January 2025	December 2026

*Due to staffing, this committee did not meet in the 2024-25 financial year but reconvened in July 2025.

Consultants

NSW Health and its controlled entities define consultants as a person or organisation engaged to provide recommendations or professional advice to assist decision-making by management.

The work undertaken by a consultant:

- is advisory in nature;
- reflects the independent view or findings of the consultant; and
- performance of the work is not, or mostly not, under the client's direct supervision and direction.

NSW Ministry of Health

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Nous Group	Independent review of Integrated Domestic and Family Violence Crisis Response pilot	149,923
First Nations Co.	Independent review of NSW Suicide Prevention legislation	149,225
Avertis Consulting	Review of the operation of the NSW Assisted Reproductive Technology (ART) Act	127,400
David McGrath Consulting	Independent review of NSW Mental Health Commission	125,000
ARTD Consultants	Comprehensive evaluation of the Intellectual Disability Health Service	124,761
Taylor Fry	Review of the Mental Health emergency care services in emergency departments	123,310
Deloitte Australia	Independent review of the Strategic Procurement operating model	119,681
HealthConsult	Comprehensive review of stroke services	90,860
Acil Allen Consulting	Independent review, advice and regulatory analysis for the Better Regulation Statement to support the Tobacco Licensing Scheme	86,830
Total spend at or above \$50,000		1,096,990
Expensed consultancy under \$50,000 per engagement		
The Ministry of Health had 15 expensed consultancy engagements under \$50,000. Total spend		254,732
Total consultancy spend expensed		1,351,721
Capitalised consultancy engagements (PP&E and Intangibles)		
The Ministry of Health had no capitalised consultancy engagements during 2024-2025		-
Grand total consultancy		1,351,721

Far West Local Health District

Expensed consultancy at or above \$50,000 per engagement		
Far West Local Health District had no expensed consultancy engagements at or above \$50,000		-
Expensed consultancy under \$50,000 per engagement		
Far West Local Health District had 02 expensed consultancy engagements under \$50,000. Total spend		16,375
Total consultancy spend expensed		16,375
Capitalised consultancy engagements (PP&E and Intangibles)		
Far West Local Health District had no capitalised consultancy engagements during 2024-2025		-
Grand total consultancy		16,375

Hunter New England Local Health District

Expensed consultancy at or above \$50,000 per engagement

Hunter New England Local Health District had no expensed consultancy engagements at or above \$50,000	-
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Expensed consultancy under \$50,000 per engagement

Hunter New England Local Health District had 08 expensed consultancy engagements under \$50,000.	154,834
Total spend	
Total consultancy spend expensed	154,834

Capitalised consultancy (PP&E and Intangibles) at or above \$50,000 per engagement

AFI Fire & Safety	Review and advise on the fire services upgrade design	94,000
	Total spend at or above \$50,000	94,000

Capitalised consultancy (PP&E and Intangibles) under \$50,000 per engagement

Hunter New England Local Health District had no other capitalised consultancy engagements	-
Total consultancy spend capitalised	94,000
Grand total consultancy	248,834

Illawarra Shoalhaven Local Health District

Expensed consultancy at or above \$50,000 per engagement

Illawarra Shoalhaven Local Health District had no expensed consultancy engagements at or above \$50,000	-
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Expensed consultancy under \$50,000 per engagement

Illawarra Shoalhaven Local Health District had 02 expensed consultancy engagements under \$50,000.	42,932
Total spend	
Total consultancy spend expensed	42,932

Capitalised consultancy (PP&E and Intangibles) at or above \$50,000 per engagement

Illawarra Shoalhaven Local Health District had no capitalised consultancy engagements at or above \$50,000	-
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Capitalised consultancy (PP&E and Intangibles) under \$50,000 per engagement

Illawarra Shoalhaven Local Health District had 07 capitalised consultancy engagements under \$50,000.	71,058
Total spend	
Total consultancy spend capitalised	71,058
Grand total consultancy	113,989

Mid North Coast Local Health District

Expensed consultancy at or above \$50,000 per engagement

Mid North Coast Local Health District had no expensed consultancy engagements at or above \$50,000	-
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Expensed consultancy under \$50,000 per engagement

Mid North Coast Local Health District had 05 expensed consultancy engagements under \$50,000.	36,853
Total spend	
Total consultancy spend expensed	36,853

Capitalised consultancy (PP&E and Intangibles) at or above \$50,000 per engagement

Mid North Coast Local Health District had no capitalised consultancy engagements at or above \$50,000	-
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Capitalised consultancy (PP&E and Intangibles) under \$50,000 per engagement

Mid North Coast Local Health District had 04 capitalised consultancy engagements under \$50,000.	80,988
Total spend	
Total consultancy spend capitalised	80,988
Grand total consultancy	117,841

Murrumbidgee Local Health District

Expensed consultancy at or above \$50,000 per engagement		
Mayfield Advisory	Patient flow transport review	61,148
Total spend at or above \$50,000		61,148
Expensed consultancy under \$50,000 per engagement		
Murrumbidgee Local Health District had 01 expensed consultancy engagements under \$50,000.		
Total spend		44,200
Total consultancy spend expensed		105,348
Capitalised consultancy engagements (PP&E and Intangibles)		
Murrumbidgee Local Health District had no capitalised consultancy engagements during 2024-2025		-
Grand total consultancy		105,348

Nepean Blue Mountains Local Health District

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Paxon Group	Advisory services for the transition of the Hawkesbury District Health Service	278,339
Total spend at or above \$50,000		278,339
Expensed consultancy under \$50,000 per engagement		
Nepean Blue Mountains Local Health District had 01 expensed consultancy engagements under \$50,000.		
Total spend		2,405
Total consultancy spend expensed		280,744
Capitalised consultancy engagements (PP&E and Intangibles)		
Nepean Blue Mountains Local Health District had no capitalised consultancy engagements during 2024-2025		-
Grand total consultancy		280,744

Northern Sydney Local Health District

Expensed consultancy at or above \$50,000 per engagement		
Northern Sydney Local Health District had no expensed consultancy engagements at or above \$50,000		-
Expensed consultancy under \$50,000 per engagement		
Northern Sydney Local Health District had 04 expensed consultancy engagements under \$50,000.		
Total spend		51,909
Total consultancy spend expensed		51,909
Capitalised consultancy engagements (PP&E and Intangibles)		
Northern Sydney Local Health District had no capitalised consultancy engagements during 2024-2025		-
Grand total consultancy		51,909

Southern NSW Local Health District

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Southern NSW Local Health District had no expensed consultancy engagements at or above \$50,000		-
Expensed consultancy under \$50,000 per engagement		
Southern NSW Local Health District had 02 expensed consultancy engagements under \$50,000.		
	Total spend	7,910
	Total consultancy spend expensed	7,910
Capitalised consultancy engagements (PP&E and Intangibles)		
Southern NSW Local Health District had no capitalised consultancy engagements during 2024-2025		-
	Grand total consultancy	7,910

Sydney Local Health District

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Sydney Local Health District had no expensed consultancy engagements at or above \$50,000		-
Expensed consultancy under \$50,000 per engagement		
Sydney Local Health District had 02 expensed consultancy engagements under \$50,000.		
	Total spend	54,400
	Total consultancy spend expensed	54,400
Capitalised consultancy engagements (PP&E and Intangibles)		
Sydney Local Health District had no capitalised consultancy engagements during 2024-2025		-
	Grand total consultancy	54,400

Western NSW Local Health District

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Paxon Group	Conduct a benchmarking exercise on facilities maintenance	615,962
	Total spend at or above \$50,000	615,962
Expensed consultancy under \$50,000 per engagement		
Western NSW Local Health District had no other consultancy engagements.		
	Total spend	-
	Total consultancy spend expensed	615,962
Capitalised consultancy engagements (PP&E and Intangibles)		
Western NSW Local Health District had no capitalised consultancy engagements during 2024-2025		-
	Grand total consultancy	615,962

Justice Health and Forensic Mental Health

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Tektology	Independent review of JHFMHN medication management practices	164,388
	Total spend at or above \$50,000	164,388
Expensed consultancy under \$50,000 per engagement		
Justice Health and Forensic Mental Health had 04 expensed consultancy engagements under \$50,000.		
	Total spend	126,700
	Total consultancy spend expensed	291,088
Capitalised consultancy engagements (PP&E and Intangibles)		
Justice Health and Forensic Mental Health had no capitalised consultancy engagements during 2024-2025		-
	Grand total consultancy	291,088

Sydney Children's Hospitals Network

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Sydney Children's Hospitals Network had no expensed consultancy engagements at or above \$50,000		-
Expensed consultancy under \$50,000 per engagement		
Sydney Children's Hospitals Network had 03 expensed consultancy engagements under \$50,000.		
	Total spend	49,638
Total consultancy spend expensed		49,638
Capitalised consultancy engagements (PP&E and Intangibles)		
Sydney Children's Hospitals Network had no capitalised consultancy engagements during 2024-2025		-
Grand total consultancy		49,638

Health Administration Corporation

Expensed consultancy at or above \$50,000 per engagement		Amount \$
Taylor Fry	Review of methodology and variations of NSW State Price	93,350
The George Institute for Global Health	Independent review of the Discharge Patient Flow concierge algorithm	66,890
Total spend at or above \$50,000		160,240
Expensed consultancy under \$50,000 per engagement		
The Health Administration Corporation had 12 expensed consultancy engagements under \$50,000.		
	Total spend	127,496
Total consultancy spend expensed		287,736
Capitalised consultancy engagements (PP&E and Intangibles)		
The Health Administration Corporation had no capitalised consultancy engagements during 2024-2025		-
Grand total consultancy		447,976

Health Entities with no expensed or capitalised consultancy engagements during 2024-2025

Central Coast Local Health District
Northern NSW Local Health District
South Eastern Sydney Local Health District
South Western Sydney Local Health District
Western Sydney Local Health District
Agency for Clinical Innovation
Bureau of Health Information
Cancer Institute NSW
Clinical Excellence Commission
Health Education and Training Institute

NSW Consolidated total consultancy spend 3,753,734

includes capitalised consultancy spending

International travel

The schedule of overseas visits is for NSW Health entity employees. The reported instances of travel are funded by the entity within the 2024–25 financial year.

NSW Ministry of Health

Role / Department	Number of staff	Country	Reason for travel
Director, Commercialisation and Strategic Partnerships	1	United States of America	Biotechnology Innovation Organisation International Convention 2025
Chief Executive and Deputy Secretary	1	Canada	MedTech Conference and meetings

Local Health Districts

Central Coast Local Health District

Role / Department	Number of staff	Country	Reason for travel
Junior Medical Officer Advanced Trainee	1	United Kingdom	European Society of Cardiology Congress
Junior Medical Officer Advanced Trainee	1	United States of America	EuroPCR Cardiology Conference
Junior Medical Officer Advanced Trainee	1	United States of America	Digestive Disease Week 2025
Nursing staff	2	Japan	APAC Investigator Meeting for SUCESSOR-2 study
Nurse	1	Brazil	International Myeloma Society Annual Meeting and the 8th Nursing and Allied Health Symposium

Far West Local Health District

Role / Department	Number of staff	Country	Reason for travel
Human Resources Officer	1	New Zealand	Australia and New Zealand School of Government

Hunter New England Local Health District

Role / Department	Number of staff	Country	Reason for travel
Dietician	5	New Zealand	Australian and New Zealand Academy for Eating Disorders Conference
Case Manager	1		
Nurse	1	Portugal	International Society of Paediatric and Adolescent Diabetes (IPSAD) Science School for Health Professionals and the IPSAD Annual Conference
Nurse	1	United States of America	American Association for the Study of Liver Diseases' the Liver Meeting

Illawarra Shoalhaven Local Health District

Role / Department	Number of staff	Country	Reason for travel
Radiation Therapist	2	Austria	European Society for Radiotherapy and Oncology 2025
Stroke Clinical Nurse Consultant, Rural Stroke Coordinator	1	Czechia	7th International Conference on Stroke and Cerebrovascular Disease
Staff Specialist	1	Argentina	World Congress of Nephrology
Director Emergency Research	1	Finland Sweden	2nd International Conference of Clinical Nursing Research
Clinical Nurse Consultant	1	Scotland	World Congress of Enterostomal Therapy Nurses

Mid North Coast Local Health District

Role / Department	Number of staff	Country	Reason for travel
Radiation Therapist	1	United States of America	American Society for Radiation Oncology Conference
Registered Nurse Oncology	1	United States of America	Oncology Nursing Society Cancer Conference

Radiation Oncology Advanced Trainee	1	United States of America	Hippocratic Society Conference
Chief Radiation Therapist	1	France	International conference on the use of Computers in Radiation
Nursing staff	2	Japan	BMS Mezigdomide SUCCESSOR-1 and SUCCESSOR-2 APAC Investigator meeting
Clinical Nurse Consultant/Care Coordinator	1	United States of America	International Lung Cancer Congress
Radiation Oncology Advanced Trainee	1	Estonia	ESTRO Basic Clinical Radiobiology Course
Clinical Trial Coordinator	1	Korea	SGNDV-001 - APAC Investigator meeting

Murrumbidgee Local Health District

Nil overseas visits in 2024–25

Nepean Blue Mountains Local Health District

Role / Department	Number of staff	Country	Reason for travel
Nursing staff	4	New Zealand	ANZICS/ACCCN Intensive Care Annual Scientific Meeting

Northern NSW Local Health District

Role / Department	Number of staff	Country	Reason for travel
Senior Medical Officer	1	New Zealand	Medicine with Altitude Conference
Junior Medical Officer	1	Portugal	European Society of Anaesthesiology and Intensive Care AISBL Conference

Northern Sydney Local Health District

Role / Department	Number of staff	Country	Reason for travel
Database Manager	1	Malaysia	International Surgical Week Conference
Radiation Oncologist	2	Austria	ESTRO 2025
PHD Student	1	United Kingdom	European Society of Cardiology Congress
Executive Director Nursing and Midwifery Directorate	1	Finland	International Council of Nurses Conference
Nursing staff	2	Finland	European Stroke Conference

Research Fellow	1	United States of America	Gerontological Society of America
PHD Student	1	Singapore	Advance Treatment and Technology Diabetes Asia
Executive Director Strategy, Office of the Chief Executive	1	Switzerland	International Hospital Federation World Hospital Congress and Young Executive Leaders Graduation
PHD Student	1	Japan	World Physiotherapy Congress
Clinical Trials Program Lead	1	United Kingdom	MRC Trials Unit and Bristol Trials Centre International Clinical Trials Methodology Conference
PHD student	1	United Kingdom	European Society of Cardiology Congress and Oxford Laboratory internship visit
Radiation Oncologist	1	United States of America	Radiation Oncology Conference
Osteoporosis Refracture Prevention Coordinator	1	New Zealand	Rehabilitation Medicine Society of Australia and New Zealand

South Eastern Sydney Local Health District

Role / Department	Number of staff	Country	Reason for travel
Radiation Therapist	1	Austria	ESTRO 2025

South Western Sydney Local Health District

Role / Department	Number of staff	Country	Reason for travel
Senior Medical Physics Specialist	1	Austria	ESTRO 2025
Honorary Medical Officer	1	Austria	Scientific Programme European Heart Rhythm Association (EHRA) 2025, European Heart Rhythm Society
Nursing staff	2	Germany	European Crohn's and Colitis Organisation 2025
Clinical Trial Coordinator	1	United States of America	AZALEA Investigator Meeting
Clinical Trial Manager	1	Thailand	CSL 300_2301 POSIBIL 6 ESKD APAC Investigator
Clinical Specialist Physiotherapy	1	Japan	World Physiotherapy Congress 2025
Physiotherapist	1	Japan	World Confederation of Physical Therapist World Congress
Senior Career Medical Officer	1	Canada	International Conference on Emergency Medicine 2025

Southern NSW Local Health District

Nil overseas visits in 2024–25

Sydney Local Health District

Role / Department	Number of staff	Country	Reason for travel
Dentist	1	Japan	World Dental Traumatology Congress
Clinical Nurse Consultant	1	Netherlands	Global Inhaled Imatinib Pulmonary Arterial Hypertension Clinical Trial Study Investigator Meeting
Dental staff	4	Japan	World Congress on Dental Traumatology 2024
Clinical Academic	1	United Kingdom	International Symposium on Biomedical Imaging and BRA Congress
Research Manager	1	Singapore	TOPAZ Investigator Meeting
Nurse Manager	1	China	International Forum on Quality and Safety in Healthcare
Clinical Academic	1	Uganda	East, Central and Southern Africa College of Physicians Annual Scientific Conference 2024
Clinical Academic	1	New Zealand	Androgen actions in health and disease Symposium
Physiotherapist	4	Austria	European Respiratory Conference
Senior Scientist	1	Singapore	SingaScope 2024 Course on Facility Management
Research Fellow	1	New Zealand	Australian and New Zealand Burn Association Annual Scientific Meeting
Dental Specialist	1	Portugal	3rd Global International Association of Paediatric Dentistry Summit
Nursing staff	2	Singapore	Investigator Meeting for the 1462-0004 and 1490-0004 Clinical Trials
Registered Nurse	1	South Korea	Clinical Trial Investigator Meeting
Registered Nurse	1	Thailand	Clinical Investigator Meeting
Registrar	1	United States of America	American Society of Hematology

Registered Nurse	1	South Korea	B-United Investigator Meeting and Upcoming B Clinical Trial
Dentist	1	Indonesia	Conference and Workshop on Bone Window Technique and Endodontic Microsurgery
Nurse Practitioner	1	Malaysia	20th Congress of Asia Pacific Federation of Coloproctology
Clinical Nurse Specialist	1	Singapore	Investigator Meeting for a new clinical trial RIN-PF-305
Clinical Nurse Specialist	1	Singapore	United Therapeutics RIN-PF-3035 Investigator Meeting
Registered Nurse	1	Malaysia	Investigator Meeting for trial MK3543-006
Registrar	1	United States of America	Thoracic Imaging 2025
Registered Nurse	1	China	Mandatory Training for Clinical Trial
Clinical Nurse Specialist	1	China	Pfizer PAH C5001001 APAC Investigator Meeting
Project Administrator	1	Thailand	Investigator Meeting
Pharmacist	1	Canada	International Symposium on Oncology Pharmacy Practice and CAPhO's Conference
Registered Nurse	1	United States of America	Sickle Cell Disease Training Session
Clinical Nurse Consultant	1	New Zealand	ANZICS/ACCCN 2025 Intensive Care ASM Conference
Registered Nurse	1	Taiwan	RAY121 Study Asia Pacific Investigator Meeting
Project Administrator	1		
Clinical Nurse Consultant	1	Malaysia	Asia Pacific Hospice Palliative Care Conference
Dental Specialist	1	Spain	Pascal Magne Biennial Europe 2025, the EuroPerio 11 and the ITI Annual Global Conference
Honorary Medical Officer	1	United States of America	145th American Surgical Association Annual Meeting
Research Fellow	1	Belgium	Physiology Course
Dental Officer	2	Austria	European Federation of Periodontology, World Congress
Pharmacist	1	New Zealand	Toxicology and Poisons Network Australasia Scientific Meeting 2025 Conference

Dental Officer	3	Austria	European Federation of Periodontology, World Congress
Dental Specialist	2	United States of America	Global Transformation in Oral Medicine
Senior Hospital Scientist	1	United Kingdom	Research Foundation Meeting, Peripheral Nerve Society (PNS) Annual Meeting and PNS Board and CMTR Board Meeting
Registrar	1	United States of America	Dementia Update
Physiotherapist	1	Japan	World Physiotherapy Congress 2025
Honorary Medical Officer	1	Singapore	International Liver Transplant Society (ILTS) Annual Congress 2025
Senior Hospital Scientist	1	United States of America	Meet with Prof Lisette Collaboration in Cancer Therapy Research, and attended conference on Epithelial Differentiation and Keratinization
Dental Officer	7	Poland	100th European Orthodontic Society Congress
Clinical Nurse Consultant	1	Italy	48th European Cystic Fibrosis Conference
Speech Pathologist	1	Sweden	Nordic Aphasia Conference and collaboration of Aphasia Trialist Annual General Meeting
Post Graduate Fellow	1	Switzerland	18th International Conference for Malignant Lymphoma (ICML)
Clinical Nurse Consultant	1	Greece	European Dialysis Transplant Nurses Association
Data Manager	1	United States of America	Corporate Symposia and the American Diabetes Association Annual Scientific Conference
Dental Officer	1	New Zealand	New Zealand Oral Health Association (NZOHA) Conference 2025
Nurse Practitioner	1	United States of America	Corporate Symposia and the American Diabetes Association Annual Scientific Conference

Western NSW Local Health District

Role / Department	Number of staff	Country	Reason for travel
Clinical Nurse Consultant	1	Italy	International Society of Blood Transfusion Conference
Social Worker	1	New Zealand	Patient repatriation
Nurse Unit Manager	1		
Clinical Nurse Consultant	1	Indonesia	2nd Universitas Pattimura International Conference in Health and Medicine

Western Sydney Local Health District

Role / Department	Number of staff	Country	Reason for travel
Paediatric Staff Specialist Dentistry	2	Thailand	Paediatric Dentistry Association of Asia Meeting
Dental Specialist	1	United Kingdom	International Academy of Oral Oncology Conference
Staff Specialist	1	Austria	Annual Global Conference
Radiation therapy staff	2	Japan	12th International Training Course on Carbon-Ion Radiotherapy
Dental Staff Specialist	1	Japan	World Dental Congress on Dental Traumatology
Clinical Nurse Consultant	1	Spain	International Conference Communication in Healthcare
Radiation Therapist	1	New Zealand	New Zealand Institute of Medical Radiation Imaging Technologists and Radiation Therapist Conference
Clinical Nurse Consultant	1	United States of America	International Parkinson's Disease and Movement Disorder Conference meeting

Specialty health networks

Justice Health and Forensic Mental Health Network

Nil overseas visits in 2024–25

St Vincent's Hospital Network

Role / Department	Number of staff	Country	Reason for travel
Antimicrobial Stewardship Pharmacist	1	Canada	International Association of Therapeutic Drug Monitoring and Clinical Toxicology
Program Head, Clinical Neurosciences and Degenerative Medicine Research Program	2	United States of America	Scientific collaboration meeting
Senior Pharmacist Heart and Lung Transplant	1	Puerto Rico	International Society of Heart and Lung transplantation leadership meeting
Senior Pharmacist	1	United Kingdom	British Oncology Pharmacy Association 27th Annual Conference
Senior Dietitian	1	Singapore	Asia-Pacific Blood and Marrow Transplantation Conference
Bone Marrow Transplant Coordinator	1		
Clinical Nurse Consultant Bone Marrow Transplant	1	Sri Lanka	Attending lecture and workshop on bone marrow transplantation
Research Program Head, Applied Medical Research	1	India	European Molecular Biology Organisation workshop on Neuropeptides and behavioural flexibility
Senior Post Doctoral Research Scientist, Applied Medical Research	1		
Clinical Research Project Manager	2	United Kingdom	Attendance at an Investigator Meeting as the Study Coordinator
Senior Hospital Scientist	1	Japan	Nanopore sequence analysis training at Nagoya Medical Center
Research Assistant	1		
Bone Marrow Transplant Quality Coordinator	1	Italy	European Blood and Marrow Transplant Annual conference for 2025
Senior Hospital Scientist	1	United States of America	Conference on Retroviruses and Opportunistic Infections
Senior Research Fellow Allied Health	1	Finland	European Stroke Organisation 2025 Conference
Antimicrobial Stewardship Pharmacist	1	Malaysia	Asia-Pacific Therapeutic Drug Monitoring Conference 2025

Registered Nurse, Bone Marrow Transplant	1	Italy	51st Annual Meeting of the European Society for Blood and Marrow Transplantation (EBMT)
Health Services Manager, Applied Medical Research	1	China	Cell Symposia: Neurometabolism in health and disease 2025
Research Office Manager	1	United Kingdom	Research and Development Forum Annual Conference
Nursing staff	3	United States of America	Attending International Society for Heart and Lung Transplantation conference
Heart Lung Stream Manager	1		
Clinical Research Project Manager	1	United States of America	Clinical trial MK-8591B-060 Study Initiation Investigator Meeting
Senior Pharmacist Heart and Lung Transplant	2	United States of America	International Society for Heart and Lung Transplantation conference
Nursing staff	2	United States of America	Dana Farber Clinical Exchange program
Senior Post Doctoral Research Scientist	1	United States of America	Gordon Research Conference
Clinical Trial Coordinator	1	United Kingdom	International Anal Neoplasia Society 9th Scientific Meeting
Senior Post Doctoral Research Scientist	1	Singapore Hong Kong	Singapore Inflammation Symposium and ISSCR Stem Cell Conference
Postdoctoral Researcher	1	United States of America	Attending Advanced Techniques in Molecular Neuroscience course
Senior Hospital Scientist	1	Thailand	ASHM point-of-care conference
Senior Supervising Scientist	1	Fiji	Delivering Training in HIV Laboratory Science

Sydney Children's Hospitals Network

Role / Department	Number of staff	Country	Reason for travel
Honorary Medical Officer	1	United States of America	American Association of Asthma Allergy and Immunology
Clinical Nurse Consultant	1	South Africa	International Paediatric Nephrology Association (IPNA) 2025 - 20th Congress of the International Paediatric Nephrology Association
Clinical Nurse Consultant	1	United Kingdom, Spain, Germany, Finland	International Council of Nurses, European Society for Paediatric and Neonatal Intensive Care and European Academy of Childhood Disability

Health Services Manager	1	United States of America	Tandem Transplantation and Cellular Therapies Conference
Nursing staff	2	New Zealand	Delivering Family and Infant Neurodevelopmental Education level 1 training
Nurse Educator	1	France	35th Australasian Newborn Individualised Developmental Care and Assessment Program Trainers Meeting
Clinical Nurse Consultant	1	Germany	European Crohn's and Colitis Organisation Conference
Clinical Nurse Consultant	1	Portugal	International Society for Paediatric and Adolescent Diabetes (ISPAD) Conference
Nurse Practitioner	1	New Zealand	Australian and New Zealand Academy of Eating Disorders Conference
Clinical Senior Psychologist	1	New Zealand	Australian and New Zealand Intensive Care Society/Australian College of Critical Care Nurses Annual Scientific Meeting on Intensive Care
Clinical Nurse Consultant	2	Malaysia	Facilitating Medical Retrieval training in Malaysia
Principal Scientific Officer	1	Czechia	Society for the Study of Inborn Errors of Metabolism Academy
Occupational Therapist	1	Germany	International Alliance of Academies of Childhood Disability/European Academy of Childhood Disability
Health Services Manager	1	United States of America	Fetal Alcohol Spectrum Disorders United International Conference
Senior Hospital Scientist	1	New Zealand	International Society for Cellular Therapy Australia and New Zealand
Staff Specialist	3	Philippines	NCIRS NITAG/WHO/ATAGI contractual travel
Senior Manager Global Health	1		
Senior Research Officer, Global Health	1	Vietnam	
Global Health Technical Officer	1	Vietnam	
Global Health Technical Officer	1	Timor Leste	
Health Services Manager	1	United States of America	
Visting dignitary NCIRS	1	Nepal	

Senior Occupational Therapist	1	Germany	4th Triennial International Alliance of Academies of Childhood Disability and European Academy of Childhood-onset Disability Conference
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Pillars

Agency for Clinical Innovation

Nil overseas visits in 2024-25

Bureau of Health Information

Nil overseas visits in 2024-25

Cancer Institute NSW

Role / Department	Number of staff	Country	Reason for travel
Chief Cancer Officer	1	United States of America	2025 American Society of Clinical Oncology Annual Meeting

Clinical Excellence Commission

Role / Department	Number of staff	Country	Reason for travel
Senior Staff Specialist	1	Germany	RExPO'24 - The Euro-Global Platform for Mechanism-Based Drug Re-purposing
Chief Executive	1	Turkey	The International Society for Quality in Health Care (ISQua) Conference in Istanbul

Health Education and Training Institute

Nil overseas visits in 2024-25

Health Administration Corporation

Nil overseas visits in 2024-25

Health Infrastructure

Nil overseas visits in 2024-25

HealthShare NSW

Nil overseas visits in 2024-25

NSW Ambulance

Nil overseas visits in 2024-25

NSW Health Pathology

Role / Department	Number of staff	Country	Reason for travel
Senior Hospital Scientist	1	Austria	Congress of the European Society of Clinical Microbiology and Infectious Diseases
Project Support Officer	1		
Senior Hospital Scientist	1	Italy	International Congress of Cytology
Medical Laboratory Technician	1	United States of America	National Society of Histotechnology 2024
Medical Parasitologist	1	Malaysia	International Conference on Tropical Medicine and Malaria
Hospital Scientist	1	China	Annual Congress of International Drug Discovery Science and Technology
Scientist Research Fellow	1	United Kingdom	Isoforms Workshop in Cancer and Ageing
Scientific Officer	1	Canada	International Society for Biological and Environmental Repositories Annual Meeting
Principal Scientific Officer	1	Greece	FAAM-EUROBAT 2024 in Food Allergy
Associate Professor, Medical Genomics	1	United States of America	American Society of Clinical Oncology Annual Meeting
Principal Scientific Officer	1	Thailand	International Society for Human and Animal Mycology
Scientist Research, Development and Innovation	1	Spain	Congress of the International Society for Forensic Genetics
Head of Embryology	1	Singapore	Aspire Singapore
Scientific Officer	1	Ireland	European Academy of Forensic Science Conference
Principal Scientific Officer	1	United States of America	American Society for Microbiology Microbe Conference
Trainee Immunology	1	Scotland	European Academy of Allergy and Clinical Immunology Congress

Note: Roles and departments may encompass more than one role type.

Requirements arising from employment arrangements

Personnel Service Arrangements

Health entity	Special purpose service entity
NSW Ministry of Health	Health Professional Councils Authority Office ¹
Health Administration Corporation (HAC)	The Ambulance Service of NSW Special Purpose Service Entity NSW Health Pathology Special Purpose Service Entity Infrastructure Employment Division Public Health System Support Employment Division
Agency for Clinical Innovation	Agency for Clinical Innovation Special Purpose Service Entity
Bureau of Health Information	Bureau of Health Information Special Purpose Service Entity
Cancer Institute NSW	Cancer Institute NSW Special Purpose Service Entity
Clinical Excellence Commission	Clinical Excellence Commission Special Purpose Service Entity
Health Education and Training Institute	Health Education and Training Institute Special Purpose Service Entity
Justice Health and Forensic Mental Health Network	Justice Health and Forensic Mental Health Network Special Purpose Service Entity
The Sydney Children's Hospitals Network (Randwick and Westmead)	The Sydney Children's Hospitals Network (Randwick and Westmead) (incorporating The Royal Alexandra Hospital for Children) Special Purpose Service Entity
Central Coast Local Health District	Central Coast Local Health District Special Purpose Service Entity
Far West Local Health District	Far West Local Health District Special Purpose Service Entity
Hunter New England Local Health District	Hunter New England Local Health District Special Purpose Service Entity
Illawarra Shoalhaven Local Health District	Illawarra Shoalhaven Local Health District Special Purpose Service Entity
Mid North Coast Local Health District	Mid North Coast Local Health District Special Purpose Service Entity
Murrumbidgee Local Health District	Murrumbidgee Local Health District Special Purpose Service Entity

¹ The Health Professionals Council Authority Office provides personnel services to the 15 Health Professional Councils. Further disclosures regarding these employees are made in the Annual Report to the Health Professional Councils of NSW Annual Report. All other NSW Ministry of Health staff are employed directly by the Ministry.

Nepean Blue Mountains Local Health District	Nepean Blue Mountains Local Health District Special Purpose Service Entity
Northern NSW Local Health District	Northern NSW Local Health District Special Purpose Service Entity
Northern Sydney Local Health District	Northern Sydney Local Health District Special Purpose Service Entity
South Eastern Sydney Local Health District	South Eastern Sydney Local Health District Special Purpose Service Entity
South Western Sydney Local Health District	South Western Sydney Local Health District Special Purpose Service Entity
Southern NSW Local Health District	Southern NSW Local Health District Special Purpose Service Entity
Sydney Local Health District	Sydney Local Health District Special Purpose Service Entity
Western NSW Local Health District	Western NSW Local Health District Special Purpose Service Entity
Western Sydney Local Health District	Western Sydney Local Health District Special Purpose Service Entity

Governance

NSW Health comprises the NSW Ministry of Health (a public service department under the *Government Sector Employment Act 2013*) and the various NSW Health entities making up the NSW public health system, including local health districts, specialty health networks, statutory health corporations, and the Health Administration Corporation. Details of the NSW Health organisational structure can be found in Section 1: Overview of this report. The NSW Ministry of Health is the has the role of ‘system manager’ for NSW Health.

NSW Health organisations are governed by an accountable authority – either a board or a chief executive, or both. The Corporate Governance and Accountability Compendium outlines the governance requirements that apply to the organisations that form part of NSW Health and sets out the roles, relationships and responsibilities of each organisation. A copy is available on the NSW Health website.

Clinical governance

To protect patients from harm and ensure high-quality care, all public health services in NSW are required to comply with the requirements of the Australian Health Service Safety and Quality Accreditation Scheme (the Scheme). Compliance with the Scheme requires accreditation by assessment against the National Safety and Quality Health Service Standards (the Standards).

From 1 July 2023, assessments to the Standards transitioned to a mandatory short notice assessments program. The introduction of short notice assessments ensures the assessment outcomes reflect day-to-day practice, identifies gaps, and supports organisations to improve safety and quality systems and process.

Legal Changes

Acts administered

- Abortion Law Reform Act 2019 No 11
- Anatomy Act 1977 No 126
- Assisted Reproductive Technology Act 2007 No 69
- Cancer Institute (NSW) Act 2003 No 14
- Centenary Institute of Cancer Medicine and Cell Biology Act 1985 No 192
- Drug and Alcohol Treatment Act 2007 No 7
- Drug Misuse and Trafficking Act 1985 No 226, Part 2A, jointly with the Minister for Police
- Fluoridation of Public Water Supplies Act 1957 No 58
- Garvan Institute of Medical Research Act 1984 No 106
- Health Administration Act 1982 No 135
- Health Care Complaints Act 1993 No 105
- Health Care Liability Act 2001 No 42
- Health Practitioner Regulation (Adoption of National Law) Act 2009 No 86 and the Health Practitioner Regulation National Law (NSW) (except parts, the Attorney General)
- Health Professionals (Special Events Exemption) Act 1997 No 90
- Health Records and Information Privacy Act 2002 No 71
- Health Services Act 1997 No 154
- Human Cloning for Reproduction and Other Prohibited Practices Act 2003 No 20
- Human Tissue Act 1983 No 164
- Lunacy and Inebriates (Commonwealth Agreement Ratification) Act 1937 No 37
- Lunacy (Norfolk Island) Agreement Ratification Act 1943 No 32
- Medicines, Poisons and Therapeutic Goods No 73
- Mental Health Act 2007 No 8
- Mental Health and Cognitive Impairment Forensic Provisions Act 2020 No 12, Parts 5 and 7, and Part 9 jointly with the Attorney General, remainder, the Attorney General
- Mental Health Commission Act 2012 No 13
- Poisons and Therapeutic Goods Act 1966 No 31
- Private Health Facilities Act 2007 No 9
- Public Health Act 2010 No 127
- Public Health (Tobacco) Act 2008 No 94
- Research Involving Human Embryos (New South Wales) Act 2003 No 21
- Royal Society for the Welfare of Mothers and Babies' Incorporation Act 1919 No 52, jointly with the Minister for Women
- Saint Vincent's Hospital Act 1912 No 5
- Smoke-free Environment Act 2000 No 69
- Voluntary Assisted Dying Act 2022 No 17

Changes in Acts

- Health Legislation Amendment (Miscellaneous) Act 2025
- Health Services Amendment (PPP Prohibition) Act 2025
- Mental Health Legislation Amendment Act 2024
- Public Health (Tobacco) Amendment Act 2024
- Public Health (Tobacco) Amendment Act (No 2) 2024
- Abortion Law Reform Amendment (Health Care Access) Act 2025
- Health Services Amendment (Northern Beaches Hospital Deed Termination) Act 2025

Changes in subordinate legislation

- Assisted Reproductive Technology Regulation 2024
- Health Practitioner Regulation (Adoption of National Law) Regulation 2025
- Health Records and Information Privacy Amendment (Single Digital Patient Record) Regulation 2025
- Health Services Amendment (Visiting Medical Officers) Regulation 2024
- Private Health Facilities Regulation 2024
- Private Health Facilities Amendment (Psychedelic-assisted Therapy) Regulation 2024
- Public Health Amendment Regulation 2025
- Public Health (Tobacco) Amendment (Tobacco Licensing Scheme) Regulation 2025

Public Health Act Section 130A

Condition: Human Immunodeficiency Virus (HIV) infection (Category 5)

Number of s62 public health orders: 0

Information and risk management

Risk management and insurance activities

Audit and risk management

The NSW Health audit and risk management framework operates within a whole-of-government suite of legislative, policy, procedural, reporting and review mechanisms. This framework requires public health organisations to maintain internal audit and risk management functions consistent with best practice in the NSW public sector, in order to support the responsible use of government resources and the efficiency and effectiveness of health services delivery in NSW.

Audit and risk management committees

Each public health organisation must establish an audit and risk management committee, which is a key component in the public health organisation's corporate governance framework. The audit and risk committees are responsible for overseeing and monitoring governance, risk and control issues affecting the operations of their public health organisations.

NSW Treasury Managed Fund

Insurable risks are covered by the NSW Treasury Managed Fund (TMF), of which the NSW Ministry of Health (and its controlled entities) is a member agency. The Health portfolio is a significant proportion of the TMF Fund and is identified as an independent pool within the TMF Scheme.

NSW Treasury provides funding to NSW Health via a benchmark process. NSW Health pays deposit contributions to icare for workers compensation, motor vehicle, liability, property, and miscellaneous lines of business.

Workers' compensation and motor vehicle contributions are actuarially determined and include an experience factor. The aim of the deposit contribution funding is to allocate deposit contributions across the TMF with reference to benchmark expectations of relative claims costs for the agencies in the TMF, and to provide a financial incentive to improve injury and claims management outcomes.

icare NSW, in administering the TMF, implemented the Agency Performance Adjustment (APA), replacing the workers compensation hindsight adjustments. The APA is an opportunity for Health entities to influence impacts by proactively managing workers compensation performance. An unfavourable result of \$51.4 million was declared in 2024-25.

2024-25	Contributions paid to icare (\$000)	Funding from NSW Treasury (\$000)	Variance (\$000)
Workers Compensation	413,964	399,326	-14,638
Motor Vehicle	14,756	14,034	-722
Property	33,543	33,543	-
Liability	411,417	410,587	-830
Miscellaneous	1,026	1,026	-
Total TMF	874,706	858,516	-16,190
VMO	74,970	74,970	-
Sub Total	949,676	933,486	-16,190

Internal audit and risk management policy attestation (TPP20-08)



Internal Audit and Risk Management Attestation Statement for the 2024-2025 Financial Year for the NSW Ministry of Health

I, Ms Susan Pearce, Secretary, NSW Health, am of the opinion that the Ministry of Health has internal audit and risk management processes in operation that are, excluding the exemptions or transitional arrangements described below, compliant with the seven Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core Requirements	Compliant / Non-Compliant / 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

The Chair and members of the Risk Management and Audit Committee are:

- Ms Jan McClelland, Independent Chair (23 April 2024- to 22 April 2028)
- Mr Greg Rochford, Independent Member (23 June 2021 to 22 June 2025)
- Ms Rhonda Wheatley, Independent Member (9 December 2021 to 9 December 2025)
- Mr Peter Mayers, Independent Member (28 July 2025 to 27 July 2028)

NSW Ministry of Health
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I, Ms Susan Pearce, Secretary, NSW Health, declare that this Internal Audit and Risk Management Attestation is made in respect of the consolidated accounts, verified through an annual attestation statement submitted to the Ministry of Health by the Chief Executive, of the following controlled entities:

Central Coast Local Health District	The Sydney Children's Hospitals Network
Far West Local Health District	Western NSW Local Health District
Hunter New England Local Health District	Western Sydney Local Health District
Illawarra Shoalhaven Local Health District	Agency for Clinical Innovation
Justice Health & Forensic Mental Health Network	Ambulance Service of NSW
Mid North Coast Local Health District	Bureau of Health Information
Murrumbidgee Local Health District	Cancer Institute NSW
Nepean Blue Mountains Local Health District	Clinical Excellence Commission
Northern NSW Local Health District	eHealth NSW
Northern Sydney Local Health District	HealthShare NSW
South Eastern Sydney Local Health District	Health Education and Training Institute
South Western Sydney Local Health District	Health Infrastructure
Southern NSW Local Health District	NSW Health Pathology
Sydney Local Health District	

Departures from Local Policy

I, Ms Susan Pearce, Secretary, NSW Health, advise that the internal audit and risk management processes for the controlled entities of the Ministry of Health depart from the policy requirements outlined below, as set out in the *NSW Health Internal Audit* policy directive (PD2022_022) and the *NSW Health Enterprise-wide Risk Management* policy directive (PD2022_023).

The circumstances giving rise to these departures have been determined by the Secretary, as system manager, as an exception, and the following practicable alternative measures to meet the core requirements have been implemented.

Departure from Policy/Procedure	Reason for departure and description of practicable alternative measures implemented / being implemented
<p>Local Procedure: PD2022_022 2.6 Internal Audit quality assurance and improvement program</p> <p>An external assessment of the internal audit function is to be conducted at least once every five years by a qualified, independent assessor selected in consultation with the Audit and Risk Committee.</p>	<p>Three NSW Health entities did not complete an independent quality assurance review of the Internal Audit function within the five-year period.</p> <ol style="list-style-type: none"> 1. The last external assessment was completed in 2020 with no non-compliance to standard identified. Delays due to staffing changes and the introduction of the new Internal Audit Standards. The external assessment is scheduled to be completed in 2025-26 financial year. 2. Delay due to the implementation of shared services. The external assessment has commenced and expected completion prior to year end. 3. The external assessment was due in early 2025. Delay due to a review of the new Internal Audit Standards. The external review is scheduled for completion in 2025-26 financial year.

Local Procedure:

PD2022_022

3.1.1 Appointment of a Chair

The Chair of the Audit and Risk Committee is to be appointed for a single term only, of at least three years and not greater than five years.

The total period of membership on the Committee must not exceed eight years.

3.1.2 Appointment of Members

Initial term of members of the Audit and Risk Committee must be at least three years and must not exceed five years. Members may have their term extended, or be reappointed for a second term, but the total period of membership on the Committee must not exceed eight years (inclusive of any term as Chair of the Committee).

Three NSW Health entities sought to extend the term of a Chair/member which would exceed the eight-year total membership.

1. The extension allowed the transfer of knowledge to a new member of the Committee who would succeed as Chair. This departure was resolved 1 Jan 2025 with the appointment of a new Chair.
2. The extension of 9 months allowed the Chair to meet the minimum term requirement of 3 years as a Chair and allowed for continuity of leadership.
3. The entity is undergoing a number of changes internally with the dissolution of their Board and the extension enabled continuous operation while new processes are finalised and established.

These processes, including the practicable alternative measures implemented, demonstrate that the Ministry of Health has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Ministry of Health.



Susan Pearce AM
Secretary, NSW Health

Date: 24/10/25



Louise Derley
Chief Audit Executive, Ministry of Health

7 October 2025

NSW Ombudsman

The NSW Ombudsman convenes and supports the Child Death Review Team (CDRT). The CDRT's purpose is to prevent or reduce the likelihood of deaths of children in NSW through the exercise of its functions under Part 5A of the *Community Services (Complaints, Reviews and Monitoring) Act 1993*. NSW Health is represented on the CDRT by Dr Helen Goodwin, Chief Paediatrician NSW Ministry of Health.

NSW Child Death Review Team Annual Report 2023-24 was tabled in Parliament on 31 October 2024. The report contains new recommendations following investigations and reviews into child deaths but also reports on earlier recommendations that have not been fully implemented. NSW Health provides regular updates on the status of implementation of CDRT recommendations to the NSW Ombudsman's Office.

Auditor-General of NSW

The NSW Audit Office fulfils its external independent oversight functions undertaking performance audits, financial audits and compliance audits each year of NSW Health. In addition to the three types of audits, the Auditor-General also tables special reports on internal controls.

In 2024-25 the Auditor-General tabled two audits on NSW Health:

- Health 2025 Financial Statement (financial audit)
- Northern Beaches Hospital NSW (performance audit) 17 April 2025

NSW Health accepted the recommendations made in the performance audit report on the Northern Beaches Hospital NSW.

Public Accounts Committee of Parliament

The Public Accounts Committee reviews the Auditor-General's reports to ensure that agencies respond appropriately to the Auditor-General's recommendations. The Public Accounts Committee did not review any performance audit reports relating to NSW Health during 2024-25.

Privacy and Personal Information Protection Act 1998

NSW Health is committed to protecting personal and health information in line with the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and the *Health Records and Information Privacy Act 2002* (HRIP Act). The Privacy Management Plan and the NSW Health Privacy Manual for Health Information set out policies, procedures, and legislative requirements for handling such information.

In 2024-25, key privacy initiatives included:

- mandatory staff training via Health Education and Training Institute's *Privacy – It's Yours to Keep* eLearning module, and an optional module on handling personal and health information
- improved intranet privacy resources, including guidance on internal reviews and the NSW Mandatory Data Breach Notification Scheme
- proactive and reactive privacy audits of key systems
- privacy impact assessments for core systems and new programs
- publication of the NSW Health Data Breach Response Plan and the 4th edition of the Privacy Manual for Health Information
- ongoing development for Privacy Contact Officers through the Privacy Contact Officer's Community of Practice
- participation in the Information and Privacy Commission's Privacy Awareness Week campaign.

Internal Reviews

Under the PPIP Act, privacy complaints are managed through the internal review process. In 2024–25, NSW Health received 43 internal review applications:

- 18 found to involve breaches of privacy principles
- 24 found no breach
- 1 pending decision
- 8 escalated to NSW Civil and Administrative Tribunal (1 breach confirmed, 3 no breach, 4 pending).

Public accountability

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

The NSW Ministry of Health regularly reviews information on its website and routinely uploads information that may be of interest to the public. This includes a wide range of publications and resources including reports, factsheets, brochures, and pamphlets. Information is also available in other languages from the NSW Multicultural Health Communication Service website.

During 2024–25, the NSW Ministry of Health received 145 formal access applications under the *Government Information (Public Access) Act 2009* (the GIPA Act) including 6 applications and 7 appeals carried over from the 2023–24 reporting year. Of the 145 applications received, 18 applications were transferred to other agencies for completion.

During this reporting year, 16 applications were initially assessed as invalid, for not complying with the formal requirements of section 41 of the GIPA Act, with 9 applications subsequently becoming valid requests. A total of 113 formal applications were decided within the reporting period. There were a further 7 applications received that were undecided as of 30 June 2025.

There were 70 informal GIPA requests, 42 external third-party consultation requests, as well as 9 disclosure log requests received and finalised within 2024–25.

In 2024–25, seven internal reviews were conducted, with 6 external reviews completed by the Information Commissioner and the NSW Civil and Administrative Tribunal in this same period. Of the 13 appeals finalised during this reporting year, the original decision was upheld in 7. There were three further applications under review, as of 30 June 2025, that have yet to be decided.

Of the 113 formal access applications decided in 2024–25, the NSW Ministry of Health made 5 decisions to refuse access to information referred to in Schedule 1 of the GIPA Act, where there was a conclusive presumption of overriding public interest against disclosure.

Thirty-five decisions were made to release information in full, with 9 decisions made to refuse access to part of the information requested. A further 7 applications resulted in a full refusal of access to some, or all, the information requested. There were a further 38 decisions made that the information requested was not held by the NSW Ministry of Health, and 3 decisions were made that the information is already available to the applicant. In addition, 20 decisions were made to refuse to deal with the application in full or in part, and 10 applications were withdrawn by the applicant.

Statistical information regarding formal access applications received during 2024–25 is provided in the following tables. Please note that the following figures are for the NSW Ministry of Health only, and that each NSW Health entity publishes their GIPA Annual report on their websites each year.

The Information and Privacy Commission NSW (IPC) monitors the compliance of NSW public sector agencies with the GIPA Act. They periodically publish compliance reports evaluating agencies' compliance with the GIPA Act which include the statistical information of GIPA applications for all of NSW. Their consolidated report is called the Report on the Operation of the Government Information (Public Access) Act 2009. These reports can be found on their website:

<https://www.ipc.nsw.gov.au/information-access/gipa-compliance-reports>.

Table A: Number of applications by type of applicant and outcome*

	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	12	3	3	1	1	4	0	2
Members of Parliament	0	1	0	0	0	3	0	2
Private sector business	0	1	0	2	0	2	0	0
Not for profit organisations or community groups	7	1	1	0	1	3	0	0
Members of the public (application by legal representative)	7	2	0	15	0	2	0	1
Members of the public (other)	9	1	3	20	1	3	0	5
Total	35	9	7	38	3	17	0	10

*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

	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*	6	0	0	24	0	1	0	2
Access applications (other than personal information applications)	19	6	4	8	2	15	0	6
Access applications that are partly personal information applications and partly other	10	3	3	6	1	1	0	2
Total	35	9	7	38	3	17	0	10

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the 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 Act)	16
Application is for excluded information of the agency (Section 43 of the Act)	0
Application contravenes restraint order (Section 110 of the Act)	0
Total number of invalid applications received	16
Invalid applications that subsequently became valid applications	9

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

	Number of times consideration used*
Overriding secrecy laws	1
Cabinet information	2
Executive Council information	0
Contempt	1
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

*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 table to Section 14 of the Act

Number of occasions when application not successful	
Responsible and effective government	5
Law enforcement and security	0
Individual rights, judicial processes and natural justice	10
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	1

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	108
Decided after 35 days (by agreement with applicant)	5
Not decided within time (deemed refusal)	0
Total	113

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

	Decision varied	Decision upheld	Total
Internal review	3	3	6
Review by Information Commissioner*	2	2	4
Internal review following recommendation under Section 93 of Act	1	0	1
Review by NSW Civil and Administrative Tribunal	0	2	2
Total	6	7	13

*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.

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

Number of applications for review	
Applications by access applicants	13
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0

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

Number of applications transferred	
Agency-initiated transfers	18
Applicant-initiated transfers	0