

# Statutory and Other Offices Remuneration Tribunal

REPORT AND DETERMINATION FOR MS ELIZABETH MILDWATER IN THE ROLE OF SECRETARY, DEPARTMENT OF CUSTOMER SERVICE PURSUANT TO SECTION 24P OF THE *STATUTORY AND OTHER OFFICES REMUNERATION ACT 1975*

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## Premier's Direction

- On 18 December 2025, the Statutory and Other Offices Remuneration Tribunal (**the Tribunal**) received a direction from the Premier, the Hon Chris Minns MP, pursuant to section 24P of the *Statutory and Other Offices Remuneration Act 1975*, (**SOOR Act**) to make a determination as to whether, and (if so) how, the determination of the range of remuneration packages of Band 4 Public Service Senior Executives (**PSSE**) should be altered in relation to Ms Elizabeth Mildwater, in the role of Secretary, Department of Customer Service.
- Section 24P of the SOOR Act provides for the Premier to direct the Tribunal to make a special determination in the following terms:

### **24P Special determinations**

*If the Minister so directs, the Tribunal is required to make (not later than the day specified in the direction as the day on or before which the determination is to be made) a determination as to whether, and (if so) how, any determination already made should be altered in relation to remuneration packages as are referred to in the direction.*

- The Secretary, Department of Customer Service is a PSSE Band 4 – Secretary level. The determination already made in respect of PSSE Band 4 – Secretary Level is the Tribunal' 2025 Annual Determination which provides the following remuneration package range:

<b>Band</b>	<b>Per annum range</b>
Band 4 – Secretary level	\$527,051 to \$608,850

- This Determination will alter the annual determination in respect of the remuneration range for Band 4 – Secretary Level in relation to the remuneration package for Ms Elizabeth Mildwater in the role of Secretary, Department of Customer Service.

## Background

5. The Premier has advised that Ms Mildwater will be appointed as the Secretary, Department of Customer Service effective 12 January 2026.
6. The Premier has advised that it is appropriate that Ms Mildwater receive a total remuneration package equivalent to her current remuneration package of \$648,220 per annum.
7. Ms Mildwater is currently the Secretary, Department of Creative Industries, Tourism, Hospitality and Sport. Ms Mildwater previously held roles as the Chief Executive Officer of the Greater Sydney Commission and has also held senior leadership roles at Transport for NSW. Ms Mildwater brings 30 years of management experience across customer service, legal, company, secretarial, compliance, risk, management, human resources and operations.
8. In determining appropriate remuneration, the Tribunal has had regard to the responsibilities of the role, current special determinations for Band 4 PSSEs, and Ms Mildwater's skills and experience.
9. In accordance with the Premier's direction the Tribunal determines that Ms Mildwater, in the role of Secretary, Department of Customer Service, shall receive a total remuneration package of \$648,220 per annum for the duration of her appointment.
10. This Determination is made in accordance with section 24R(3)(a) of the SOOR Act, which provides for the Tribunal to fix a remuneration package for a senior executive named in the determination. Consistent with the Premier's direction, this Determination is personal to Ms Mildwater and is not a determination that applies to the role of the Secretary, Department of Customer Service.

## Determination

Pursuant to section 24P of the *Statutory and Other Offices Remuneration Act 1975*, the Tribunal determines that the 2025 range of remuneration packages of Band 4 PSSEs is altered to provide Ms Mildwater, in the role of Secretary, Department of Customer Service with a total remuneration package of \$648,220 per annum, effect on and from the date of appointment, being 12 January 2026.

Band	<i>Per annum range</i>	
Band 4 – Secretary Level	\$527,051 to \$608,850	Ms Elizabeth Mildwater, Secretary, Department of Customer Service: \$648,220 per annum

**Statutory and Other Offices Remuneration Tribunal**

A handwritten signature in blue ink, appearing to read 'Michael Knight', with a long horizontal stroke extending to the right.

The Hon. Michael Knight AO

**Date: 19 December 2025**