

5. CUSTOMER SERVICE

5.1 Agency Expense Summary

Customer Service	Expenses ^(a)			Capital Expenditure		
	2024-25 Revised \$m	2025-26 Budget \$m	Change %	2024-25 Revised \$m	2025-26 Budget \$m	Change %
Department of Customer Service	1,988.1	1,970.3	(0.9)	73.3	143.6	95.9
Funding distribution to agencies	875.6	890.1	1.7
Total Principal Department^(b)	2,863.7	2,860.4	(0.1)	73.3	143.6	95.9
Agencies						
Information and Privacy Commission	8.5	9.3	8.9	0.1	0.2	66.7
Service NSW	815.5	754.3	(7.5)	40.0	30.4	(24.1)
Long Service Corporation	314.8	607.3	92.9	...	3.1	...
New South Wales Government Telecommunications Authority	269.7	309.0	14.6	171.7	191.9	11.8
Office of the Independent Review Officer	126.0	148.2	17.6
Rental Bond Board	81.8	85.2	4.2
SafeWork NSW ^(c)	223.6	0.3	...
State Insurance Regulatory Authority	738.0	822.8	11.5	...	5.6	...
Total Agencies	2,354.2	2,959.7	25.7	211.8	231.3	9.2

(a) This table shows expenses on an uneliminated basis.

(b) The following transfers are to be made to the Department of Customer Service under the *Administrative Arrangements (Administrative Changes – SafeWork NSW Agency) Order 2025*, effective 1 July 2025: myWorkZone Service Level 3 Operations & Support branch and Shared Services & Customer Experience branch are to be transferred from the Department of Communities and Justice and the Shared Services branch is to be transferred from Department of Planning, Housing and Infrastructure.

(c) SafeWork NSW is a newly established entity commencing on 1 July 2025. The SafeWork NSW branch of the Department of Customer Service is to be transferred to SafeWork NSW Agency from 1 July 2025, as per *Administrative Arrangements (Administrative Changes – SafeWork NSW Agency) Order 2025*.

Note: Some sub-totals in this table may not be exactly equal to the sum of agency totals due to rounding.

5.2 Financial Statements

Department of Customer Service

Operating Statement

	2024-25		2025-26
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	1,084,176	1,111,356	1,196,150
Personnel Services Expenses	0
Other Operating Expenses	556,555	477,263	463,556
Grants and Subsidies	1,032,624	1,132,361	1,035,209
Appropriation Expense
Depreciation and Amortisation	77,639	128,955	149,663
Finance Costs	2,389	9,859	12,936
Other Expenses	5,195	3,902	2,884
TOTAL EXPENSES EXCLUDING LOSSES	2,758,578	2,863,696	2,860,398
Revenue			
Appropriation Revenue	1,979,111	1,890,357	1,993,148
Funding Distribution from Department
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	23,042	31,850	22,123
Transfers to the Crown Entity	...	(83,869)	(26,261)
Sales of Goods and Services	391,178	532,906	519,276
Grants and Contributions	185,335	183,876	36,666
Investment Revenue	3,000	7,104	3,075
Retained Taxes, Fees and Fines	245,339	234,640	235,875
Other Revenue	150,540	149,611	180,328
Total Revenue	2,977,545	2,946,476	2,964,231
Gain/(Loss) on Disposal of Non Current Assets	2,134	1	(0)
Other Gains/(Losses)	(505)	(476)	(4)
Net Result	220,596	82,305	103,829

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	759,647	857,176	843,970
Taxes Receivable
Receivables	129,350	176,819	214,902
Contract Assets	25,132	30,442	29,953
Inventories	...	(0)	...
Financial Assets at Fair Value	5,990
Other Financial Assets	...	0	...
Other
Assets Held For Sale	3,008
Total Current Assets	923,127	1,064,437	1,088,824
Non Current Assets			
Taxes Receivable
Receivables	37,413	128,900	447,588
Contract Assets
Inventories
Financial Assets at Fair Value	65,882	66,281	67,892
Equity Investments	0
Property, Plant and Equipment -			
Land and Building	67,303	87,037	57,453
Plant and Equipment	58,152	34,796	27,712
Infrastructure Systems
Investment Properties
Right of Use Assets	51,156	62,087	38,316
Intangibles	1,296,897	1,191,843	1,215,256
Other Assets	...	0	...
Total Non Current Assets	1,576,804	1,570,945	1,854,217
Total Assets	2,499,930	2,635,382	2,943,042
Liabilities			
Current Liabilities			
Taxes Payable
Payables	113,550	153,191	154,904
Contract Liabilities	74,537	43,046	35,495
Other Financial Liabilities at Fair Value
Borrowings	10,967	18,927	14,188
Provisions	154,761	166,850	162,267
Other	161,948	90,132	111,195
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	515,764	472,145	478,049
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities	...	40,163	27,596
Other Financial Liabilities at Fair Value
Borrowings	38,233	47,645	32,366
Provisions	47,151	37,073	37,310
Other	2,100,799	2,149,589	2,390,477
Total Non Current Liabilities	2,186,183	2,274,471	2,487,750
Total Liabilities	2,701,947	2,746,616	2,965,799
Net Assets	(202,016)	(111,234)	(22,758)
Equity			
Accumulated Funds	(312,816)	(227,795)	(127,017)
Reserves	110,800	116,561	104,259
Capital Equity
Total Equity	(202,016)	(111,234)	(22,758)

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related	1,064,548	1,082,264	1,174,810
Personnel Services	0
Grants and Subsidies	1,032,624	1,132,361	1,035,209
Finance Costs	2,389	9,709	12,936
Equivalent Income Tax
Other Payments	527,071	384,046	443,468
Total Payments	2,626,633	2,608,380	2,666,423
Receipts			
Appropriation	1,979,111	1,890,357	1,993,148
Funding Distribution from Department
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity	...	(83,869)	(26,261)
Sale of Goods and Services	385,731	544,653	516,816
Retained Taxes, Fees and Fines
Interest Received	1	2,592	0
Grants and Contributions	185,335	187,656	36,666
Other Receipts	304,479	208,767	338,229
Total Receipts	2,854,658	2,750,156	2,858,598
Net Cash Flows From Operating Activities	228,025	141,776	192,175
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment	20,177	0	(0)
Purchases of Property, Plant and Equipment	(31,270)	(10,700)	(9,293)
Proceeds from Sale of Investments
Purchases of Investments	(111)	...	(74)
Advances Repayments Received
Advances made
Other Investing	(104,552)	(59,899)	(134,333)
Net Cash Flows From Investing Activities	(115,756)	(70,599)	(143,700)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(17,356)	(15,669)	(14,619)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(17,356)	(15,669)	(14,619)
Net Increase/(Decrease) in Cash	94,913	55,508	33,856
Opening Cash and Cash Equivalents	664,734	801,668	857,176
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring	(47,063)
Closing Cash and Cash Equivalents	759,647	857,176	843,970

Information and Privacy Commission

Operating Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	5,984	5,950	6,890
Personnel Services Expenses
Other Operating Expenses	2,586	2,188	2,226
Grants and Subsidies
Appropriation Expense
Depreciation and Amortisation	165	150	153
Finance Costs
Other Expenses	...	222	...
TOTAL EXPENSES EXCLUDING LOSSES	8,734	8,510	9,269
Revenue			
Appropriation Revenue
Funding Distribution from Department	7,460	7,460	8,618
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	150	150	156
Transfers to the Crown Entity
Sales of Goods and Services
Grants and Contributions	185	185	379
Investment Revenue	(0)	...	(0)
Retained Taxes, Fees and Fines
Other Revenue	1	72	1
Total Revenue	7,797	7,867	9,154
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	(937)	(643)	(115)

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	1,554	801	289
Taxes Receivable
Receivables	110	110	466
Contract Assets
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	1,664	911	755
Non Current Assets			
Taxes Receivable
Receivables
Contract Assets
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building
Plant and Equipment
Infrastructure Systems
Investment Properties
Right of Use Assets
Intangibles	612	305	302
Other Assets
Total Non Current Assets	612	305	302
Total Assets	2,276	1,215	1,056
Liabilities			
Current Liabilities			
Taxes Payable
Payables	1,147	215	171
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings
Provisions	1,058	579	579
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	2,205	794	750
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings
Provisions	...	10	10
Other
Total Non Current Liabilities	...	10	10
Total Liabilities	2,205	804	760
Net Assets	71	411	296
Equity			
Accumulated Funds	71	411	296
Reserves
Capital Equity
Total Equity	71	411	296

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related	5,834	5,828	6,734
Personnel Services
Grants and Subsidies
Finance Costs
Equivalent Income Tax
Other Payments	1,664	2,076	2,270
Total Payments	7,498	7,904	9,004
Receipts			
Appropriation
Funding Distribution from Department	7,460	7,460	8,618
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services
Retained Taxes, Fees and Fines
Interest Received	(0)	...	(0)
Grants and Contributions	185	185	379
Other Receipts	1	(33)	(355)
Total Receipts	7,647	7,612	8,642
Net Cash Flows From Operating Activities	149	(292)	(362)
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(150)	(90)	(150)
Net Cash Flows From Investing Activities	(150)	(90)	(150)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities
Net Increase/(Decrease) in Cash	(1)	(382)	(512)
Opening Cash and Cash Equivalents	1,555	1,182	801
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	1,554	801	289

Service NSW

Operating Statement

	2024-25 Budget \$000	2024-25 Revised \$000	2025-26 Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	590,676	541,256	500,273
Personnel Services Expenses
Other Operating Expenses	177,453	227,917	208,536
Grants and Subsidies	252,000
Appropriation Expense
Depreciation and Amortisation	52,178	46,310	45,518
Finance Costs	...	18	13
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	1,072,307	815,501	754,340
Revenue			
Appropriation Revenue
Funding Distribution from Department	681,662	681,662	611,714
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	5,497	7,783	5,742
Transfers to the Crown Entity
Sales of Goods and Services	63,979	53,325	79,833
Grants and Contributions	271,000	32,604	34,009
Investment Revenue	(0)	...	0
Retained Taxes, Fees and Fines
Other Revenue	20,100	18,030	0
Total Revenue	1,042,237	793,404	731,299
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	(30,070)	(22,097)	(23,040)

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	30,261	18,096	65,199
Taxes Receivable
Receivables	32,182	40,390	40,390
Contract Assets	3,823
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	66,266	58,486	105,589
Non Current Assets			
Taxes Receivable
Receivables
Contract Assets
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	63,329	74,116	68,821
Plant and Equipment	9,425	15,828	16,047
Infrastructure Systems
Investment Properties
Right of Use Assets	(0)	207	207
Intangibles	68,111	64,643	54,576
Other Assets
Total Non Current Assets	140,865	154,794	139,651
Total Assets	207,131	213,280	245,239
Liabilities			
Current Liabilities			
Taxes Payable
Payables	49,309	80,331	135,331
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings	476	518	518
Provisions	58,564	56,902	56,902
Other	8,537
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	116,886	137,751	192,751
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings	1,014	1,028	1,028
Provisions	15,033	10,420	10,420
Other
Total Non Current Liabilities	16,047	11,448	11,448
Total Liabilities	132,933	149,199	204,199
Net Assets	74,198	64,081	41,040
Equity			
Accumulated Funds	74,198	64,081	41,040
Reserves
Capital Equity
Total Equity	74,198	64,081	41,040

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related	585,179	542,196	494,531
Personnel Services
Grants and Subsidies	252,000
Finance Costs	...	18	13
Equivalent Income Tax
Other Payments	157,453	201,092	153,536
Total Payments	994,632	743,306	648,079
Receipts			
Appropriation
Funding Distribution from Department	681,662	681,662	611,714
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	63,979	52,570	79,833
Retained Taxes, Fees and Fines
Interest Received	(0)	...	0
Grants and Contributions	271,000	32,604	34,009
Other Receipts	20,100	19,183	0
Total Receipts	1,036,740	786,019	725,557
Net Cash Flows From Operating Activities	42,108	42,713	77,478
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(13,600)	(22,293)	(15,000)
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(15,000)	(16,950)	(15,375)
Net Cash Flows From Investing Activities	(28,600)	(39,243)	(30,375)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	...	(511)	...
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	...	(511)	...
Net Increase/(Decrease) in Cash	13,508	2,959	47,103
Opening Cash and Cash Equivalents	16,753	15,137	18,096
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	30,261	18,096	65,199

Long Service Corporation

Operating Statement

	2024-25 Budget \$000	2024-25 Revised \$000	2025-26 Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related
Personnel Services Expenses	10,597	17,251	22,176
Other Operating Expenses	214,465	217,864	499,133
Grants and Subsidies
Appropriation Expense
Depreciation and Amortisation	1,717	10	0
Finance Costs	70,584	79,639	85,967
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	297,363	314,764	607,277
Revenue			
Appropriation Revenue
Funding Distribution from Department
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services
Grants and Contributions
Investment Revenue	119,800	146,944	216,580
Retained Taxes, Fees and Fines	162,700	151,638	421,836
Other Revenue	6	11	6
Total Revenue	282,506	298,594	638,422
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)	...	1,208	...
Net Result	(14,857)	(14,962)	31,145

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	8,404	18,414	31,645
Taxes Receivable
Receivables	33,338	27,989	27,989
Contract Assets
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	41,742	46,403	59,634
Non Current Assets			
Taxes Receivable
Receivables
Contract Assets
Inventories
Financial Assets at Fair Value	2,536,534	2,503,698	2,952,661
Equity Investments
Property, Plant and Equipment -			
Land and Building
Plant and Equipment	261	(0)	260
Infrastructure Systems
Investment Properties
Right of Use Assets	...	24	24
Intangibles	9,071	(0)	2,800
Other Assets
Total Non Current Assets	2,545,867	2,503,722	2,955,744
Total Assets	2,587,608	2,550,125	3,015,378
Liabilities			
Current Liabilities			
Taxes Payable
Payables	4,929	6,031	6,031
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings
Provisions	1,574,351	1,749,755	1,879,466
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	1,579,281	1,755,786	1,885,497
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings	10,000	25	20,373
Provisions	303,844	294,320	578,370
Other
Total Non Current Liabilities	313,844	294,345	598,743
Total Liabilities	1,893,125	2,050,131	2,484,240
Net Assets	694,484	499,993	531,139
Equity			
Accumulated Funds	694,484	499,993	531,139
Reserves
Capital Equity
Total Equity	694,484	499,993	531,139

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related
Personnel Services	10,597	17,251	22,176
Grants and Subsidies
Finance Costs	600	...	300
Equivalent Income Tax
Other Payments	174,312	149,325	172,107
Total Payments	185,509	166,575	194,584
Receipts			
Appropriation
Funding Distribution from Department
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services
Retained Taxes, Fees and Fines	162,700	157,250	421,836
Interest Received	223
Grants and Contributions
Other Receipts	1,074	452	1,074
Total Receipts	163,774	157,701	423,133
Net Cash Flows From Operating Activities	(21,735)	(8,874)	228,549
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(260)	...	(260)
Proceeds from Sale of Investments	8,558	15,000	6,994
Purchases of Investments	(0)	...	(239,600)
Advances Repayments Received
Advances made
Other Investing	(2,100)	...	(2,800)
Net Cash Flows From Investing Activities	6,198	15,000	(235,666)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances	10,000	...	20,348
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	10,000	...	20,348
Net Increase/(Decrease) in Cash	(5,537)	6,126	13,231
Opening Cash and Cash Equivalents	13,941	12,288	18,414
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	8,404	18,414	31,645

New South Wales Government Telecommunications Authority

Operating Statement

	2024-25 Budget \$000	2024-25 Revised \$000	2025-26 Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related
Personnel Services Expenses	55,712	55,317	59,477
Other Operating Expenses	131,634	121,627	138,460
Grants and Subsidies
Appropriation Expense
Depreciation and Amortisation	81,083	86,079	104,744
Finance Costs	5,250	6,647	6,324
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	273,680	269,670	309,004
Revenue			
Appropriation Revenue
Funding Distribution from Department	134,665	117,974	193,713
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services	175,379	179,108	184,935
Grants and Contributions	36,301	41,419	923
Investment Revenue	(0)	...	(0)
Retained Taxes, Fees and Fines
Other Revenue	...	753	...
Total Revenue	346,345	339,254	379,571
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)	(1,025)	(854)	(1,051)
Net Result	71,640	68,730	69,516

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	148,263	135,047	114,809
Taxes Receivable
Receivables	5,818	9,160	11,126
Contract Assets	4,539	(0)	...
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	158,620	144,207	125,935
Non Current Assets			
Taxes Receivable
Receivables	989	989	989
Contract Assets
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	335	335	335
Plant and Equipment	857,976	915,599	1,018,409
Infrastructure Systems
Investment Properties
Right of Use Assets	141,177	169,291	151,293
Intangibles	7,264	6,980	8,244
Other Assets
Total Non Current Assets	1,007,741	1,093,195	1,179,271
Total Assets	1,166,362	1,237,402	1,305,206
Liabilities			
Current Liabilities			
Taxes Payable
Payables	54,729	53,532	55,496
Contract Liabilities	8,517	733	733
Other Financial Liabilities at Fair Value
Borrowings	9,129	11,289	11,289
Provisions	164	531	531
Other	33,079	3,098	3,098
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	105,619	69,184	71,148
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings	126,459	125,830	119,924
Provisions	31,412	62,652	64,882
Other	23,252	60,627	60,627
Total Non Current Liabilities	181,122	249,108	245,432
Total Liabilities	286,741	318,292	316,580
Net Assets	879,621	919,110	988,625
Equity			
Accumulated Funds	823,886	824,775	894,291
Reserves	55,735	94,335	94,335
Capital Equity
Total Equity	879,621	919,110	988,625

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related
Personnel Services	55,712	55,317	59,477
Grants and Subsidies
Finance Costs	4,088	4,069	4,094
Equivalent Income Tax
Other Payments	131,093	135,990	138,389
Total Payments	190,893	195,375	201,960
Receipts			
Appropriation
Funding Distribution from Department	134,665	117,974	193,713
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	175,379	179,122	184,935
Retained Taxes, Fees and Fines
Interest Received	(0)	...	(0)
Grants and Contributions	1,646	6,289	923
Other Receipts	...	1,626	0
Total Receipts	311,690	305,011	379,571
Net Cash Flows From Operating Activities	120,797	109,636	177,611
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(169,737)	(162,133)	(185,551)
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(416)	(416)	(218)
Net Cash Flows From Investing Activities	(170,153)	(162,549)	(185,769)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(11,123)	(11,123)	(12,080)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(11,123)	(11,123)	(12,080)
Net Increase/(Decrease) in Cash	(60,479)	(64,036)	(20,238)
Opening Cash and Cash Equivalents	208,743	199,083	135,047
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	148,263	135,047	114,809

Office of the Independent Review Officer

Operating Statement

	2024-25 Budget \$000	2024-25 Revised \$000	2025-26 Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	12,848	12,151	13,374
Personnel Services Expenses
Other Operating Expenses	5,075	5,878	5,233
Grants and Subsidies	107,809	107,982	129,626
Appropriation Expense
Depreciation and Amortisation
Finance Costs
Other Expenses	(0)	...	0
TOTAL EXPENSES EXCLUDING LOSSES	125,732	126,011	148,233
Revenue			
Appropriation Revenue
Funding Distribution from Department
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	...	176	...
Transfers to the Crown Entity
Sales of Goods and Services
Grants and Contributions	125,732	125,835	148,233
Investment Revenue
Retained Taxes, Fees and Fines
Other Revenue	...	0	...
Total Revenue	125,732	126,011	148,233
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	0	...	0

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	7,156	19,140	19,140
Taxes Receivable
Receivables	2,608	624	624
Contract Assets
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	9,764	19,764	19,764
Non Current Assets			
Taxes Receivable
Receivables
Contract Assets
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building
Plant and Equipment
Infrastructure Systems
Investment Properties
Right of Use Assets
Intangibles
Other Assets
Total Non Current Assets
Total Assets	9,764	19,764	19,764
Liabilities			
Current Liabilities			
Taxes Payable
Payables	6,105	16,106	16,106
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings
Provisions	3,659	3,637	3,637
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	9,764	19,743	19,743
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings
Provisions	...	21	21
Other
Total Non Current Liabilities	...	21	21
Total Liabilities	9,764	19,764	19,764
Net Assets	0	...	0
Equity			
Accumulated Funds	(0)	(0)	(0)
Reserves
Capital Equity
Total Equity	(0)	(0)	(0)

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related	12,848	12,054	13,374
Personnel Services
Grants and Subsidies	107,809	107,982	129,626
Finance Costs
Equivalent Income Tax
Other Payments	5,075	2,013	5,233
Total Payments	125,732	122,049	148,233
Receipts			
Appropriation
Funding Distribution from Department
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services
Retained Taxes, Fees and Fines
Interest Received
Grants and Contributions	125,732	125,835	148,233
Other Receipts	...	9,706	...
Total Receipts	125,732	135,541	148,233
Net Cash Flows From Operating Activities	0	13,491	0
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing
Net Cash Flows From Investing Activities
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities
Net Increase/(Decrease) in Cash	0	13,491	0
Opening Cash and Cash Equivalents	7,156	5,648	19,140
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	7,156	19,140	19,140

Rental Bond Board

Operating Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related
Personnel Services Expenses
Other Operating Expenses	39,156	37,561	38,980
Grants and Subsidies	43,195	44,195	46,025
Appropriation Expense
Depreciation and Amortisation
Finance Costs
Other Expenses	169	...	173
TOTAL EXPENSES EXCLUDING LOSSES	82,520	81,756	85,179
Revenue			
Appropriation Revenue
Funding Distribution from Department	68,626	68,626	72,508
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services
Grants and Contributions
Investment Revenue	0	...	0
Retained Taxes, Fees and Fines
Other Revenue	1,886	715	2,453
Total Revenue	70,512	69,341	74,961
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	(12,007)	(12,414)	(10,218)

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	156,874	160,972	150,755
Taxes Receivable
Receivables	386	186	186
Contract Assets
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	157,260	161,158	150,941
Non Current Assets			
Taxes Receivable
Receivables
Contract Assets
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building
Plant and Equipment
Infrastructure Systems
Investment Properties
Right of Use Assets
Intangibles
Other Assets
Total Non Current Assets
Total Assets	157,260	161,158	150,941
Liabilities			
Current Liabilities			
Taxes Payable
Payables
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings
Provisions
Other	1,110	1,412	1,412
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	1,110	1,412	1,412
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings
Provisions
Other
Total Non Current Liabilities
Total Liabilities	1,110	1,412	1,412
Net Assets	156,150	159,746	149,528
Equity			
Accumulated Funds	156,150	159,746	149,528
Reserves
Capital Equity
Total Equity	156,150	159,746	149,528

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related
Personnel Services
Grants and Subsidies	43,195	44,195	46,025
Finance Costs
Equivalent Income Tax
Other Payments	39,325	37,534	39,153
Total Payments	82,520	81,729	85,179
Receipts			
Appropriation
Funding Distribution from Department	68,626	68,626	72,508
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services
Retained Taxes, Fees and Fines
Interest Received	0	...	0
Grants and Contributions
Other Receipts	1,886	717	2,453
Total Receipts	70,512	69,343	74,961
Net Cash Flows From Operating Activities	(12,007)	(12,386)	(10,218)
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing
Net Cash Flows From Investing Activities
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities
Net Increase/(Decrease) in Cash	(12,007)	(12,386)	(10,218)
Opening Cash and Cash Equivalents	168,882	173,358	160,972
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	156,874	160,972	150,755

SafeWork NSW

Operating Statement

	2024-25 Budget \$000	2024-25 Revised \$000	2025-26 Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	152,779
Personnel Services Expenses
Other Operating Expenses	63,968
Grants and Subsidies	4,248
Appropriation Expense
Depreciation and Amortisation	2,448
Finance Costs	128
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	223,571
Revenue			
Appropriation Revenue
Funding Distribution from Department	3,578
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	3,414
Transfers to the Crown Entity
Sales of Goods and Services	24,092
Grants and Contributions	183,008
Investment Revenue
Retained Taxes, Fees and Fines	10,202
Other Revenue	41
Total Revenue	224,335
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)	(496)
Net Result	268

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	49,529
Taxes Receivable
Receivables	5,627
Contract Assets	489
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	55,645
Non Current Assets			
Taxes Receivable
Receivables
Contract Assets
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	23,683
Plant and Equipment	1,312
Infrastructure Systems
Investment Properties
Right of Use Assets	3,733
Intangibles	64
Other Assets
Total Non Current Assets	28,792
Total Assets	84,437
Liabilities			
Current Liabilities			
Taxes Payable
Payables	19,409
Contract Liabilities	7,551
Other Financial Liabilities at Fair Value
Borrowings	1,480
Provisions	12,988
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	41,428
Non Current Liabilities			
Taxes Payable
Payables
Contract Liabilities	12,567
Other Financial Liabilities at Fair Value
Borrowings	3,919
Provisions
Other
Total Non Current Liabilities	16,486
Total Liabilities	57,914
Net Assets	26,523
Equity			
Accumulated Funds	26,523
Reserves
Capital Equity
Total Equity	26,523

Cash Flow Statement

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related	149,365
Personnel Services
Grants and Subsidies	4,248
Finance Costs	128
Equivalent Income Tax
Other Payments	63,968
Total Payments	217,709
Receipts			
Appropriation
Funding Distribution from Department	3,578
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	23,596
Retained Taxes, Fees and Fines
Interest Received
Grants and Contributions	183,008
Other Receipts	10,243
Total Receipts	220,425
Net Cash Flows From Operating Activities	2,716
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(250)
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing
Net Cash Flows From Investing Activities	(250)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities
Net Increase/(Decrease) in Cash	2,466
Opening Cash and Cash Equivalents
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring	47,063
Closing Cash and Cash Equivalents	49,529

State Insurance Regulatory Authority

Operating Statement

	2024-25		2025-26
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related
Personnel Services Expenses	80,595	74,380	84,509
Other Operating Expenses	632,747	655,753	729,341
Grants and Subsidies	8,000	7,833	9,000
Appropriation Expense
Depreciation and Amortisation	23	50	...
Finance Costs	1	4	...
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	721,365	738,021	822,850
Revenue			
Appropriation Revenue
Funding Distribution from Department
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services	(0)
Grants and Contributions
Investment Revenue	6,001	22,035	6,080
Retained Taxes, Fees and Fines	628,590	555,679	796,869
Other Revenue	...	87,438	...
Total Revenue	634,591	665,152	802,949
Gain/(Loss) on Disposal of Non Current Assets
Other Gains/(Losses)	...	(4,230)	...
Net Result	(86,774)	(77,099)	(19,901)

Balance Sheet

	2024-25 Budget \$000	Revised \$000	2025-26 Budget \$000
Assets			
Current Assets			
Cash Assets	93,979	187,839	161,981
Taxes Receivable
Receivables	63,200	62,245	62,245
Contract Assets
Inventories
Financial Assets at Fair Value	197,011	206,301	202,203
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	354,190	456,386	426,430
Non Current Assets			
Taxes Receivable
Receivables
Contract Assets
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building
Plant and Equipment	16	16	16
Infrastructure Systems
Investment Properties
Right of Use Assets	12	31	31
Intangibles	5,555	...	5,555
Other Assets
Total Non Current Assets	5,583	46	5,601
Total Assets	359,774	456,432	432,031
Liabilities			
Current Liabilities			
Taxes Payable
Payables	20,723	92,886	92,886
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings	7	27	27
Provisions	7,276	6,867	6,867
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	28,006	99,780	99,780
Non Current Liabilities			
Taxes Payable
Payables	143,589	151,071	151,071
Contract Liabilities
Other Financial Liabilities at Fair Value
Borrowings	7	49	49
Provisions	75,012	70,751	66,251
Other
Total Non Current Liabilities	218,607	221,870	217,370
Total Liabilities	246,613	321,650	317,150
Net Assets	113,160	134,782	114,881
Equity			
Accumulated Funds	113,160	134,782	114,881
Reserves
Capital Equity
Total Equity	113,160	134,782	114,881

Cash Flow Statement

	2024-25		2025-26
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee Related
Personnel Services	80,595	74,380	84,509
Grants and Subsidies	8,000	7,833	9,000
Finance Costs	1	4	...
Equivalent Income Tax
Other Payments	658,974	701,487	733,841
Total Payments	747,569	783,704	827,350
Receipts			
Appropriation
Funding Distribution from Department
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	(0)
Retained Taxes, Fees and Fines	628,067	548,117	796,338
Interest Received	543	10,753	547
Grants and Contributions
Other Receipts	56,982	138,223	531
Total Receipts	685,591	697,093	797,416
Net Cash Flows From Operating Activities	(61,978)	(86,611)	(29,934)
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment
Proceeds from Sale of Investments	9,000	9,000	9,631
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(5,555)	...	(5,555)
Net Cash Flows From Investing Activities	3,445	9,000	4,076
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(16)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(16)
Net Increase/(Decrease) in Cash	(58,549)	(77,611)	(25,858)
Opening Cash and Cash Equivalents	152,528	265,450	187,839
Reclassification of Cash Equivalents
Cash transferred in(out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	93,979	187,839	161,981