
CORPORATE GOVERNANCE ATTESTATION STATEMENT

SOUTH WESTERN SYDNEY LOCAL HEALTH DISTRICT

The following corporate governance attestation statement was endorsed by a resolution of the South Western Sydney Local Health District Board at its meeting on 24 August 2026.

The Board is responsible for the corporate governance practices of the South Western Sydney Local Health District. This statement sets out the main corporate governance practices in operation within the South Western Sydney Local Health District for the 2025-26 financial year.

A signed copy of this statement is provided to the Ministry of Health by 31 August 2026.

Signed:



Billie Sankovic
Chair
South Western Sydney Local Health District

Date 29/07/2026



Sonia Marshall PSM
Chief Executive
South Western Sydney Local Health District

Date 28/07/2026

STANDARD 1: ESTABLISH ROBUST GOVERNANCE AND OVERSIGHT FRAMEWORKS

Role and function of the Board and Chief Executive

The Board and Chief Executive carry out their functions, responsibilities and obligations in accordance with the *Health Services Act 1997* and the *Government Sector Employment Act 2013*.

The Board has approved systems and frameworks that ensure the primary responsibilities of the Board are fulfilled in relation to:

- Ensuring clinical and corporate governance responsibilities are clearly allocated and understood
- Setting the strategic direction for the entity and its services
- Monitoring financial and service delivery performance
- Maintaining high standards of professional and ethical conduct
- Involving stakeholders in decisions that affect them
- Establishing sound audit and risk management practices.

Board Meetings

For the 2025-26 financial year the Board consisted of a Chair and 6 members appointed by the Minister for Health. The Board met 6 times during this period.

Authority and role of senior management

All financial and administrative authorities that have been delegated by a formal resolution of the Board and are formally documented within a Delegations Manual for the South Western Sydney Local Health District.

The roles and responsibilities of the Chief Executive and other senior management within the South Western Sydney Local Health District are also documented in written position descriptions.

Regulatory responsibilities and compliance

The Board is responsible for and has mechanisms in place to ensure that relevant legislation and regulations are adhered to within all facilities and units of the South Western Sydney Local Health District, including statutory reporting requirements.

The Board also has a mechanism in place to gain reasonable assurance that the South Western Sydney Local Health District complies with the requirements of all relevant government policies and NSW Health policy directives and policy and procedure manuals as issued by the Ministry of Health.

STANDARD 2: ENSURING CLINICAL RESPONSIBILITIES ARE CLEARLY ALLOCATED AND UNDERSTOOD

The Board has in place frameworks and systems for measuring and routinely reporting on Clinical Governance and the safety and quality of care provided to the communities in the South Western Sydney Local Health District serves. These systems and activities reflect the principles, performance and reporting guidelines as detailed in NSW Health Policy Directive '*Clinical Governance in NSW*' (PD2024_010).

The South Western Sydney Local Health District has:

- Clear lines of accountability for clinical care which are regularly communicated to clinical staff and to staff who provide direct support to them. The authority of facility/network general managers is also clearly understood.
- Effective forums in place to facilitate the involvement of clinicians and other health staff in decision making at all levels of the South Western Sydney Local Health District.
- A systematic process for the identification and management of clinical incidents and minimisation of risks to the South Western Sydney Local Health District.
- An effective complaint management system for the South Western Sydney Local Health District and complaint information is used to improve patient care.
- A Medical and Dental Appointments Advisory Committee to review the appointment or proposed appointment of all visiting practitioners and specialists. The Credentials Subcommittee provides advice to the Medical and Dental Appointment Advisory Committee on all matters concerning the clinical privileges of visiting practitioners or staff specialists.
- An Aboriginal Health Advisory Committee with clear lines of accountability for clinical and other health services delivered to Aboriginal people.
- Adopted the *Decision Making Framework for NSW Health Aboriginal Health Practitioners Undertaking Clinical Activities* to ensure that Aboriginal Health Practitioners are trained, competent, ready and supported to undertake clinical activities.
- Achieved appropriate accreditation of healthcare facilities and their services.
- Licensing and registration requirements which are checked and maintained.
- A Medical Staff Executive Council, at least two Medical Staff Councils and a Mental Health Medical Staff Council (or an alternative mechanism established in accordance with the Model By-Laws)
- A Medical Staff Council and a Mental Health Medical Staff Council (or an alternative mechanism established in accordance with the Model By-Laws)
- A Hospital Clinical Council for each public hospital in the entity (where appropriate that Council may be a Joint Hospital Clinical Council covering more than one hospital).
- A Local Health District Clinical Council
- A Speciality Health Network Council

The Chief Executive has mechanisms in place to ensure that the relevant registration authority is informed where there are reasonable grounds to suspect professional misconduct or unsatisfactory professional conduct by any registered health professional employed or contracted by the South Western Sydney Local Health District.

Health services are required to be accredited to the National Safety and Quality Health Service (NSQHS) Standards under the Australian Health Service Safety and Quality Accreditation Scheme (the AHSSQA Scheme).

The South Western Sydney Local Health District intends to submit an attestation statement confirming compliance with the NSQHS Standards for the 2025/26 financial year to their accrediting agency. The South Western Sydney Local Health District submitted an attestation statement to the accrediting agency for the 2024/25 financial year.

STANDARD 3: SETTING THE STRATEGIC DIRECTION FOR THE ENTITY AND ITS SERVICES

The Board has in place strategic plans for the effective planning and delivery of its services to the communities and individuals served by the South Western Sydney Local Health District. This process includes setting a strategic direction in a 3- to 5-year strategic plan for both the South Western Sydney Local Health District and the services it provides within the overarching goals of the 2025/26 NSW Health Strategic Priorities.

South Western Sydney Local Health District-wide planning processes and documentation is also in place, covering:

- Detailed plans linked to the Strategic Plan for the following:
 - Asset management
 - Asset management plan (AMP)
 - Strategic asset management plan (SAMP)
 - Information management and technology
 - Research and teaching
 - Workforce management
- Local Health Care Services Plan
- Corporate Governance Plan
- Aboriginal Health Action Plan

STANDARD 4: MONITORING FINANCIAL AND SERVICE DELIVERY PERFORMANCE

Role of the Board in relation to financial management and service delivery

The South Western Sydney Local Health District is responsible for ensuring compliance with the NSW Health Accounts and Audit Determination and the annual Ministry of Health budget allocation advice.

The Chief Executive is responsible for confirming the accuracy of the information in the financial and performance reports provided to the Board and those submitted to the Finance, Performance and Assets Committee and the Ministry of Health and that relevant internal controls for the South Western Sydney Local Health District are in place to recognise, understand and manage its exposure to financial risk.

The Board has confirmed that there are systems in place to support the efficient, effective and economic operation of the South Western Sydney Local Health District, to oversight financial and operational performance and assure itself financial and performance reports provided to it are accurate.

To this end, Board and Chief Executive certify that:

- The financial reports submitted to the Finance, Performance and Assets Committee and the Ministry of Health represent a true and fair view, in all material respects, of the South Western Sydney Local Health District's financial condition and the operational results are in accordance with the relevant accounting standards
- The recurrent budget allocations in the Ministry of Health's financial year advice reconcile to those allocations distributed to units and cost centres.
- Overall financial performance is monitored and reported to the Finance, Performance and Assets Committee of the South Western Sydney Local Health District.
- Information reported in the Ministry of Health monthly reports reconciles to and is consistent with reports to the Finance, Performance and Assets Committee.
- All relevant financial controls are in place.
- Write-offs of debtors have been approved by duly authorised delegated officers.

Service and Performance

A written 2025-29 Service Agreement and 2025-26 Funding and Performance Supplement was in place during the financial year between the Board and the Secretary, NSW Health, and performance agreements between the Board and the Chief Executive, and the Chief Executive and all Health Executive Service Members employed within the South Western Sydney Local Health District.

The Board has mechanisms in place to monitor the progress of matters contained within the 2025-29 Service Agreement and 2025-26 Funding and Performance Supplement and to regularly review performance against agreements between the Board and the Chief Executive.

The Finance, Performance and Assets Committee

The Board has established a Finance, Performance and Assets Committee to assist the Board and the Chief Executive to ensure that the operating funds, capital works funds, resource utilisation and service outputs required of the South Western Sydney Local Health District are being managed in an appropriate and efficient manner.

The Finance, Performance and Assets Committee receives monthly reports that include:

- Financial performance of each major cost centre

- Subsidy availability
- The position of Restricted Financial Asset and Trust Funds
- Activity performance against indicators and targets in the performance agreement for the South Western Sydney Local Health District
- Advice on the achievement of strategic priorities identified in the performance agreement for the South Western Sydney Local Health District
- Year to date and end of year projections on capital works and private sector initiatives.

Letters to management from the Auditor-General, Minister for Health, and the NSW Ministry of Health relating to significant financial and performance matters, are also tabled at the Finance, Performance and Assets Committee.

During the 2025-26 financial year, the Finance, Performance and Assets Committee was chaired by John Roach and comprised of:

- Shamil Samji
- A/Prof Deepak Bhonagiri
- Annamaria Wood

The Chief Executive and Director of Finance attended all meetings of the Finance, Performance and Assets Committee except where on approved leave.

STANDARD 5: MAINTAINING HIGH STANDARDS OF PROFESSIONAL AND ETHICAL CONDUCT

The South Western Sydney Local Health District has adopted the NSW Health Code of Conduct to guide all staff and contractors in professional conduct and ethical behaviour.

The Code of Conduct is distributed to, and signed by, all new staff and is included on the agenda of all staff induction programs. The Board has systems and processes in place to ensure the Code is periodically reinforced for all existing staff. Ethics education is also part of the South Western Sydney Local Health District's learning and development strategy.

The South Western Sydney Local Health District has implemented models of good practice that provide culturally safe work environments and health services through a continuous quality improvement model.

There are systems and processes in place and staff are aware of their obligations to protect vulnerable patients and clients – for example, children and those with a mental illness.

The Chief Executive, as the Principal Officer, has reported all instances of corruption to the Independent Commission Against Corruption where there was a reasonable suspicion that corrupt conduct had, or may have, occurred, and provided a copy of those reports to the Ministry of Health.

During the 2025-26 financial year, the Chief Executive reported 48 cases to the Independent Commission Against Corruption.

Policies and procedures are in place to facilitate the reporting and management of public interest disclosures within the South Western Sydney Local Health District in accordance with state policy and legislation, including establishing reporting channels and evaluating the management of disclosures.

During the 2025-26 financial year, the South Western Sydney Local Health District reported 42 of public interest disclosures.

The Board attests that the South Western Sydney Local Health District has a fraud and corruption prevention program in place.

STANDARD 6: INVOLVING STAKEHOLDERS IN DECISIONS THAT AFFECT THEM

The Board seeks the views of local providers and the local community on the South Western Sydney Local Health District's plans and initiatives for providing health services and also provides advice to the community and local providers with information about the South Western Sydney Local Health District's plans, policies and initiatives.

During the development of its policies, programs and strategies, the Entity considered the potential impacts on the health of Aboriginal people and, where appropriate, engaged with Aboriginal stakeholders to identify both positive and negative impacts and to address or mitigate any negative impacts for Aboriginal people.

SWSLHD has a number of structures and processes in place to ensure the input of consumers, carers and community members in delivery, development, monitoring and evaluation of health services provide advice and support to all strategic planning processes and ensure patient centred care. The Consumer and Community Participation (CCP) is the meaningful engagement with the local community. This engagement ensures the community is heard on issues, concerns and ideas of improving services.

SWSLHD is committed to involving all consumers, carers and community members at all levels of the organisation. A range of processes are in place to enable an empowered and coordinated voice to be included in decision-making.

The local team engage with our health consumers - including carers, local community groups and agencies. With strong connections within the local health district (LHD), the team ensure your voice has an impact. This will assist to ensure SWSLHD provide high-quality health services to the community.

SWSLHD will achieve this by:

- Working in partnership with consumers, community and both health and non-health services;
 - Staff and organisational capacity building to include consumer, carer, and community participation. This includes all level of individual care to the level of system changes;
 - Providing and embedding structures and processes for participation in all aspects of policy development, health service planning and quality improvement processes;
 - Providing resources to ensure that community participation occurs equitably throughout the area;
 - Providing information to our communities;
 - Promoting, supporting and developing the capacity of community members to participate in health service planning, delivery and evaluation;
 - Ensuring our CCP participation reflect the diversity of the SWS population;
 - SWSLHD Consumer and Community Participation - How to Join
-
- Information on the key policies, plans and initiatives of the South Western Sydney Local Health District and information on how to participate in their development are available to staff and to the public at SWSLHD Consumer and Community Participation - How to Join SWSLHD Consumer and Community Participation have a Facebook page for wider engagement.

The South Western Sydney Local Health District has the following in place:

- A consumer and community engagement plan to facilitate broad input into the strategic policies and plans.
- A patient service charter established to identify the commitment to protecting the rights of patients in the health system.
- A Local Partnership Agreement with Aboriginal Community Controlled Health Services.
- Mechanisms to ensure privacy of personal and health information.
- An effective complaint management system.

STANDARD 7: ESTABLISHING SOUND AUDIT AND RISK MANAGEMENT PRACTICES

Role of the Board in relation to audit and risk management

The Board is responsible for supervising and monitoring risk management by the South Western Sydney Local Health District and its facilities and units, including the system of internal control. The Board receives and considers all reports of the External and Internal Auditors for the South Western Sydney Local Health District, and through the Audit and Risk Management Committee ensures that audit recommendations and recommendations from related external review bodies are implemented.

The South Western Sydney Local Health District has a current enterprise-wide risk management framework which includes procedures on how the organisation will identify, assess, manage and monitor risks. It includes processes to escalate and report on risk to the Chief Executive, Audit and Risk Committee and Board.

Audit and Risk Management Committee

The Board has established an Audit and Risk Management Committee, with the following core responsibilities:

- to assess and enhance the South Western Sydney Local Health District's corporate governance, including its systems of internal control, ethical conduct and probity, risk management, management information and internal audit
- to ensure that appropriate procedures and controls are in place to provide reliability in the South Western Sydney Local Health District's financial reporting, safeguarding of assets, and compliance with the South Western Sydney Local Health District's responsibilities, regulatory requirements, policies and procedures
- to oversee and enhance the quality and effectiveness of the South Western Sydney Local Health District's internal audit function, providing a structured reporting line for the Internal Auditor and facilitating the maintenance of their independence
- through the internal audit function, to assist the Board to deliver the South Western Sydney Local Health District's outputs efficiently, effectively and economically, so as to obtain best value for money and to optimise organisational performance in terms of quality, quantity and timeliness; and
- to maintain a strong and candid relationship with external auditors, facilitating to the extent practicable, an integrated internal/external audit process that optimises benefits to the South Western Sydney Local Health District.

The South Western Sydney Local Health District completed and submitted an Internal Audit and Risk Management Attestation Statement for the 12-month period ending 30 June 2026 to the Ministry without exception.

The Audit and Risk Management Committee comprises four (4) members appointed from the NSW Government's Prequalification Scheme for Audit and Risk Committee Independent Chairs and Members.

QUALIFICATIONS TO THE GOVERNANCE ATTESTATION STATEMENT

Item:

Qualification

At 30 June 2026, there were no qualifications.

Progress

There was no prior qualification therefore no progress is recorded.

Remedial Action

There was no qualification or matter raised for which remedial action is required as at 30 June 2026.

Signed:



Sonia Marshall PSM
Chief Executive
South Western Sydney Local Health District

Date: 28/07/2026



Levy Mpofu
Chief Audit Executive
South Western Sydney Local Health District

Date: 23/07/2026