
NSW Treasury

Faster Payment Terms Review

February 2023

Acknowledgement of Country

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

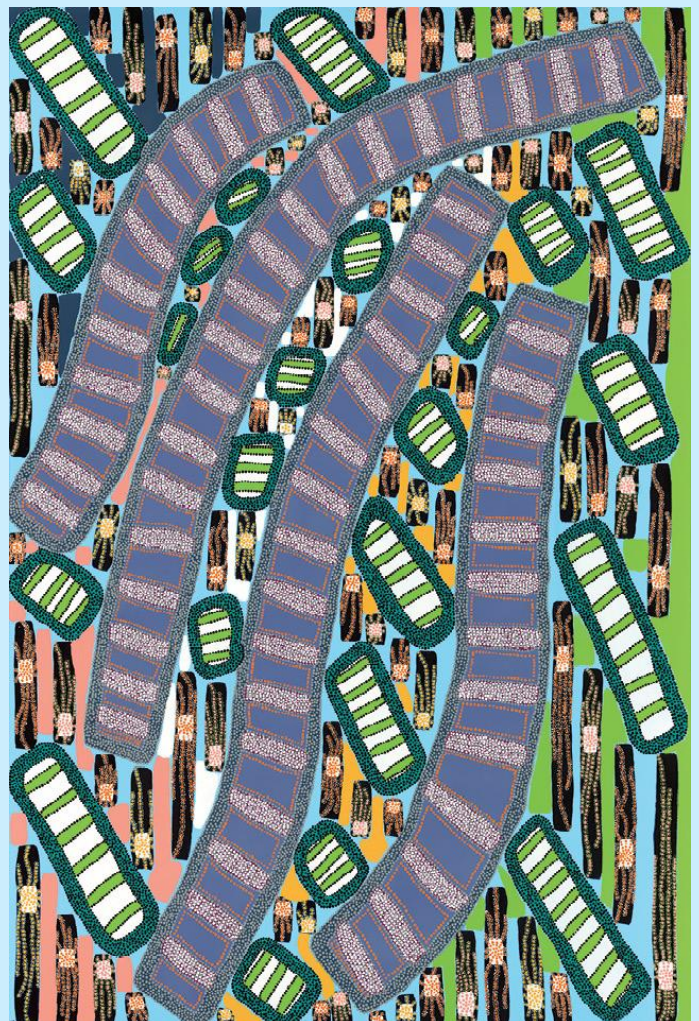
We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of government policies and practices, and recognise our responsibility to work together with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards improved economic, social and cultural outcomes

Artwork:
Regeneration by Josie Rose



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1 Background

1.1 Introduction

In December 2018, the NSW Government introduced the Faster Payment Terms (FPT) policy to help see registered business suppliers' invoices¹ paid by in-scope departments within 20 calendar days. In January 2020, the NSW Government shortened payment times for registered small business suppliers to five business days. This commitment applies to undisputed and correctly rendered invoices up to \$1 million.

Since the introduction of the FPT policy in 2018, and the transition to five-day payments in 2020, there have been numerous advances in technology, including the introduction of electronic invoicing (eInvoicing) and new payment platforms. The NSW Digital Government Strategy and NSW Banking and Payments reform program include the introduction of an eInvoicing mandate from January 2022, policies to encourage card payments and the expansion of the Supplier Hub platform.

Additionally, the NSW Government's COVID-19 Economic Recovery Strategy identified the FPT policy as a potential mechanism to support the state's economic recovery by continuing and improving engagement with the small business sector

1.2 The FPT policy

Registered small businesses that supply to in-scope government departments² will be paid within five business days of central payment departments receiving a correctly rendered invoice for goods or services up to the value of \$1 million. Payments up to \$10,000 can be paid instantly by government issued credit cards known as Purchase cards (Pcards).

In-scope agencies will be required to:

- pay at least 80 per cent of eligible supplier invoices from registered small businesses within five business days of receipt of a correctly rendered invoice
- provide the data required for reporting

As part of the FPT policy, agencies must ensure small business suppliers are aware that:

- purchases or invoices valued up to \$10,000 must be paid by Pcard or equivalent (this is also a requirement from TC21-01 Digital Payment Adoption)
 - purchases or invoices valued over \$10,000 and under \$1 million must be paid through correctly rendered invoices, with the intent to support suppliers adopting electronic invoicing (eInvoicing)
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1.3 Purpose of this review

In October 2021, NSW Treasury released the COVID-19 Economic Recovery Strategy. The Strategy committed to a review of the Government's FPT policy to ensure small business suppliers are paid by Government as fast as possible.

NSW Treasury was tasked with undertaking this review and submitting recommendations to the

¹ Faster Payment Terms Policy, Small Business Commissioner: <https://www.smallbusiness.nsw.gov.au/get-help/faster-payment-terms/faster-payment-terms-policy>

² See above for list of in-scope agencies.

then Minister for Finance, the Hon. Damien Tudehope MLC. NSW Treasury has collaborated with the Office of the Small Business Commission to undertake this review.

In line with its Terms of Reference (**Appendix 1**), the review aimed to assess whether the FPT policy remained appropriate, and how effective and efficient it had been in meeting its objectives and changes opportunities for improvement.

The review focussed on three key areas:

- supplier experience
- administration and implementation
- technology and related practices.

1.4 Review approach

Treasury considered:

- data on FPT policy implementation
- supplier feedback on their experience with the NSW Government
- NSW agency and cluster processes, systems and experience in implementing the FPT policy
- practices and guidelines from other comparable jurisdictions
- the existing NSW policy and legislative context
- the current and future programs planned as part of whole-of-government digital initiatives.

1.5 Consultation

Treasury engaged in a comprehensive consultation process with stakeholders both on the supplier and administration sides of the FPT policy. The findings of this consultation are at Section 3 of this review.

The consultation included a survey of more than 290 small business suppliers through the NSW Government’s ‘Have Your Say’ platform.

Additionally, the review consulted with every NSW Government cluster that currently implements the FPT policy, as well as Treasury and the Department of Customer Service (DCS) teams that administer whole-of-government policies and platforms that support the FPT policy.

NSW Government	Perspectives from NSW Government departments and agencies that administer the FPT policy, including best practice approaches, practical challenges, and opportunities for improvement. Alignment with digital transformation and procurement reform projects, and other policy objectives.
Industry Small Business Council of Small Business Organisations Australia	Industry perspective on supplier experience, needs and expectations.

2 Current State

2.1 Current state

As of January 2023, there were more than 34,000 small businesses registered for FPT. A small business for the purposes of the FPT policy is defined as a business with less than 20 employees.

Small businesses can currently register for the FPT policy as part of their registration with the NSW Supplier Hub. This registration has been applied retrospectively to small business suppliers registered on the Supplier Hub that had not yet registered for faster payment terms. From 1 July 2022, Supplier Hub registration became mandatory for all suppliers that want to actively sell to NSW Government or respond to advertised government opportunities.

While suppliers are invited to self-declare if they are a small business when registering on the Supplier Hub, not all NSW Government suppliers are registered. For example, some suppliers are engaged directly by NSW Government agencies with invoices paid by Pcard rather than a purchase order system.

Since the FPT policy introduction, the NSW Government has progressively improved its performance against the policy. In the period between 1 July 2021 – 30 June 2022 or Financial Year 2021/2022, 97.6 per cent of payments to small business were made within five business days. A total of 6631 registered small businesses received payments within 5 business days, to a value of \$338 million (Invoices Payment Only).

The most recent version of the NSW Government's faster payments policy was developed in 2020 with the assistance of the NSW Small Business Commission, as well as a taskforce comprising of representatives across cluster agencies. Since this time, the Small Business Commission has played a stewardship role which has included:

- providing information about the FPT policy on its website
- supporting registration for NSW Government suppliers (this function transitioned to DCS in 2021),
- monitoring agency performance.

The FPT policy is a whole-of-government administrative policy. The FPT policy also applies to in-scope departments, that is departments that have opted into the policy. Only a small number of departments or agencies have opted out of the FPT policy as detailed on the Small Business Commissioner's website³.

2.2 Policy governance and administration

While the FPT policy is a commitment of the NSW Government, it is not underpinned by a legislative instrument or formal procurement policy. FPT policy commitments are detailed on the Small Business Commissioner website with the current policy replacing the former Treasury Circular TC 11/12 issued in July 2011. The purpose of TC 11/12 was to specify the Government's payment of accounts policy (within 30 days for small business suppliers) and the provision of interest where amounts are not paid in accordance with that policy.

While the Small Business Commissioner has played a stewardship role, full administrative responsibility for the FPT policy has not been clearly assigned.

The Small Business Commissioner is an independent statutory officer with roles and functions set out in the *Small Business Commissioner Act 2013*. The Small Business Commissioner does not

³ See Appendix 2 for the current policy details.

possess policy levers required to amend the FPT policy, is not responsible for systems used to make supplier payments and report on performance and is unable to compel agencies to meet its requirements. As an independent statutory office, the Small Business Commission is itself unable to make commitments on behalf of other government agencies.

To the extent the Commission has played a stewardship role, it has done so by relying on other agencies to implement and report on performance. At present, the administration of the FPT policy is divided across Government as follows:

Small Business Commissioner	Department of Customer Service	Treasury	In-scope Departments
Stewardship role and performance monitoring	Supporting policies and technology infrastructure	Policy and process support	Implementation
<ul style="list-style-type: none"> circulation of monthly report of registered small businesses to the participating government agencies using data provided by DCS reports to Government on the performance against the FPT policy using reports prepared by NSW Treasury advocates for compliance and small business interests 	<ul style="list-style-type: none"> responsible cluster for Digital NSW owner of the Supplier Hub and registration for FPT policy responsible for the transition to eInvoicing 	<ul style="list-style-type: none"> responsible for payments and banking policy NSW Procurement and Chair of the NSW Procurement Board whole-of-government reporting on payments and suppliers, including preparation of FPT report owner of the SME and Regional Procurement Policy lead on banking reform agenda whole-of-government policy through Treasury Circulars 	<ul style="list-style-type: none"> direct relationship with suppliers responsible for processing small business supplier payments within five business days administration of agency-specific vendor records accounts payable policy and process improvements implementation of DCS/Digital NSW initiatives and systems responsible for implementation of eInvoicing mandate responsible for education of business units within agency/cluster

2.3 Relevant instruments

The FPT policy does not operate in isolation, it operates within a broader framework of policies and initiatives led by the Small Business Commissioner, Treasury and DCS.

Policy/Instrument	Responsible Agency	Description
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Current Policies

FPT policy	All clusters (policy hosted on Small Business Commission website)	FPT for small business. The current policy can be viewed at Appendix 2.
Treasury Circular TC21-01 February 2021 NSW Payments Digital Reform – Digital Payment Adoption	Treasury	This Circular seeks to drive the adoption of digital and contactless payment options across the NSW public sector and reduce/eliminate cash and cheque handling. The Circular applies to GSF Agencies under the <i>Government Sector Finance Act 2018</i> (GSF Act), these Agencies will be required to implement the arrangements noted as part of ongoing business improvement plans in conjunction with the NSW Treasury. This policy states that Pcard should be used for transactions up to \$10,000; virtual cards to be adopted as preferred card payment option for regular payments; agencies should review their Pcard limits under the GSF Act amongst others. The Circular can be found on the Treasury website .
Treasury Circular NSW TC 11/21 23 December 2011 Annual Reporting on Payment of Accounts	Treasury	The purpose of this Circular is to provide guidance on annual reporting requirements on payment of accounts performance, updated for the new payment of accounts policy (refer NSWTC 11/12). The Circular applies to departments and statutory bodies subject to the Annual Reports legislation and is applicable to annual reporting periods ending on or after 1 January 2012. The Circular can be found on the Treasury website .
Elvoicing mandate	DCS	A whole-of-government mandate for elvoicing across NSW Government agencies was announced in May 2021. As per this mandate, NSW Government agencies should be enabled for elvoicing by 1 January 2022.
Supplier Hub	DCS	From 1 July 2022, Supplier Hub registration is mandatory if you sell to NSW Government. This mandate was introduced by NSW Cabinet to help ensure that the Government is spending public money fairly, efficiently and for the long-term benefit of everyone in New South Wales. The Supplier Hub can be found on the Buy.NSW website.

Policies to be archived or updated

These policies have either been replaced by the FPT policy or require amendment to harmonise the policies. These policies remain publicly available on the Treasury website and should be formally archived.

Treasury Circular NSW TC 11/12 14 July 2011 Payment of Accounts	Treasury	This Circular specifies the Government's payment of accounts policy, including new requirements, effective from 14 July 2011, for agencies to pay small business suppliers within 30 days for goods and services (unless an alternative
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time period is provided) or else automatically pay interest on the amount outstanding.

The Circular can be found on the [Treasury Website](#).

Treasury Circular NSW TC 11/20 23 December 2011
Treasury
Implementation of Penalty Interest on Late Payment of Accounts

This Circular advises agencies that the starting date for imposing penalty interest on late payments to small business suppliers is 1 January 2012. The Circular applies to an 'authority' subject to the *Public Finance and Audit Regulation 2010* (the Regulation) and all accounting officers and officers of an authority. It is issued as a Treasurer's Direction under section 9 of the *Public Finance and Audit Act 1983* and sub-clauses 13(4) and 13(5) of the Regulation. This Circular is issued in conjunction with the policy on payment of accounts (refer NSWTC 11/12).
The Circular can be found on the [Treasury website](#).

2.4 Comparative jurisdictions

New South Wales is leading the country in FPT policy, with the most ambitious terms of five days. Only the Australian Government also mandates five days, and that policy is limited to Pan-European Public Procurement Online (PEPPOL) eInvoicing enabled payments. When looking at comparative jurisdictions, such as Victoria or Queensland, New South Wales is leading and is on par with large international jurisdictions such as the United Kingdom.

Jurisdiction	Policy
Victoria	Fair Payments Policy - 10 business days for payments up to \$3 million
Queensland	Queensland Government On-time Payment Policy - 20 calendar days
South Australia	30 business days
WA	20 calendar days
Tasmania	30 days
NT	20 days for invoices under \$1 million, 30 days for invoices over \$1 million.
ACT	No applicable policy
Australian Government	Payment Terms <ul style="list-style-type: none"> • Five business days where PEPPOL eInvoicing capable for all businesses • 20 days for all other invoices up to \$1 million • Payment cards for below \$10,000
United Kingdom	Government Prompt Payment Policy The government commitment is to pay 90 per cent of undisputed and valid invoices from SMEs within five days and 100 per cent of all undisputed and valid invoices to be paid within 30 days.

2.5 Comparison to commercial payment terms

The Australian Government established the Payment Times Reporting Regulator on 1 January 2021 under the *Payment Times Reporting Act 2020*. The scheme had a 12-month transition period before compliance and enforcement powers commenced. Reporting entities still had to report during this period. The transition period ended on 31 December 2021. The Payment Times Reporting Scheme requires large businesses (with a total income of \$100 million or more) and large government enterprises to provide six-monthly reports on their small business payment performance via the Payment Times Reporting Register (PTR Register).

Payment Times Report Register

- **Average shortest is 11 days**
- **Average standard is 33 days**
- **Average longest is 47 days**
- **25,548 reports**

Based on the PTR Register data, the NSW Government's payment terms for small business are also exceeding commercial sector standard payment terms.

The Australian Government introduced a related policy, the Payment Times Procurement Connected Policy (PT PCP). From 1 October 2021, large businesses (annual income of over \$100 million) awarded Australian government contracts of over \$4 million have been required to pay invoices of up to \$1 million from new subcontractors within 20 calendar days. Late payments of invoices in scope will incur interest penalties. The prescribed payment times apply to all invoices, not just those submitted by small businesses.

The NSW Government has introduced the new Small Business Shorter Payment Terms Policy. From 1 July 2021 large businesses that contract with NSW Government are required to pay their small business subcontractors engaged on NSW Government contracts within 20 business days of receiving a correctly rendered invoice. The Small Business Shorter Payment Terms Policy applies to new goods and services contracts with a value of \$7.5 million or more established following an approach to the market by government on or after 1 July 2021.

3 Consultation

3.1 Supplier feedback



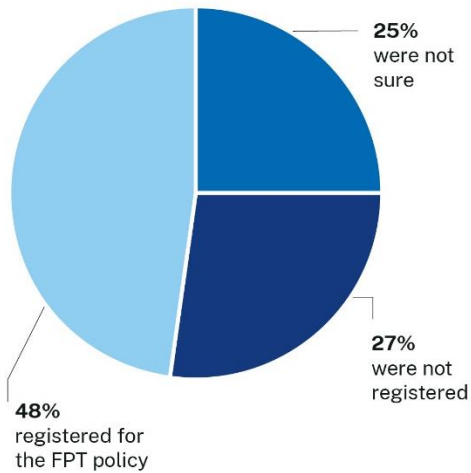
Faster Payment Terms policy – Supplier Experience

As part of this Review, a public survey was published on the Have your say platform to understand the small business supplier's experience in contracting with the NSW Government.

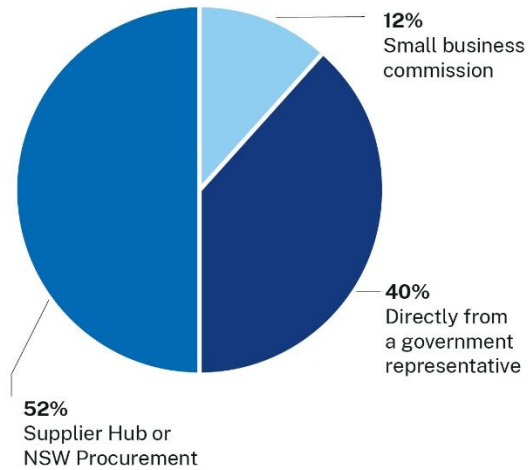
297

responses to the Have Your Say survey of small business.

Of those surveyed



People found out about the policy through:



73%

had experienced at least on one occasion not being paid within five days

28%

said this happened frequently, and 25 per cent said very frequently

83%

of those who weren't registered, didn't know about the policy

17%

didn't want to, and the remainder felt it was too difficult or don't need to

The vast majority responded that they registered for the policy to assist with cash flow.

71%

said that when they were not paid on time, they had no contact from a government representative, 67.5 per cent were not satisfied with this response

77%

of respondents rated the five days payment terms as important, and 18 per cent rated as somewhat important to their business



54%

are satisfied with the policy



59%

have found the policy to have positively affected their cashflow



86%

rated the government payments as very significant or significant to their cash flow



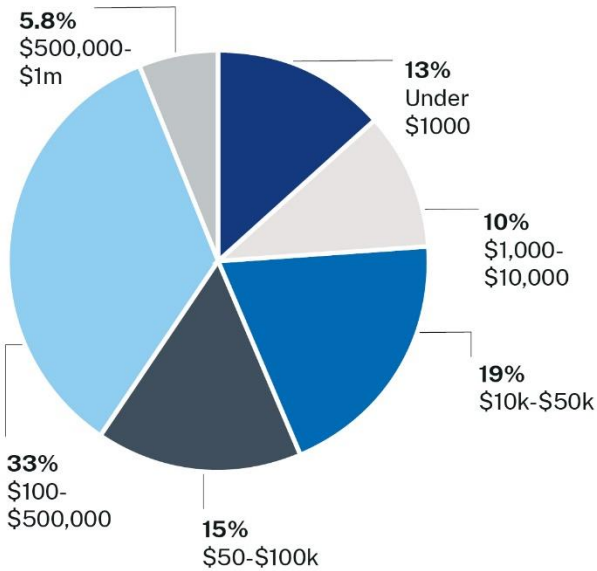
50%

in \$200,000 to \$2m category



The NSW Government is an important customer for small business:

Total value of work with NSW Government



Technology adoption:

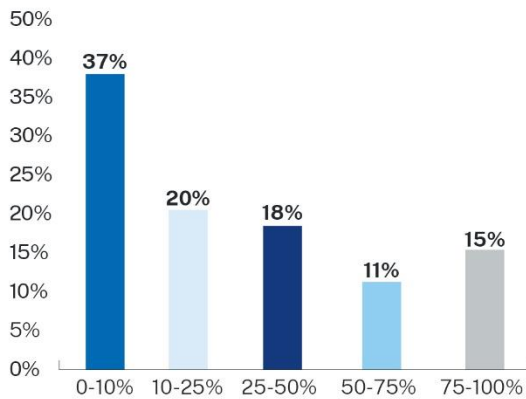
266 Direct transfer was survey respondent's preferred method of payment, with 266 out of 274 respondents selected direct transfer as their preferred method of payment.

25 PCard received 25 responses, noting that respondents could select multiple options.

31 E-invoicing received 31 responses, noting that respondents could select multiple options.



Proportion of your business with the NSW Government



E-invoicing

When asked whether or not they were likely to register for e-invoicing, respondents chose:

41.9% were very likely to register

10% were somewhat unlikely or unlikely to register

22.6% were somewhat likely to register

7% were already registered

18.6% were neutral

eInvoicing feedback

Reservations about registering were largely due to not knowing enough about eInvoicing, the time required to set up eInvoicing or concerns about the potential cost of administering the accounting software.

A number of survey responses noted that the NSW Government system should be compatible with the major accounting providers, including Xero and MYOB to reduce administrative strain on small business.

A selection of some of the qualitative feedback as part of this survey is below. Note this feedback is directly from survey participants and has not been edited.

Positive Feedback

- *“This allows SMEs to be able to supply and grow with the NSW Government knowing that they are able to pay within a short period of time. There is often a large cash requirement to meet these tenders and whilst the funding may be able to be accessed it is a massive help to see the NSW Government taking real steps to support SMEs in this process.”*
- *“We don't suffer from the lack of cash funds that were expended during a large project. This allows us to move quickly onto new activities with good financial support.”*
- *“It allows me to manage my cash flow better. I can apply for jobs that we were always able to do, but previously couldn't apply for as we couldn't afford the gap between job and payment, and still pay all the bills that we owed.”*
- *“The most beneficial thing is just getting the cash into the business more quickly. This means less financial stress and juggling money to get contractors paid, less time wasted chasing up payment and working with procurement teams to push things through more quickly, and more time to actually get on with delivering quality work.”*
- *“Credit card payment via schools admin. This makes small purchases by schools and TAFE very efficient for both of us. No chasing purchase orders or requirements.”*

Issues

- *“Time taken to settle invoices has improved since we've registered for the scheme, but invoices are still often paid outside agreed terms. This is due to receiving incorrectly rendered invoices, and invoices being sent to the wrong area.”*
- *“The policy itself is great. The implementation of some government agencies to comply is the issue.”*
- *“Agencies don't necessarily know that I am registered with this policy and they don't seem to automatically check to see if I am a supplier against this policy.”*
- *“The policy is fine, the internal approvals process for invoices is often over-complicated and requires too many signatures. The delays usually come from the internal approval processes.”*
- *“It is difficult to know whether all agencies are bound by the policy.”*
- *“There is no confirmation when the application is approved, which means I have no evidence or way of knowing if I have been accepted onto the register, or when. I need to point out that I'm on the policy, but have no evidence that I am registered ... and the agencies need to check. At times, I need to educate the agencies about the policy, and then explain that I don't have access to the register to prove (or even know) that I'm entitled to payment within five days. This weakens the policy.”*

- “There doesn't need to be any obligation for the agencies to comply with this policy or know they have to comply with it. They normally just pay on 30 day payments terms (sometimes longer).”
- “Greater communication regarding the status of payments, especially when they are beyond the five days in the FPT policy or greater than the contractual obligations should occur.”

Recommendations for improvement

- “Bring all agencies into the scheme and streamline the process for payment to avoid delays.”
- “Ensure payments are made within the timeframe having a direct contact if payment is late.”
- “Some departments want to pay ONLY with a credit card, which creates problems if you don't have this facility. In business these days most transactions are via a bank transfer of funds. This is the most convenient way.”

3.2 Agency/cluster feedback

Treasury, together with representatives from the Small Business Commission, conducted a series of workshops with finance and procurement teams from all the clusters that implement the FPT policy (as outlined in the in-scope department list⁴). The key themes are summarised below.

All representatives emphasised their commitment to implementing the FPT policy and had proactive plans to continue, and increase, their compliance – particularly with the introduction of new platforms such as Process and Technology Harmonisation (PaTH) and eInvoicing programs.

It was noted that five days was a very ambitious payment term, but that most agencies had implemented payment processes that enabled them to comply. This was particularly evident during the COVID-19 lockdowns of 2020 and 2021 when some agencies reduced their payment terms to zero days to support small business suppliers and the NSW economy during those difficult periods.

3.2.1 Challenges

The Treasury and Small Business Commission representatives outlined a number of challenges in administering the FPT policy:

Classification and reporting of small business under the FPT policy

Participants raised concerns about the registration process and found that medium or even large businesses were registered for the FPT policy as a ‘small businesses’. They highlighted that the registration process relied on self-declaration and this meant it was difficult to verify. There were concerns that this was taking away from the ability to support small business suppliers, and many agencies were undertaking additional steps to cross-reference supplier data, which sometimes meant suppliers weren’t immediately registered within the agency vendor list and missed out on faster payment terms until the following month.

The supplier data list is updated by DCS and then circulated monthly by the Small Business Commissioner and contains over 34,000 registered suppliers. The additional steps in cross-referencing this with vendor lists on agency systems is an administrative duplication that pulls resources from more productive payments process matters and creates inefficiencies.

⁴ Faster Payment Terms Policy, Small Business Commissioner: <https://www.smallbusiness.nsw.gov.au/get-help/faster-payment-terms/faster-payment-terms-policy>

Correctly rendered invoices

It was noted that the FPT policy only applies to 'correctly rendered invoices'. Many participants felt that the concept of what was a 'correctly rendered invoice' was not well understood by suppliers and was a frequent challenge in processing payments quickly. While technically, the timeframe for the FPT policy only starts once a correctly rendered invoice is received by the central payments unit, the supplier is still waiting on payment until the issue is resolved.

It was recommended that suppliers be upskilled in the requirements for invoicing a government agency, particularly the need to send invoices to the central accounts payment inbox.

Business Unit behaviour and awareness

Receiving invoices from the business unit in a timely manner was consistently raised as the most significant challenge in complying with the FPT policy. Many participants advised that by the time they received the invoice from the business unit it was already five days after the receipt of the invoice. Again, while the five-day timeframe under the FPT policy technically only commences once the accounts payable team have received a correctly rendered invoice, the policy intent is for small business suppliers to be paid efficiently to support their cash flow needs and a delay in accounts payable receiving the invoice is a significant challenge.

Additionally, invoices received without a purchase order was discussed as a significant cause of processing delays. Many agencies have introduced 'No PO (Purchase Order), No Pay' policies to address this issue, however this was not a universal policy.

The need to undertake goods receipting was also raised as a challenge in processing payments quickly. This was particularly the case in agencies with a high volume of payments such as Education or Health. The requirement to goods receipt invoices is a necessary process, but it is difficult to complete a payment within five business days if business units were slow to complete this step.

The general awareness of the FPT policy was considered during the discussions, and while participants felt business units were generally aware of the need to support small business through the FPT policy, awareness of how to comply could be improved.

The DCS, who oversee 'GovConnect', the finance and business support platform for a number of clusters, have undertaken a proactive campaign to improve compliance with both the FPT policy, as well as other payment policies. This campaign is focussed on addressing business unit behaviour on a consistent basis – rather than a one-off training program. This campaign includes:

- 'No PO, no Pay policies',
- reporting on payment times on both Pcard and PO invoices,
- workflow prompts to business units directly noting a supplier is a small business; and
- escalation to senior managers where actions, like goods receipting, are not actioned in a timely manner.

Overall, the feedback highlighted that input from the business units into the payment process workflow could be a source of friction, reducing the efficiency of processing. A focus on improving the awareness of the need to comply with payment policies and changing behaviour is integral to achieving greater efficiency in the FPT policy, and several recommendations of this review reflect this finding.

Payment runs per week

The number of payments 'runs' per week was an issue that affected agencies differently. The term 'runs' relates to the number of times per week that an agency process outgoing payment. Many of the large clusters or agencies, such as Transport, Health and Education undertake daily payment runs. However, smaller clusters only undertook twice a week or weekly payment runs.

This is an issue in complying as some invoices, received in a middle point in a payment run period may have to wait until the next payment run, which could be much longer than the requisite five

business days.

The cost and administrative effort was discussed as a barrier to increasing the frequency of payment runs, but some agencies noted they were undertaking work to address this issue. As the payment runs is a structural issue affecting the implementation of the FPT policy, it is recommended that further work is undertaken with agencies to investigate whether the frequency can be increased.

Dissemination of Pcards

The use of Pcards was consistently noted as a key mechanism to increase the efficiency of payments and was widely supported and proactively implemented across agencies.

However, some agencies noted that Pcard adoption required support from senior executives, appropriate supporting policies, and a cultural shift to using the Pcards. It was noted that some agencies had been more proactive in the adoption of Pcards than others and support from senior executives was a critical factor in this difference.

Treasury introduced Treasury Circular TC21-01 'NSW Payments Digital Reform – Digital Payment Adoption' in February 2021 stating Pcard should be used for transactions up to \$10,000; virtual cards to be adopted as preferred card payment option for regular payments; and agencies should review their Pcard limits under the GSF Act. Treasury reports that currently \$800 million of payments are processed via Pcard payments but estimates that approximately \$2 billion in payments could be made using a Pcard. Additionally, currently \$250 million is paid via Vcard (a virtual payment card used for digital transactions) with scope to expand total card payments to \$4 billion if vCard is included in the total.

It was noted in consultations that Pcard payments pass on some cost to suppliers through merchant fees, and this affects supplier willingness to accept Pcards – particularly in less digitally connected areas. Treasury encourages agencies to speak with suppliers and pass the merchant fees on and in most cases this is common practice. However, the merchant fees remain a barrier for many small businesses.

Continuing to drive the adoption of Pcard payments across the sector is a priority for the Banking reform agenda driven by Treasury. Utilising Pcards, and vcards to payments to suppliers is an effective mechanism to improve the speed and efficiency of government payments.

Policy administration

The agency responsible for the FPT policy and reporting requirements was identified as an area where further clarification was required. There are numerous related policies to the FPT policy – including the Pcard, eInvoicing, Supplier Hub and pay on time or pay interest policies – all these policies are administered by DCS or Treasury. However, no single agency has full administrative and policy responsibility for the FPT policy. While the Small Business Commissioner has played a stewardship role since the implementation of the latest version of the policy, as noted in Section 2.1 of this review, there are factors constraining the ability and appropriateness for the Commissioner to provide full administrative responsibility for the FPT policy.

Five Business Days and Reporting

At the centre of the FPT policy is the five business days timeframe. As previously outlined, this is shorter than other Australian jurisdictions, and the Australian Government's five-day commitment to is limited to eInvoicing compliant payments but does apply to all businesses up to a threshold of \$1 million per invoice. Five days also exceeds most industry standards, which fall between 10-30 business days, noting the shortest industry standard in the Australian reporting regime is 11, and the average is 33 days.

It is important to recognise that the five business days is an ambitious and advanced standard, and that New South Wales has done well to achieve high levels of compliance, particularly during the peak of the COVID-19 pandemic. However, it is also worth recognising that while the ambitious standard may increase the average speed of payment overall, it does not prevent or remedy

extreme delays or outlier experiences.

The consultation with agencies, and small business suppliers identified that while the current reporting suggests high compliance, it may not be capturing the nuance across the different types of payments. For example, payments made by Pcard or Vcard are deemed instantaneous and represent a high volume of payments but the higher value payments (i.e Purchase Order payments over \$10,000) are still paid via direct transfer or other means and are more likely to be late due to the number of administrative steps in payment. These steps often include officer intervention (e.g an agency business unit liaises with the small business supplier and may not submit the invoice to the finance unit for five days, extending the timelines for payment.)

The DCS is leading on the introduction and implementation of eInvoicing and commissioned a review of payment timeframes in 2020. The review found that more than 50 per cent of invoices take greater than five calendar days to perform activities required to have the invoice uploaded into the payments platform (SAP), with the average being 25 calendar days. Processing the invoice then took on average six calendar days, and an additional 12 calendar days for invoice payment from processing completion. These timeframes have improved significantly over the past two years, as many clusters identified that they put in place systems to increase payment speed during the peak of the COVID-19 pandemic. However, the underlying issue around non-Pcard payments taking longer to process has not been entirely resolved.

What is not measured cannot be improved. At present, reporting against the FPT policy is based on all payments and is not broken down into payment categories. Many agencies asked for more nuanced reporting during consultation to enable them to target their improvement programs. Separating out the reporting of Pcard versus non-Pcard payments would enable greater transparency with suppliers, improving expectations and support a targeted improvement program. It is recommended that not only is reporting separated into Pcard and non-Pcard payments, but that a separate compliance target for non-Pcard payments is set to recognise the difference in compliance and to actively aim to improve payment times.

Additionally, by measuring and targeting improvements on the smaller percentage of payments where timeframes may blow out significantly (i.e over 30 days), it will be easier to identify levers to improve performance. This review recommends that not only does the Government report on the performance of agency payments by category of payment, but also target an 80 per cent compliance rate within two years for non-Pcard payments. This should also include the development of levers and backstops to prevent the most extreme delays (over 30 days) which can have a material impact on a small business' cash flow.

3.3 Feedback summary

The feedback from both suppliers and the agencies responsible for administering the FPT policy has largely found that the FPT policy settings – that is the five-day payment terms, the application to small business, the application to correctly rendered invoices under \$1 million and the use of Pcards for payments under \$10,000 – are appropriate and effective at achieving the FPT policy aim of supporting small business suppliers. They are also the shortest timeframe policy settings in Australia.

However, the feedback identified that while the FPT policy implementation has largely been effective, there are areas that could be improved for both the short and long term.

In particular, the way payment is made – either via a Pcard, eInvoice or through a PO payment (direct bank transfer) affects the timeframe for payment and a targeted program for improvement on the non-Pcard payment rates should be implemented. Additionally, there are a number of technology and process improvements underway that will affect the FPT policy that should be considered. These areas have been included in the review's recommendations outlined in the next section.

4 Technology

4.1 Technology pipeline

The consultation process identified that a number of whole-of-government technology and digital reform programs are underway that will make it easier for Government to process payments quickly. These programs are noted below:

Supplier Hub:

- Supplier Hub is the centralised registration platform for NSW Government buyers and potential suppliers.
- As part of the “Tell Us Once” campaign when dealing with the NSW Government, from 1 July 2021, Faster Payment Terms registrations are completed via the buy.nsw Supplier Hub. The NSW Small Business Commission website continues to provide information on the FPT policy and referral links to the Supplier Hub.
- From 1 July 2022, Supplier Hub registration is mandatory if you sell to NSW Government. This mandate was introduced by NSW Cabinet to help ensure that the Government is spending public money fairly, efficiently and for the long-term benefit of everyone in New South Wales.
- As part of continuous process improvement, the DCS and NSW Procurement are working on systems to allow small businesses to select the relevant procurement policies they are eligible for and provide evidence for them on one occasion only.
- Supplier Hub master data API is now available and includes the faster payments register flag. Agencies can integrate the data with their finance systems to remove the manual verification process. The API is updated every 24 hours resulting in live data about registration.

Electronic invoicing

- Australia has adopted the PEPPOL as an international standard. The Pan-European Public Procurement Online (PEPPOL) is an international standard for eInvoicing.
- The Department of Customer Service led the delivery of a joint limited pilot testing of the PEPPOL standard in collaboration with the Australian Government Department of Human Services, ATO, access point vendors and select suppliers.
- A whole-of-government mandate for eInvoicing across NSW Government agencies was announced in May 2021, to be enacted in 2022.
- An invoicing portal went live on buy.NSW Supplier Hub in August 2021. The Suppliers that are registered on buy.NSW Supplier Hub can now send invoices to the agencies that are enabled for eInvoicing using the whole-of-government eInvoicing service and track the status of those invoices.
- To date, 77 agencies across six clusters (DCS, DPC, TSY, DCJ, DoE and NSW Health) are on-boarded on the whole of governing eInvoicing platform.
- Government has made significant progress towards implementation and is ready for supplier uptake and usage.

Process and Technology Harmonisation (PaTH) across shared services operations and Enterprise Resource Planning (ERP) systems in NSW Government

- Announced in 2021 as part of the FY2020-21 Half Year Review.

- \$187.3 million is being invested over four years under the Digital Restart Fund to create a whole-of-government ERP system for six clusters – Regional NSW, Stronger Communities, Premier and Cabinet, Treasury, Customer Service and Planning, Industry and Environment.
- The improved and centralised ERP system will make FPT policy compliance easier and more efficient for government departments and agencies.

5 Recommendations

The following recommendations require both whole of government and individual agency cooperation and coordination to implement. This report does not allocate responsibility against each recommendation as there are additional operations considerations outside the scope of this report that need to be considered in allocating responsibility. However, it is recommended that Treasury, as the incoming policy owner coordinate the allocation of responsibility and implementation of recommendations across the sector, in collaboration with DCS.

5.1 Policy targets

Targeted improvement

1. Improve performance by targeting instances of significant delay in payment (i.e. over 30 days).

The review found that most payments made to small businesses comply with the FPT policy, with 97.6 percent of payments being paid within five days in the period between July 2021 and June 2022. This exceeds the target of 80 per cent. However, this includes the high volume but lower value payments on Pcard which are deemed instantaneous. The instance of significant delays in payment occur much more frequently in higher value purchase order payments where late payment is likely to have a more significant impact on a small business' cash flow, and experience supplying to the NSW Government.

The following three recommendations support this targeted improvement:

2. Report on performance against payment method (Pcard, vCard and Purchase Order/Invoice payments) to provide a more accurate report on payment performance, and to ensure process issues can be more readily identified.
3. Target an 80 per cent compliance with the five business day terms for PO and payments not eligible for Pcard within two years.
4. Treasury should review the requirements for agencies to pay interest payments to suppliers to incentivise a reduction in significantly late payments (over 30 days).

5.2 Supplier experience

Improve supplier experience

5. Include examples of correctly rendered invoices on Supplier Hub, the Small Business Commission, buy.nsw and NSW Government website, as well as any other points of entry for small business suppliers.
6. Standardise invoicing requirements across agencies – on both Supplier Hub and through cluster-specific procurement bodies like EdConnect and HealthShare – to make it easier for suppliers to submit a 'correctly rendered invoice'.
7. Include a contact point on Purchase Order so suppliers can follow up on their outstanding payments.

Raise Awareness

8. Raise awareness of the FPT policy and how to comply. This should be led by Treasury, DCS and the Small Business Commissioner but all clusters and agencies should support small business suppliers to understand the FPT policy.

5.3 Administration and implementation

Policy governance

9. Transition FPT policy ownership from the Small Business Commission to Treasury, with operation and delivery support from the DCS.
 - While the Small Business Commissioner has played a stewardship role since the latest policy was implemented, it's role with respect to the FPT policy should relate to its small business advocacy function. This includes considering and following-up complaints made by businesses registered for the FPT policy, monitoring agency performance and encouraging agency compliance.
 - The Commissioner's stewardship role should be replaced with clearer FPT policy ownership and administration arrangements.
 - FPT policy and administration responsibility should be assigned to a single agency that possesses the appropriate policy levers and tools to maximise outcomes under the FPT policy. Treasury is the appropriate agency to own and administer the FPT policy.
 - Treasury is a central agency with policy responsibility for payment and banking policies, and has the ability to issue whole-of-government policies and guidance through Circulars. This will provide the appropriate supporting instruments to implement the FPT policy and as a central agency, Treasury has the capability and network to support agencies to implement the FPT policy.
 - Treasury is also responsible for banking reform policy, which is interrelated with the FPT policy – as it covers Pcard, vCard and general digital reform initiatives.
 - DCS is also responsible for implementing the digital reform and ICT platforms that will be central to the FPT policy going forward, including eInvoicing and Supplier Hub. It is recommended that DCS continue to work closely with Treasury and the Small Business Commission (part of the DCS cluster) to ensure small business remains central to the continued progress on digital reform to benefit suppliers and business.
10. Treasury should issue a new circular to formally take ownership of the FPT policy. Treasury should also archive any outdated policies affected by the FPT policy, and the Small Business Commissioner's website should be updated to reflect the change in policy ownership.
11. Improve the quality of supplier data to ensure registered businesses are eligible through a one-off registration attestation by small business suppliers and regular data 'cleaning'.
 - Supplier data was identified as a significant issue affecting the efficient implementation of the FPT policy.
 - Registration through the Supplier Hub is managed by DCS. This review recommends that this management should include the implementation of an attestation process and data cleaning that supports the efficient implementation of the FPT policy. DCS and other agencies currently do this, but the process should be re-examined noting the consolidation of suppliers onto Supplier Hub.
 - However, any processes should support the overall intent of the FPT policy – which is to make doing business with NSW Government easier for small business. With this in mind, an attestation or data cleaning process should not place any additional financial burden on small business.

Process improvement

12. Continue the expansion and uptake of Supplier Hub, and communication to small business suppliers on how to register.
13. All government agencies should consider introducing a 'no PO no pay' policy if not already in

place to support behavioural change within business units to create a more efficient payment process.

- Agency consultation identified that a significant cause of delays was incorrectly rendered invoices, this includes invoices that are received without a corresponding purchase order.
 - Implementing a 'no PO no pay' policy was identified as a lever to change procurement behaviour within business units, streamlining the final payment process.
 - A number of agencies already have a 'no PO no pay' policy in place, however this was not universal and should be considered by agencies as a simple but effective mechanism to drive improvement.
14. Agencies should review their induction and training materials to ensure staff are properly trained and aware of FPT commitments. This review should focus on creating behavioural change to improve performance.
 15. Treasury should work with agencies to examine whether they can implement at least bi-weekly payment runs.
 16. Treasury should, in collaboration with DCS, create a community of practice amongst cluster finance and procurement divisions across government to develop process improvements and standardise supplier experience.

5.4 Technology and related practices

Technology program development

17. Keep small business in the conversation about technology improvements.
18. Continue progress on Pcard, vCard and eInvoicing adoption. This should be driven by a collaborative effort between Treasury and DCS.
19. Continue progress on PaTH adoption.

Technology adoption

20. Develop a training and awareness campaign on eInvoicing for small business:
 - DCS, as the agency responsible for eInvoice implementation should lead on this initiative; and
 - this should include outreach/collaboration with major accounting providers like Xero and MYOB.

5.5 Future State

Operational improvement

21. Treasury to undertake next phase of the policy review to engage with agencies on the efficacy of the policy and whether there are other areas to consider before extending it further.
22. Treasury to engage with platform owners and establish a Whole of Government faster payments reporting ecosystem.
23. Other areas of focus will be the extension to broader supplier base beyond small businesses and greater clarity on digital infrastructure needed to succeed.

24. Ministerial leadership on policy development, and engagement with the sector and small business will be critical to both the implementation of this report's recommendations, and the future iterations of the policy.

Appendix

5.6 Appendix 1

Review of the NSW Faster Payment Terms Policy Terms of Reference

1. Overview

The NSW Government is committed to making it easier and beneficial for small business to do business with the NSW Government. The FPT policy aims to improve cash-flow certainty to small businesses that supply goods and services to NSW Government agencies.

This review will examine the operation of the current FPT policy in the context of the objectives of the policy while identifying opportunities to improve outcomes for small business suppliers. The review will have regard to the NSW Government's COVID-19 Economic Recovery Strategy, NSW Digital Government Strategy and other relevant NSW Government policies.

2. Context

In December 2018, the NSW Government introduced the FPT policy relating to payment of suppliers in 20 calendar days. In January 2020, the NSW Government shortened payment times for registered small business suppliers to five business days. This commitment applies to undisputed and correctly rendered invoices up to \$1 million.

Since the introduction of the FPT policy in 2018, and the transition to five-day payment in 2020, there have been numerous advances in technology, including the introduction of eInvoicing and new payment platforms. The NSW Government has been at the forefront of these developments through the NSW Digital Government Strategy which includes the introduction of an eInvoicing mandate from January 2022, policies to encourage card payments as well as the expansion of the Supplier Hub.

Additionally, the NSW Government's COVID-19 Economic Recovery Strategy identified the FPT policy as a potential mechanism to support the state's economic recovery by continuing and improving the small business sector's engagement with the NSW Government.

These factors support the need for a review of the FPT policy to ensure it is delivering the best possible outcomes for small business in New South Wales.

3. Scope and Objectives

The review will consider the current and potential future state of the FPT policy.

The objective of this review is to assess whether the FPT policy remains appropriate, and how effective and efficient it has been in meeting its objectives. Consideration will also be given to any changes in the FPT policy and operating environment that create opportunities for improvement.

The review will focus on three key areas:

- Supplier experience, including but not limited to the experience of eligible businesses (registered and not registered) for faster payment terms, their cash flow needs and awareness of the FPT policy.

- Administration and implementation, including but not limited to the policy, practice and technology settings across affected agencies, FPT policy adoption and compliance reporting to both the Government and the public, and overall governance framework.
- Technology and related practices including but not limited to how current and future programs across the NSW Government align with the FPT policy and/or create opportunities for improved outcomes for existing and future suppliers.

4. Out of scope

The review will not consider:

- a. procurement policies or processes, including small business experiences with NSW Government procurement processes
- b. Small Business Shorter Payment Terms Policy which commenced on 1 July 2021, and therefore it is too early to evaluate its effectiveness
- c. Payment time policies of non-government buyers, or
- d. agency fraud and security measures.

5. Other jurisdictions

The review should consider overseas and inter-jurisdictional experience insofar as it may be useful for the review.

6. Process

The review will be led by the Deputy Secretary, Commercial and Procurement, NSW Treasury. The review working group will include representatives from the Small Business Commission, Department of Customer Service, NSW Procurement and the Treasury Banking and Financial Services group.

The review will comprise consultation with:

- NSW Government agencies with implementation responsibilities under the policy
- small business suppliers to NSW Government (including those both registered and unregistered for the policy); and
- business associations and groups representing business.

Consultation with small business may include surveys and direct engagement as appropriate to inform the review.

The outcome of the review may include recommendations for the Government's consideration. A final report is to be provided to the Government within four months of commencement of the review.

5.7 Appendix 2

Current Faster Payment Terms Policy

Faster Payment Terms Policy

The NSW Government has committed that registered small businesses that supply to in-scope government departments will be paid within five business days of central payment departments receiving a correctly rendered invoice for goods or services up the value of \$1 million. Payments up to \$10,000 can be paid instantly by PCard.

This policy specifies the Government's payment of accounts policy effective from 1 December 2018, for agencies to pay registered small business suppliers for goods and services within five days, unless an alternative period is provided. The main changes compared to the previous¹ payment of accounts policy are:

- If after 1 December 2018, payments must be made within 20 calendar days of receipt of a correctly rendered invoice, unless an existing contract or standing offer provides for an alternative time period.
- If after 31 December 2019, payments must be made within 5 business days of receipt of a correctly rendered invoice, unless an existing contract or standing offer provides for an alternative time period.
- Interest payments are no longer applicable for late payments, but are at the discretion of agencies to pay.
- To maintain the requirements for agencies to provide quarterly data to allow payment performance reporting.

Cash flow has always been a major issue for small businesses. A third of small businesses say late payments have affected their personal finances and their ability to cover basic expenses like rent, wages and utilities.

The policy applies to an 'authority', which includes departments and statutory authorities, other than statutory State Owned Corporations and all accounting officers and officers of an authority. Notwithstanding this, statutory State Owned Corporations are encouraged to apply this policy.

NSW Government agency obligations

In-scope² agencies will be required to:

1. pay at least 80% of eligible supplier invoices from registered small businesses within five business days of receipt of a correctly rendered invoice
2. provide the data required for reporting

As part of this Policy, agencies must ensure small business suppliers are aware that:

- purchases or invoices valued up to \$10,000 being paid by purchasing card (PCard) or equivalent (agencies should already be using PCards for all procurement related expenditure of \$5,000 or less unless there is a more cost-effective electronic alternative - see Treasury Circular 2015-02)
- for purchases or invoices valued over \$10,000 and under \$1 million being paid through correctly rendered invoices, with the intent for agencies to gradually move to electronic invoicing.

Agencies may continue to pay interest on late accounts, if included in the agency's supplier payment policy.

The Faster Payment Terms Policy should be integrated with agencies' broader supplier payment policies. The NSW Small Business Commissioner is authorised to exclude categories of

government expenditure and some areas of government from this Policy for reporting purposes (these exemptions are published on the NSW Small Business Commissioner's website).

Information for suppliers

This Policy has been introduced to assist small businesses. It contains ambitious targets, well ahead of contemporary business-to-business practices in Australia. Eligible small businesses can benefit from this Policy by adopting electronic invoicing practices, including EFTPOS facilities (see the NSW Small Business Commissioner's website for more information).

It is not compulsory for small businesses to register under this Policy, and agencies are not required to pay all small business within the Policy timeframes if the business does not comply with the agency's invoicing requirements. Small businesses which elect not to register, or continue to submit paper-based invoices, will be processed in accordance with an agency's general supplier payment policy.

Suppliers can register through the registration page on the buy.nsw supplier portal, replacing the multiple cluster-specific registration processes. If a small business registers under this Policy, it may take up to six weeks to advise all agencies in order to benefit from registration. (see the NSW Small Business Commissioner's website for more information).

Promoting and Reporting this Policy

The NSW Small Business Commissioner will publish online information about this Policy for small business. Agencies should inform their small business suppliers about this information and adopt policies and procedures consistent with the published information. Agencies should also ensure that staff are informed about this Policy and how it will assist small business suppliers.

The NSW Small Business Commissioner will issue a list of registered small businesses to agencies each month. To avoid potential confusion where staff are using PCards, all expenditure using PCards will be treated as eligible expenditure under this Policy.

Agencies are required to submit data quarterly to assist with the Faster Payment Terms performance reporting.

Definitions

Under this policy:

1. an 'agency' is a Department or Executive Agency listed under Schedule 1 of the Government Employment Sector Act 2013
2. an 'eligible supplier invoice' is an invoice submitted to an agency, unless it is an invoice relating to an excluded category of expenditure or agency (see the NSW Small Business Commissioner's website for further information)
3. a 'registered small business' is a business that the NSW Small Business Commissioner (or delegate) recognises as a small business. A small business is a business with 20 or less FTEs including sole traders and start-ups.
4. a 'correctly rendered invoice' is an invoice which meets an agency's requirements – each agency must advise its suppliers of its requirements directly or by publishing information on its website. Correctly rendered invoices claimed on any day that is not a business day or after 4:00pm on a business day are to be treated as being received on the next business day for the purpose of calculating payment time period.
5. the definition of 'calendar day' and 'business day' excludes public holidays and the NSW Government Christmas/New Year close-down period.
6. to calculate the 'payment time period':
 1. the payment period only commences on the business day that a correctly rendered invoice is received by the area(s) in an agency authorised to accept the invoice; and
 2. the payment process concludes on the business day that the agency instructs a financial institution to make payment to the supplier.

Issuing Entity – NSW Small Business Commissioner, as endorsed by Cabinet on 24 May 2018.

Publishing Entity – the NSW Small Business Commissioner

Replaced by – This document is not replaced by any later document.

Replaces – TC11/12 Payment of Accounts

Compliance with this document is mandatory

1 The Faster Payment Terms Policy replaces the NSW Government’s 30 Days to Pay Policy published in NSW Treasury Circular 11/12 Payment of Accounts from 1 December 2018.

2 See www.smallbusiness.nsw.gov.au

Faster Payment Terms: participating agencies

Due to any number of factors (such as technological constraints, complex governance or administrative arrangements), a number of agencies will need to be excluded from the Faster Payment Terms Policy. The current list (see below) will be updated as more agencies are added.

If you are supplying good and/or services to a government agency in-scope of this policy (over \$10,000), you must send your invoices to the agency’s centralised accounts processing centre. It is essential to process all invoices from a central location to ensure payments are made quickly and not lost in an individual’s email. The current (see below) lists where to email your invoice.

N = Not participating. Agencies not participating are excluded from the Small Business Faster Payment Terms.

Customer Service

Agencies	Participating
----------	---------------

Building Professionals Board	
Long Service Corp	
Luna Park	
Mine Subsidence Board	
Office of State Revenue	
Property NSW	
Safework NSW	
Service NSW	Yes
State Insurance Regulatory Authority	
Sydney Harbour Foreshore Authority	
Workcover Authority Fund	
Workers Compensation Commission	
Independent Liquor and Gaming Authority	
Email: invoices@govconnect.nsw.gov.au	
Postal address:	

PO Box W154,
Parramatta, NSW 2150, Australia

NSW Registry of Births Deaths & Marriages

Email: BDM-Accounts@justice.nsw.gov.au

Postal Address:

NSW Registry of Births, Deaths & Marriages

Department of Customer Service

GPO Box 30, SYDNEY NSW 2001

Yes

Responsible Gambling Fund

No

Education

Agencies

Participating

NSW Department of Education State Office

Yes

Email: EDConnect.ap@det.nsw.edu.au

NSW Schools are exempt from this policy

No

Email: EDConnect.apschools@det.nsw.edu.au

TAFE Commission

No

Health

Agencies

Participating

Agency for Clinical Innovation

Ambulance Service of NSW

Bureau of Health information

Cancer Institute NSW

Clinical Excellence Commission

Health Education and Training Institute

Health Infrastructure

Yes

Health Professional Councils Authority

Health Systems Support Group

Mental Health Commission

Ministry of Health

Service Centre Westmead

Email: HSNSW-WestmeadApayable@health.nsw.gov.au

eHealth NSW HealthShare NSW Justice Health and Forensic Mental Health Network NSW Health Pathology Local Health Districts* Sydney Children Hospital Network* Service Centre Newcastle / Parramatta Email: HSNSW-AccountsPayable@health.nsw.gov.au	Yes
Health Care Complaints Commission Email: invoices@govconnect.nsw.gov.au	Yes
St Vincent's Hospital	No

Planning, Industry and Environment

Agencies	Participating
Belgenny Farm Trust Crown Lands Reserve Trust Department of Industry Destination NSW Greyhound Welfare & Integrity Commission Local Land Services NSW Dams Safety Committee NSW Food Authority NSW Rural Assistance Authority NSW Skills Board Email: supplier.invoices@industry.nsw.gov.au Postal address: Locked Bag 21, Orange NSW 2800, Australia	Yes
Aboriginal Housing Office Email: invoice.payments@facs.nsw.gov.au Postal address: Invoice Management Locked Bag 7028 Liverpool BC 1871, Australia	Yes
Hunter & Central Coast Development Corporation Office Of Environment & Heritage Environment Protection Authority (EPA) Biodiversity Conservation Trust Centennial Park & Moore Park Trust Royal Botanic Gardens & Domain Trust	Yes

Corporations Sole EPA Act
Department of Planning & Environment
Office of Local Government
Parramatta Park Trust
Western Sydney Parklands Trust
Email: Supplierpayments@environment.nsw.gov.au
Postal address:
Accounts Payable - Shared Services,
PO Box 1967,
Hurstville BC NSW 2220

Premier & Cabinet

Agencies Participating

Infrastructure NSW
Natural Resources Commission
Premier & Cabinet
Email: Invoices_DPC@Govconnect.nsw.gov.au
Yes

Independent Pricing and Regulatory Tribunal
Parliamentary Counsel's Office
Public Service Commission
Sesquicentenary Government Trust
No

Stronger Communities

Agencies Participating

Ageing Disability & Home Care
Family & Community Services
Housing Reserve Fund
Email: invoice.payments@facs.nsw.gov.au
Postal address:
Invoice Management
Locked Bag 7028
Liverpool BC 1871, Australia
Yes

Office of Children's' Guardian
Yes

Email: invoices@govconnect.nsw.gov.au

NSW Land and Housing Corporation	No
NSW Telecommunications Authority	
Email: invoices@govconnect.nsw.gov.au Postal address: PO Box W154, Parramatta, NSW 2150, Australia	Yes
Courts & Tribunals Justice Services: > Legal Services Council Justice Strategy & policy Juvenile Justice Office of Emergency Services Office of Police Veteran Affairs (Anzac Memorial Board)	Yes
Email: invoices@justice.nsw.gov.au Postal address: NSW Department of Justice Attention: Accounts Payable Locked Bag 5111, 160 Marsden Street, Parramatta, NSW 2150, Australia	
Corrective Services NSW	
Email: AccountsPayable@justice.nsw.gov.au Postal address: Attention: Centralised Accounts Payable GPO Box 7065, Sydney, NSW 2001, Australia	Yes
Crown Solicitors Office	
Email: Csopayable@cso.nsw.gov.au Postal address: GPO Box 25, Sydney, NSW 2001, Australia	Yes
Fire & Rescue NSW	
Email: AccountsPayable@fire.nsw.gov.au Postal address: Locked Mail Bag 12, Greenacre, NSW 2189, Australia	Yes

Information and Privacy Commission	Yes
Email: ipcinfo@ipc.nsw.gov.au	
Law Enforcement Conduct Commission	No
Legal Aid NSW	
Email: vendor@legalaid.nsw.gov.au	Yes
Postal address: PO Box K847, Haymarket, NSW, 1240	
NSW Crime Commission	No
NSW Judicial Commission	
Email: accounts@judcom.nsw.gov.au	Yes
Postal address: GPO Box 3634 Sydney NSW 2001, Australia	
NSW Police	
Email: NSWPF-ACCTPAY@police.nsw.gov.au	Yes
Postal address: Locked Bag 5102, Parramatta NSW 2124, Australia	
Office of Director of Public Prosecutions	
Email: accounts@odpp.nsw.gov.au	Yes
Postal address: Locked Bag A8, Sydney South, NSW 1232, Australia	
Office of Sport	No
Rural Fire Service NSW	
Email: Accountspayable@rfs.nsw.gov.au	Yes
Postal address: Locked Bag 17, Granville NSW 2142, Australia	
State Emergency Service NSW	
Email: finance@ses.nsw.gov.au	Yes
Postal address:	

PO Box 6126,
Wollongong, NSW 2499, Australia

Trustee & Guardian

Email: tagfinance@tag.nsw.gov.au

Postal address:

Attention: Accounts Payable Corporate Finance

Locked Bag 5115,

Parramatta, NSW 2124, Australia

Yes

Treasury

Agencies

Participating

Office of Financial Management

Yes

Email: Invoices_Treasury@Govconnect.nsw.gov.au

Crown Finance Entity

No

Transport

Agencies

Participating

Department of Transport

NSW Trains

Office of Transport Safety Investigations

Roads and Maritime Services

Sydney Metro

Sydney Trains

Yes

Transport for NSW

Email: tss.invoices@transport.nsw.gov.au

Postal address:

PO Box 533,

Burwood NSW 1805, Australia

State Transit Authority

No

*NSW Health Local Health Districts & Sydney Children's Hospital Network, while participating in the faster payment policy, will be excluded from reporting figures until the policy has been fully rolled out and implemented to all hospitals in NSW.

Date 01 Jul 2021

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