Classification and Remuneration Framework for NSW Government Boards and Committees

Policy and Guidelines
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This Directive may be varied, withdrawn or replaced at any time without notice.
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Revision History

<table>
<thead>
<tr>
<th>Version</th>
<th>Approval Date</th>
<th>Next Review Date</th>
<th>Amendment notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>6/May/2013</td>
<td>31/December/2014</td>
<td>Section 2.3 clarified.</td>
</tr>
</tbody>
</table>
1. Introduction

In January 2012 the NSW Government approved the implementation of a number of reforms to government entities recommended in the Commission of Audit Interim Report: Public Sector Management. The development of the Classification and Remuneration Framework for NSW Government Boards and Committees (the Framework), is part of these wider reforms to governance arrangements for government entities.

There are currently approximately 4,000 government boards and committees with 10,000 members. A significant proportion of the committees are Crown Lands Trusts or Parents and Citizens’ (P&C) Associations. The remaining entities are largely advisory or management boards or committees, either paid or unpaid, with the majority operating pursuant to legislation.

Government boards and committees are an important mechanism to implement the NSW 2021 goal of restoring accountability to government and involving the community in decision making on government policy, services and projects.

The Framework aims to ensure a consistent, equitable and fiscally responsible approach to determining fees payable to part time board chairs and members. It provides a clear and consistent method to guide decisions about the remuneration of individual boards and committees. It includes a classification structure (principles, criteria and levels by which to categorise different types of boards and committees) and a remuneration structure (fee levels for the different classifications).

Until now, categorisation and remuneration policy for government boards was contained in the Department of Premier and Cabinet’s Guidelines for NSW Boards and Committee Members: Appointment and Remuneration, Section 2.1-Categorisation and Section 2.2-Remuneration. The new Framework supersedes these sections from 2 October 2012. The Department of Premier and Cabinet is finalising a revision of its guidelines to take account of the new Framework.

Graeme Head

Public Service Commissioner
2. Transition to the new system

There will be a staged transition to the new remuneration levels in the Framework as follows:

2.1 Existing board and committees

The fees for existing boards and committees - both daily and annual - are frozen until 1 July 2014, when the new structure will come into effect.

The current fees payable to boards and committee covered by the framework are published on the Public Service Commission website at (http://link). The standard daily sitting fees (see below) will continue to apply to those boards and committees in receipt of those fees.

<table>
<thead>
<tr>
<th></th>
<th>Chairperson</th>
<th>Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full day</td>
<td>$342</td>
<td>$207</td>
</tr>
<tr>
<td>Half day</td>
<td>$171</td>
<td>$104</td>
</tr>
</tbody>
</table>

In the meantime, the Public Service Commission (PSC) will consult with Ministers to finalise the initial allocation of entities into the Framework. This will be completed by the end of June 2013 allowing for 12 months notice to board and committee members of any fee changes.

2.2 New boards and committees

The Framework’s classification and remuneration structure applies to new boards and committees effective immediately. Unless annual fees are to be paid, the revised daily sitting fees (see below) will apply to new boards and committees. (The new daily sitting fees will also apply to existing boards and committees, currently in receipt of the daily sitting fee, with effect from 1 July 2014).

<table>
<thead>
<tr>
<th></th>
<th>Chairperson</th>
<th>Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full day</td>
<td>$350</td>
<td>$220</td>
</tr>
<tr>
<td>Half day</td>
<td>$175</td>
<td>$110</td>
</tr>
</tbody>
</table>

2.3 Application of fees

Fees - both daily and annual - are to cover all meetings of the entity and other official business of the entity. Other official business of the entity includes, but is not limited to: attendance by members on official visits; training and conferences; and, meetings with the Minister or other public officials. The daily sitting fees are not to be paid for preparation or reading time.
3. Process under the new system

3.1 Consultation with the Public Service Commissioner

As part of the establishment process for new entities, Ministers are to consult the Public Service Commissioner to determine the appropriate classification and remuneration level for both paid and unpaid boards and committees covered by the Framework.

Classification of an entity does not mean that the payment of fees is mandatory or automatic. The decision to pay fees is a matter for Ministers.

For new entities, the Commissioner’s recommendation on the appropriate classification and remuneration level is to accompany appointments submitted to Cabinet for approval. The Commissioner must also be consulted if it is proposed to alter the remuneration paid to existing entities (however, any proposed changes in existing board remuneration will not take effect until July 2014). The Classification & Remuneration Recommendation Request form is to be used for this purpose.

Specific remuneration offers to existing or prospective board members should not be made without first consulting the Commissioner and obtaining his recommendation.

3.2 Proposed classification and remuneration level

Agencies advising Ministers should use the Framework to arrive at a proposed classification and remuneration level for the entity.

The first step is to determine an appropriate Framework Group for the entity. Templates have been developed for each Framework Group to assist in this process. PSC staff are also available to help.

3.3 Public Service Commissioner’s recommendation

The Commissioner will review the proposed classification and remuneration level and make a formal recommendation to the Minister. All proposals will be processed within 10 days of receipt – subject to sufficient information being submitted.

Ministers’ signed requests should be emailed to boardremuneration@psc.nsw.gov.au.

In the case of new entities, agencies advising Ministers will need to ensure that the time required to consult the Commissioner is factored into their planning. Appointment recommendations cannot go forward to Cabinet without the Commissioner’s recommendation on the appropriate classification and remuneration level.

3.4 Fee variations

Fees may not exceed the level recommended by the Commissioner in accordance with the Classification and Remuneration Framework.

However, a Minister may decide, depending upon the individual circumstances of an entity, that a lower annual fee may apply, or that members of the entity shall receive daily sitting fees only.

Ministers may also decide to pay no fees at all for an entire board or committee. Individual Members may also elect to not be paid.

If the governing statute provides for an ongoing position of Deputy Chair, the member appointed to that position may receive a loading of up to 15 per cent on the annual fee otherwise payable.
When a Chairperson is absent and another member assumes the role of Chair, an additional fee will be payable for the period the member acts as the Chair. The additional payment would be the difference between the Chairperson’s fee and the member’s fee pro rata for the period of the Chair’s absence.

3.5 Submission to Cabinet

In the case of a new board or committee, the Commissioner’s classification and remuneration recommendation must accompany appointments submitted to Cabinet for approval. The Cabinet appointment form makes provision for this information.

3.6 Overview of the process

 Minister decides to establish a Government Board or Committee covered by the Framework.

 Agency advising the Minister uses the Framework to arrive at proposed classification and remuneration level for the entity.

 Minister submits proposal and supporting information to the Public Service Commissioner. (refer to the Classification & Remuneration Recommendation Request).

 Public Service Commissioner reviews the proposal and provides his recommended classification and remuneration level to the Minister.

 Minister finalises recruitment of Members.

 Minister includes the Public Service Commissioner's recommendation in the Member appointment documents forwarded to Cabinet.
4. How to use the Framework

4.1 Entities covered
All boards and committees, where appointments require Cabinet approval, are covered by the Classification and Remuneration Framework for NSW Government Boards and Committees.

4.2 Explanatory notes about framework headings
Explanatory notes for the Framework's main headings are as follows:

4.3 First step – determine the group
The first step is to determine the appropriate group for the entity being classified. Each group is colour coded with separate guidance material.

Refer to the information below to determine the appropriate group then proceed to the section shown in the last column.

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
<th>Criteria</th>
<th>Remuneration Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Boards of Governance: Primary Entities</td>
<td>The five groups contain a number of levels that indicate the significance of the entity – the higher the numeric value, the more significant the entity.</td>
<td>Each level includes a number of criteria describing typical characteristics of an entity at that level. These are used to allocate an entity into the appropriate level. The criteria in each level are of equal importance and one, several or all of the criteria can be used to allocate an entity.</td>
</tr>
<tr>
<td>B</td>
<td>Boards of Governance: Secondary Entities</td>
<td>Boards of State Owned Corporations (SOCs), Trading Enterprises, Trusts and Public Financial Enterprises</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Advisory Boards, Councils and Committees</td>
<td>Boards of Management Authorities and Non-SOC Public Trading Enterprises</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies</td>
<td>Ministerial Councils, Ministerial Boards of Advice and Management Advisory Entities</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Registration, Licensing and Accreditation Entities</td>
<td>Tribunal, Independent Commission, Quasi-Judicial Body or Authority</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
<th>Criteria</th>
<th>Remuneration Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Boards of Governance: Primary Entities</td>
<td>Independent Registration, Licensing, Accreditation, Regulatory and Advisory Bodies</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
<th>Criteria</th>
<th>Remuneration Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Boards of Governance: Primary Entities</td>
<td></td>
<td></td>
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<tr>
<td>B</td>
<td>Boards of Governance: Secondary Entities</td>
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<td></td>
</tr>
<tr>
<td>C</td>
<td>Advisory Boards, Councils and Committees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Registration, Licensing and Accreditation Entities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4 Second step – determine proposed level and remuneration

Once the Group has been determined, the proposed level of remuneration can be determined on the basis of the entity’s role and responsibilities.

Each Group contains a number of levels differentiated by certain entity characteristics. These characteristics include, but are not limited to:

- financial profile
- accountability
- focus
- scope of risk
- expertise and qualifications of members, and
- time commitment of members.

An entity may meet one or more of the criteria applicable to a level. Each level provides for a range of annual fees, or in some cases a daily fee. Fees may be proposed at any point in the range, but may not exceed the maximum of the range for that level.

In the case of new entities, it would be appropriate for Members to receive fees at the entry or lower level of the range. If it is considered necessary to pay fees at the upper end or maximum of the range, the reasons must be included in the supporting information provided to the Public Service Commissioner. The impact of higher fees on the entity’s budget must also be explained.

Further information is contained in Sections 5, 6, 7, 8 and 9, including the following details for each group:

- a Classification & Remuneration Recommendation Request form
- explanatory information about the request form
- example request form entries
- sample covering letter.
5. **Group A – Boards of Governance: Primary Entities**

5.1 **Classification and Remuneration Recommendation Request – Group A**

The Classification and Remuneration Recommendation Request – Group A is shown below.

The downloadable version in Microsoft Word is available on the PSC website at NSW Boards and Committees. Agencies have the option to enter information electronically using the text fields or complete a hardcopy of the form.
5.2 Examples of entities in Group A


Some of the entities in Group A include:

- Sydney Water Corporation
- Macquarie Generation
- Sydney Cricket and Sports Ground Trust
- Taronga Conservation Society Australia.

5.3 Seeking a recommendation from the Public Service Commissioner

The Classification & Remuneration Recommendation Request – Group A form must be completed and forwarded to the PSC. The explanatory information and examples in sections 5.4 and 5.5 should be read before completing the request form.

5.4 Explanatory information about the request form

5.4.1 Section 1 – Entity Details

### Section 1e – Financial Profile Rating

This section requires information about the entity’s revenue, total assets, financial assets/investments and expenditure. Each level in the framework for this group includes a financial indicator and these are captured by the options in this table.

### Section 1f – Characteristics Rating

This section requires information about the entity’s autonomy, scope of risk, focus, and expertise and time commitment of members.

Further information about each row in this section is below.
Section 5
Group A

Independence from Government

This is a measure of an entity’s autonomy in relation to strategic planning, operations and funding.

The rating definitions are to the left.

**High**
A high rating applies to an entity with a high degree of autonomy in operational reviews and strategic planning, and primary accountability for budget and staffing, including recruitment of executives.

**Moderate**
A moderate rating indicates an entity with significant influence over strategy, staffing, budget approval and revenue management.

**Low**
A low rating reflects an entity with shared responsibility and accountability with a co-ordinating Government agency for strategic planning, resourcing and recruitment, together with a significant dependence on Government for its funding.

Scope of Risk

This reflects the significance of the entity to the State’s economy or growth by, for example, indicating the potential impact of an entity’s failure to provide a service or meet an economic target.

The rating definitions are to the left.

**High**
A high rating applies where an entity’s failure would have a critical, possibly devastating, impact on the State or an industry.

**Moderate**
A moderate rating applies where an entity’s failure would have a significant and direct impact on the reputation of an agency or the entity, with potential flow-on effects to other agencies within a Ministry.

**Low**
Entities with a low rating are ones with low risk exposure for the Government and the State. This will likely be entities where the primary accountability rests with a co-ordinating agency and/or the entities’ budgets are largely dependent on another body.

Focus

An entity’s focus indicates its principal sphere of influence or interest. This can be either at a local or community level, for a geographic region, specific industry or state-wide.
Critical
A critical rating applies when:
- the expected expertise is of the highest professional, technical or management level
- the expected expertise is acquired from long professional, technical or management experience in dealing with complex issues
- the consequence of error in dealing with complex issues is serious, particularly in relation to its impact on the State’s economy, its citizens or the Government’s reputation.

Significant
A significant rating applies when:
- the expected expertise is gained over many years through dealing with complex policy, economic, industry or demographic issues
- the expected expertise is acquired following tertiary training or university degree equivalence in a profession (including medicine and law), in science, engineering, education, a technical or social sciences area.

Moderate
A moderate rating applies when:
- the expected expertise arises from an individual’s maturity, broad experience in an employment or industry sector, or wide community engagement where knowledge has been acquired, primarily through life experience.

Qualification for appointment
The expertise required of members will vary depending on the governance objectives of the entity. There are three broad strands of expertise - Critical, Significant and Moderate.

Time commitment of members
The length of time members are required to commit to board and committee work can vary from less than one day per month to more than eight days per month. The relative time demand on members is useful in determining the appropriateness of paying the daily rate versus the annual rate. If the time demand is low it may be more appropriate to pay the daily rate.

High
A high rating applies when the time commitment of members is greater than 3 days per month.

Moderate
A moderate rating applies when the time commitment of members is less than 1 – 3 days per month.

Low
A low rating applies when the time commitment of members is less than 1 day per month.
5.4.2 Section 2 – Proposed level and remuneration

Section 2 – Proposed Level and Remuneration requires application of the Framework criteria using the ratings entered in Section 1 Entity Details, to propose a classification level and remuneration level for the entity.

For this group, the financial profile of an entity is often the key determinant of its level. The anticipated range of financial responsibility for a particular level is generally indicated by the criterion listed as no. ‘i’ for that level. For example, A5.i specifies ‘revenue of $1 billion to $3 billion or total assets of between $2 billion and $6 billion, financial assets/investments between $10 billion and $40 billion and expenditure of between $850 million and $2.5 billion or a combination of these criteria.’

In applying the Framework criteria, you should have regard to the characteristics listed on the form, together with the entity’s function and nature.

The criteria selected should be indicated on the form and the reasons for that choice outlined in the space provided. The corresponding level of the selected criteria is the proposed level entered on the form.

The Framework will specify a remuneration range for the proposed level. The proposed remuneration indicated on the form must be within the range for the level, below that range, or no fees.

5.5 Example request form entries for Group A

Remember that for Group A the financial indicators are often the key determinant for the appropriate level and the greater the financial responsibility the higher the level.

**Step 1**
As a first step, the ratings entered in Section 1e Financial Profile can be used to establish the level.

Here is an example of the ratings entered in this section for a sample entity (highlighted yellow).

*Note: it is not necessary to complete all components of the Financial Profile.*

**Step 2**
Go to the Framework and review the criteria labelled ‘i’ in each level to find a match. The financial profile in step 1, best fits the financial indicators for A5-i (highlighted yellow).

**A5-i** Boards of management overseeing revenue of $1 billion to $3 billion or total assets of between $2 billion and $6 billion, financial assets/investments between $10 billion and $40 billion and expenditure of between $850 million and $2.5 billion or a combination of these criteria.

*Note: If the financial profile crosses more than one level, the agency would select the level that contained the majority of matching indicators. Eg if the Revenue and Expenditure fit within level A5-i but Total assets fit within A4-i, the agency would select A5-i as it contains the most matching indicators.*
Section 5
Group A

Remember, the criteria in each level are of equal importance and one, several or all of the criteria within a level can be used to allocate an entity.
Step 5

The next step is to enter the proposed level and remuneration at Section 2 - Proposed Level and Remuneration. This section has the following sub sections:

Section 2 (a) - Proposed level

This section has a checkbox for each level and its criteria. A box is checked for the level to be proposed and for the corresponding criteria that apply to the entity.

Section 2 (b) - Supporting comments for the proposed level

This section has a free text field to enter comments that demonstrate why the proposed level is appropriate.

Section c – Proposed remuneration

This section has a checkbox for the available types of remuneration. Three of the options include a free text field to enter monetary amounts. The monetary amounts must not exceed the maximum of the range specified for that level in the Framework. For Level A5 the specified remuneration range is:

Chair: $80,001 to $110,000 per annum

Member: $50,001 to $70,000 per annum

The selections entered in this section for the sample entity are above (highlighted blue).
### Appendix 5-i Framework details for Group A – Boards of Governance: Primary Entities

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria for inclusion in each Level</th>
<th>Remuneration Range</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level A6</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A6-i</td>
<td>Boards of management overseeing revenue of over $3 billion or total assets of over $6 billion, financial assets/investments over $40 billion, expenditure of over $2.5 billion or a combination of these criteria.</td>
<td>Chairperson: $110,000 to $125,000 per annum, Member: $70,000 to $80,000 per annum</td>
</tr>
<tr>
<td>A6-ii</td>
<td>Boards of statutory authorities exercising critical governance or regulatory functions at such a level that the Premier or Cabinet considers the entity's function to represent the highest level of activity under Government stewardship.</td>
<td></td>
</tr>
<tr>
<td>A6-iii</td>
<td>A key feature of entities at level 6 is that the Boards have primary accountability for the entity's budget, for its revenue and expenditure management and for staffing, including the appointment of the Chief Executive and authorisation of key staff appointments, the oversight of the executive team's performance and determination of remuneration. The Board is the prime point of review in the formulation and implementation of the entity's strategy and has a high degree of autonomy in operational reviews and the realignment of plans, though an obligation to report to shareholder Ministers.</td>
<td></td>
</tr>
<tr>
<td>A6-iv</td>
<td>Entities at this level will have significant state-wide and potentially broader impact, be engaged in managing multiple competing stakeholders with significant community and/or economic impact, where the consequence of error in judgement is very critical, often devastating at an industry or state level.</td>
<td></td>
</tr>
<tr>
<td><strong>Level A5</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A5-i</td>
<td>Boards of management overseeing revenue of $1 billion to $3 billion or total assets of between $2 billion and $6 billion, financial assets/investments between $10 billion and $40 billion and expenditure of between $650 million and $2.5 billion or a combination of these criteria.</td>
<td>Chairperson: $80,000 to $110,000 per annum, Member: $50,000 to $70,000 per annum</td>
</tr>
<tr>
<td>A5-ii</td>
<td>Boards of management with a critical economic or social impact and/or a very high degree of operational independence from Government and/or requiring the highest level of managerial or professional expertise.</td>
<td></td>
</tr>
<tr>
<td>A5-iii</td>
<td>Boards with critical governance or regulatory functions determined by the Premier and Cabinet to warrant classification at this level.</td>
<td></td>
</tr>
<tr>
<td>A5-iv</td>
<td>Entities classified at level 5 are broadly comparable to those at level 6 other than in respect of scale.</td>
<td></td>
</tr>
<tr>
<td>A5-v</td>
<td>Entities at this level will have an industry or regional impact or state-wide impact associated with the oversight of multiple stakeholder interest and/or major segments of the community or the state's economy or budget outcome. Risk management would be of a high order and consequence of error have a near term critical impact on the state's economic welfare.</td>
<td></td>
</tr>
<tr>
<td>A5-vi</td>
<td>Entities will have primary accountability with respect to strategy and often shared accountability with respect to staffing, budget and/or revenue management</td>
<td></td>
</tr>
<tr>
<td><strong>Level A4</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4-i</td>
<td>Boards overseeing revenue of $400 million to $1 billion or total assets of between $800 million and $2 billion, financial assets/investments between $2.5 billion and $10 billion and expenditure of between $350 and $850 million or a combination of these criteria.</td>
<td>Chairperson: $70,000 to $80,000 per annum, Member: $40,000 to $50,000 per annum</td>
</tr>
<tr>
<td>A4-ii</td>
<td>Boards not meeting the financial criteria for level 4 but which are subject to levels of risk, autonomy from Government and/or operating complexity reflective of entities above.</td>
<td></td>
</tr>
<tr>
<td>A4-iii</td>
<td>Boards with a high economic or social impact and/or a high degree of operational independence from Government and/or requiring a very high level of managerial or professional expertise.</td>
<td></td>
</tr>
<tr>
<td>A4-iv</td>
<td>Entities at this level may have a significant degree of influence over the entity's strategy and its implementation, the selection and choice of staff of the entity, budget approval and revenue management.</td>
<td></td>
</tr>
<tr>
<td><strong>Level A3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3-i</td>
<td>Boards overseeing revenue of $150 to $400 million or total assets between $300 million and $800 million, financial assets/investments between $600 million and $2.5 billion and expenditure between $120 million and $350 million or a combination of these criteria.</td>
<td>Chairperson: $40,000 to $70,000 per annum, Member: $20,000 to $40,000 per annum</td>
</tr>
<tr>
<td>A3-ii</td>
<td>Boards of management not meeting the financial criteria for level 3 but which are subject to levels of risk, autonomy from Government and/or operating complexity reflective of entities above.</td>
<td></td>
</tr>
<tr>
<td>A3-iii</td>
<td>Boards with a significant economic and social impact, a significant degree of operational independence from Government, a state-wide or broad focus and/or requiring a high level of managerial or professional expertise.</td>
<td></td>
</tr>
<tr>
<td>A3-iv</td>
<td>Entities at this level will have shared accountability with a coordinating Government Department or Agency for the determination of the entity's strategy and its implementation, may be dependent upon Government for a proportion of their funding and may have shared accountability in relation to resourcing, performance assessment and recruitment of the CEO and key staff.</td>
<td></td>
</tr>
<tr>
<td><strong>Level A2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A2-i</td>
<td>Boards overseeing revenue of between $40 and $150 million or total assets between $80 and $300 million, financial assets/investments between $150 million and $600 million and expenditure of between $35 and $130 million or a combination of these criteria.</td>
<td>Chairperson: $20,000 to $40,000 per annum, Member: $10,000 to $15,000 per annum</td>
</tr>
<tr>
<td>A2-ii</td>
<td>Boards of management not meeting the financial criteria for level 2 but subject to levels of risk, autonomy from Government and/or operating complexity reflective of entities above.</td>
<td></td>
</tr>
<tr>
<td>A2-iii</td>
<td>Entities at this level will have shared accountability with a coordinating Government Department or Agency for the determination of the entity's strategy and its implementation, will be dependent upon Government for either all or a significant proportion of their funding and may have shared accountability in relation to resourcing, performance assessment and recruitment of the CEO and key staff and limited authority, if any, to determine remuneration levels or appointment terms and conditions of the CEO and key staff.</td>
<td></td>
</tr>
<tr>
<td><strong>Level A1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1-i</td>
<td>Boards overseeing revenue of less than $40 million or total assets below $80 million or financial assets/investments below $150 million or expenditure of less than $35 million.</td>
<td>Chairperson: Up to $20,000 per annum or daily sitting fee of $50, Member: Up to $10,000 per annum or daily sitting fee of $30</td>
</tr>
</tbody>
</table>
Section 5
Group A

Appendix 5-ii Sample covering letter for Group A – Boards of Governance: Primary Entities

Mr Graeme Head
Public Service Commissioner
Public Service Commission
Bligh House
4-6 Bligh Street
SYDNEY NSW 2000

Dear Public Service Commissioner

I am writing in respect of the classification and remuneration for the [EntityName], which is covered by the Classification and Remuneration Framework for NSW Government Boards and Committees.

[Insert brief contextual information]

I consider that the (EntityName) should be classified in Group A, Level [A6, A5, A4, A3, A2, A1] [-i, ii,iii,iv,v,vi] with the following remuneration:

**Chair:** [Amount] [per annum or per day]

**Member:** [Amount] [per annum or per day]

I now seek your formal recommendation for the classification and remuneration. The required Classification & Remuneration Recommendation Request form and supporting information is enclosed.

Please contact [Firstname] [Lastname], [Title], [Agency]) on [Phone] or [Email] if you require further information.

Yours sincerely

[Name]
Minister

6.1 Classification and Remuneration Recommendation Request – Group B

The Classification and Remuneration Recommendation Request – Group B is shown below.

The downloadable version in Microsoft Word is available on the PSC website at NSW Boards and Committees. Agencies have the option to enter information electronically using the text fields or complete a hardcopy of the form.
6.2 Examples of entities in Group B

This group covers boards of Management Authorities and Non-SOC Public Trading Enterprises.

Some of the entities in Group B include:

- Sydney Metropolitan Catchment Management Authority Board
- Mine Subsidence Board
- Dumaresq Barwon Border Rivers Commission
- Justice and Forensic Mental Health Network
- South Eastern Sydney Local Health District
- The Sydney Children’s Hospital Network
- Barangaroo Delivery Authority Board
- Healthshare NSW Board
- Safety, Return to Work and Support Board

6.3 Seeking a recommendation from the Public Service Commissioner

The Classification & Remuneration Recommendation Request- Group B must be completed and forwarded to the PSC. The explanatory information and examples in sections 6.4 and 6.5 should be read before completing the request form.

6.4 Explanatory information about the request form

6.4.1 Section 1 – Entity Details

Section 1e – Financial Profile

This section requires information about the entity’s revenue, total assets, financial assets/investments and expenditure. Each level in the framework for this group includes a financial indicator and these are captured by the options in this table.

Section 1f – Characteristics Rating

This section requires information about the entity’s autonomy, scope of risk, focus and expertise and time commitment of members.

Further information about each row in this section is provided below.
Section 6
Group B

Independence from Government

This is a measure of an entity’s autonomy in relation to strategic planning, operations and funding.

The rating definitions are to the left.

High
A high rating applies to an entity with a high degree of autonomy in operational reviews and strategic planning, and primary accountability for budget and staffing, including recruitment of executives.

Moderate
A moderate rating indicates an entity with significant influence over strategy, staffing, budget approval and revenue management.

Low
A low rating reflects an entity with shared responsibility and accountability with a co-ordinating Government agency for strategic planning, resourcing and recruitment, together with a significant dependence on Government for its funding.

Scope of Risk

This reflects the significance of the entity to the State’s economy or growth by, for example, indicating the potential impact of an entity’s failure to provide a service or meet an economic target.

The rating definitions are to the left.

High
A high rating applies where an entity’s failure would have a critical, possibly devastating, impact on the State or an industry.

Moderate
A moderate applies where an entity’s failure would have a significant and direct impact on the reputation of an agency or the entity, with potential flow-on effects to other agencies within a Ministry.

Low
Entities with a low rating are ones with low risk exposure for the Government and the State. This will likely be entities where the primary accountability rests with a co-ordinating agency and/or the entities’ budgets are largely dependent on another body.

Focus

An entity’s focus indicates its principal sphere of influence or interest. This can be either at a local or community level, for a geographic region, specific industry or state-wide.
Critical rating applies when:
- the expected expertise is of the highest professional, technical or management level
- the expected expertise is acquired from long professional, technical or management experience in dealing with complex issues
- the consequence of error in dealing with complex issues is serious, particularly in relation to its impact on the State’s economy, its citizens or the Government’s reputation.

Significant rating applies when:
- the expected expertise is gained over many years through dealing with complex policy, economic, industry or demographic issues
- the expected expertise is acquired following tertiary training or university degree equivalence in a profession (including medicine and law), in science, engineering, education, a technical or social sciences area.

Moderate rating applies when:
- the expected expertise arises from an individual’s maturity, broad experience in an employment or industry sector, or wide community engagement where knowledge has been acquired, primarily through life experience.

High rating applies when the time commitment of members is greater than 3 days per month.

Moderate rating applies when the time commitment of members is less than 1 – 3 days per month.

Low rating applies when the time commitment of members is less than 1 day per month.

Qualification for appointment

The expertise required of members will vary depending on the governance objectives of the entity. There are three broad strands of expertise - Critical, Significant and Moderate.

The ratings definitions are to the left.

Time commitment of members

The length of time members are required to commit to board and committee work can vary from less than one day per month to more than eight days per month. The relative time demand on members is useful in determining the appropriateness of paying the daily rate versus the annual rate. If the time demand is low it may be more appropriate to pay the daily rate.

The rating definitions are to the left.
6.4.2 Section 2 – Proposed level and remuneration

Section 2 – Proposed Level and Remuneration requires application of the Framework criteria using the ratings entered in Section 1 Entity Details, to propose a classification level and remuneration level for the entity.

For this group, the financial profile of an entity is often the key determinant of its level. The anticipated range of financial responsibility for a particular level is generally indicated by the criterion listed as no. ‘i’ for that level. For example, B4-i specifies ‘revenue of $1 billion to $3 billion or total assets of between $2 billion and $6 billion, financial assets/ investments between $10 billion and $40 billion and expenditure of between $850 million and $2.5 billion or a combination of these criteria’.

In applying the Framework criteria you should have regard to the characteristics listed on the form together with the entity’s function and nature.

The criteria selected should be indicated on the form and the reasons for that choice outlined in the space provided. The corresponding level of the selected criteria is the proposed level entered on the form.

The Framework will specify a remuneration range for the proposed level and the proposed remuneration indicated on the form must be within the range for the proposed level, below that range, or no fees.

6.5 Example request form entries for Group B

Remember that for Group B the financial indicators are often the key determinant for the appropriate level and the greater the financial responsibility the higher the level.

Step 1

As a first step, the ratings entered in Section 1e – Financial Profile can be used to establish the level.

Here is an example of the ratings entered in this section for a sample entity (highlighted yellow).

Note, it is not necessary to complete all components of the Financial Profile.

Step 2

Go to the Framework and review the criteria labelled ‘i’ in each level to find a match.

The financial profile in Step 1, best fits the financial indicators for B4-i (highlighted yellow).

Note: If the financial profile crosses more than one level, the agency would select the level that contained the majority of matching indicators. E.g if the Revenue and Expenditure fit within level B4-i but Total assets fit within B3-i, the agency would select B4-i as it contains the most matching indicators.
Remember, the criteria in each level are of equal importance and one, several or all of the criteria within a level can be used to allocate an entity.
Step 5

The next step is to enter the proposed level and remuneration at Section 2 - Proposed Level and Remuneration. This section has the following sub sections:

Section 2 (a) - Proposed level

This section has a checkbox for each level and its criteria. A box is checked for the level to be proposed and for the corresponding criteria that apply to the entity.

Section 2 (b) - Supporting comments for the proposed level

This section has a free text field to enter comments that demonstrate why the proposed level is appropriate.

Section c – Proposed remuneration

This section has a checkbox for the available types of remuneration. Three of the options include a free text field to enter monetary amounts. The monetary amounts must not exceed the maximum of the range specified for that level in the Framework. For Level B4 the specified remuneration range is:

Chair: $60,001 to $80,000 per annum

Member: $35,001 to $50,000 per annum

The selections entered in this section for the sample entity are above (highlighted blue).
### Appendix 6-i Framework details for Group B – Boards of Governance: Secondary Entities

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria for inclusion in each Level</th>
<th>Remuneration Range</th>
<th>Group B – Boards of Governance: Secondary Entity Boards of Management Authorities and Non-SOC PTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>B5</td>
<td>Boards overseeing revenue of $1 billion to $3 billion or total assets of between $2 billion and $6 billion, financial assets/investments between $40 billion and $100 billion and expenditure of between $850 million and $2.5 billion or a combination of these criteria.</td>
<td>Chairperson</td>
<td>Member</td>
</tr>
<tr>
<td>B5-i</td>
<td>Boards of Management with a critical economic or social impact and/or a very high degree of operational independence from Government and/or requiring the highest level of managerial or professional expertise.</td>
<td>$80,000 to $130,000 per annum</td>
<td>$50,000 to $80,000 per annum</td>
</tr>
<tr>
<td>B5-ii</td>
<td>Entities at this level will have an industry or regional impact or state-wide impact associated with the oversight of multiple stakeholder interest and/or major segments of the community or the state’s economy or budget outcome. Risk management would be of a high order and consequence of error have a near term critical impact on the state’s economic welfare.</td>
<td>$60,000 to $100,000 per annum</td>
<td>$35,000 to $50,000 per annum</td>
</tr>
<tr>
<td>B5-iii</td>
<td>Entities will have primary accountability with respect to strategy and may have shared accountability with respect to staff, budget and/or revenue management.</td>
<td>$35,000 to $55,000 per annum</td>
<td>$20,000 to $35,000 per annum</td>
</tr>
<tr>
<td>Level B4</td>
<td>Boards of management overseeing revenue of $500 million to $1 billion or assets of between $800 million and $2 billion, financial assets/investments between $2.5 billion and $10 billion and expenditure of between $350 and $850 million or a combination of these criteria.</td>
<td>Chairperson</td>
<td>Member</td>
</tr>
<tr>
<td>B4-i</td>
<td>Advisory boards providing key strategic advice to Government on issues of the highest importance to the state working with multiple stakeholders.</td>
<td>$50,000 to $80,000 per annum</td>
<td>$35,000 to $50,000 per annum</td>
</tr>
<tr>
<td>B4-ii</td>
<td>Some entities classified at level 4 will have a significant degree of influence over the entity’s strategy and its implementation, though will often have diminished accountability for the selection and choice of staff of the entity, budget approval and its revenue management or shared accountability in this regard through the authority of a Director-General of a coordinating Government Department.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B4-iii</td>
<td>Entities at this level will be engaged in key regional or industry sectors or have a key though not strategic impact on the state’s budget though a critical impact in selected sectors, regions or focused communities of importance to the Government, requiring informal but highly focused management of a diversity of stakeholders, where the level of risk is not inconsequential, though capable of recovery within a two year period.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level B3</td>
<td>Boards of Management overseeing revenue of $150 to $500 million or total assets between $200 million and $800 million, financial assets/investments between $500 million and $2.5 billion and expenditure between $130 million and $350 million or a combination of these criteria.</td>
<td>Chairperson</td>
<td>Member</td>
</tr>
<tr>
<td>B3-i</td>
<td>Advisory boards providing advice to Government on issues of significant importance to the state as a whole or of the highest importance to a key region or industry of the state working with multiple and often aligned stakeholders.</td>
<td>$35,000 to $60,000 per annum</td>
<td>$20,000 to $35,000 per annum</td>
</tr>
<tr>
<td>B3-ii</td>
<td>Entities at this level will have shared accountability with a coordinating Government Department or Agency for the determination of the entity’s strategy and its implementation, may be dependent upon Government for a proportion of their funding and may have shared accountability in relation to resourcing, performance assessment and recruitment of the CEO and key staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level B2</td>
<td>Boards of management overseeing revenue of between $40 and $150 million or total assets between $80 and $300 million, financial assets/investments between $150 million and $600 million and expenditure of between $75 and $350 million or a combination of these criteria.</td>
<td>Chairperson</td>
<td>Member</td>
</tr>
<tr>
<td>B2-i</td>
<td>Boards with a medium-level economic or social impact, some operational independence from Government, a regional or sector focus and/or requiring a moderate level of managerial or professional expertise.</td>
<td>$12,500 to $55,000 per annum</td>
<td>$7,500 to $20,000 per annum</td>
</tr>
<tr>
<td>B2-ii</td>
<td>Boards not meeting the financial criteria for level 3 but subject to levels of risk, autonomy from Government and/or operating complexity reflective of entities above.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2-iii</td>
<td>Advisory boards providing advice to Government on issues of importance to the state as a region or industry of the state working with a single stakeholder.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2-iv</td>
<td>Entities at this level will have shared accountability with a coordinating Government Department or Agency for the determination of the entity’s strategy and its implementation, will be dependent upon Government for either all or a significant proportion of their funding and may have shared accountability in relation to resourcing, performance assessment and recruitment of the CEO and key staff and limited authority, if any, to determine remuneration levels or appointment terms and conditions of the CEO and key staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level B1</td>
<td>Boards of Management overseeing revenue of less than $40 million or total assets below $80 million or financial assets/investments below $150 million or expenditure of less than $35 million.</td>
<td>Chairperson</td>
<td>Member</td>
</tr>
<tr>
<td>B1-i</td>
<td>Advisory Boards providing advice to Government on issues impacting a segment of the state’s economy or social policy.</td>
<td>Up to $12,500 per annum or daily sitting fee of $350</td>
<td>Up to $7,500 per annum or daily sitting fee of $220.</td>
</tr>
<tr>
<td>B1-ii</td>
<td>Boards at level 1 will have a moderate economic or social impact and/or moderate operational independence from Government, though generally require a level of managerial or professional expertise.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1-iii</td>
<td>The influence of a coordinating Government Department or Agency will be such that a reasonable proportion of the work of the Board will be advisory and accountability will be shared under the review of single and/or related stakeholders.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Mr Graeme Head  
Public Service Commissioner  
Public Service Commission  
Bligh House  
4-6 Bligh Street  
SYDNEY NSW 2000

Dear Public Service Commissioner

I am writing in respect of the classification and remuneration for the [EntityName], which is covered by the Classification and Remuneration Framework for NSW Government Boards and Committees.

[Insert brief contextual information]

I consider that the (EntityName) should be classified in Group B, Level [B5, B4, B3, B2, B1] [-i, ii,iii,iv,v] with the following remuneration:

**Chair:** [$amount] [per annum or per day]

**Member:** [$amount] [per annum or per day]

I now seek your formal recommendation for the classification and remuneration. The required Classification & Remuneration Recommendation Request form and supporting information is enclosed.

Please contact [Firstname] [Lastname], [Title], [Agency]) on [Phone] or [Email] if you require further information.

Yours sincerely

[Name]
Minister
7. **Group C: Advisory Boards, Councils and Committees**

7.1 **Classification and Remuneration Recommendation Request – Group C**

The Classification and Remuneration Recommendation Request – Group C is shown below. The downloadable version in Microsoft Word is available on the PSC website at [NSW Boards and Committees](#). Agencies have the option to enter information electronically using the text fields or complete a hardcopy of the form.
7.2 Examples of entities in Group C

This group covers Ministerial Councils, Ministerial Boards of Advice and Management Advisory Entities.

Some of the entities in Group C include:

- Geographical Names Board of NSW
- Fisheries Scientific Committee
- Regional Development Australia Illawarra
- Northern Region Planning Panel
- Disability Council of NSW
- National Parks and Wildlife Advisory Council
- NSW TAFE Commission Board
- Bureau of Health Information Board
- NSW Innovation and Productivity Council
- State Emergency Management Committee
- Natural Resources Commission
- Infrastructure NSW

7.3 Seeking a recommendation from the Public Service Commissioner

The Classification & Remuneration Recommendation Request- Group C must be completed and forwarded to the PSC. The explanatory information and examples in sections 7.4 and 7.5 should be read before completing the request form.

7.4 Explanatory information about the request form

7.4.1 Section 1 – Entity Details

**Characteristics Rating**

This section requires information about the entity's focus, expertise and time commitment of members. Further information about each row in this section is provided below.

**Focus**

An entity's focus indicates its principal sphere of influence or interest. This can be either at a local or community level, for a geographic region, specific industry or state-wide.
Qualification for appointment

The expertise required of members will vary depending on the governance objectives of the entity. There are three broad strands of expertise – Critical, Significant and Moderate.

The ratings definitions are to the left.

Critical

A critical rating applies when:

- the expected expertise is of the highest professional, technical or management level
- the expected expertise is acquired from long professional, technical or management experience in dealing with complex issues
- the consequence of error in dealing with complex issues is serious, particularly in relation to its impact on the State's economy, its citizens or the Government’s reputation.

Significant

A significant rating applies when:

- the expected expertise is gained over many years through dealing with complex policy, economic, industry or demographic issues
- the expected expertise is acquired following tertiary training or university degree equivalence in a profession (including medicine and law), in science, engineering, education, a technical or social sciences area.

Moderate

A moderate rating applies when:

- the expected expertise arises from an individual’s maturity, broad experience in an employment or industry sector, or wide community engagement where knowledge has been acquired, primarily through life experience.

Time commitment of members

The length of time members are required to commit to board and committee work can vary from less than one day per month to more than eight days per month.

The relative time demand on members is useful in determining the appropriateness of paying the daily rate versus the annual rate. If the time demand is low it may be more appropriate to pay the daily rate.

The rating definitions are to the left.
7.4.2 Section 2 – Proposed level and remuneration

Section 2 – Proposed Level and Remuneration requires application of the Framework criteria using the ratings entered in Section 1 Entity Details, to propose a classification level and remuneration level for the entity.

In applying the Framework criteria you should have regard to the characteristics listed on the form together with the entity’s function and nature.

The criteria selected should be indicated on the form and the reasons for that choice outlined in the space provided. The corresponding level of the selected criteria is the proposed level entered on the form.

The Framework will specify a remuneration range for the proposed level and the proposed remuneration indicated on the form must be within the range for the proposed level, below that range, or no fees.

7.5 Example request form entries for Group C

**Step 1**

The ratings entered in Section 1e – Characteristics Rating can be used to establish the level.

Here is an example of the ratings entered in this section for a sample entity (highlighted yellow).

**Step 2**

Go to the Framework and review the criteria for Group C.

The ratings at Step 3 for Qualification for appointment and Focus best fit C3-iv and C3-vi (highlighted green).

C3-i Committees which offer independent expert advice to the Minister(s) or Government Agency on specific issues of sectoral significance to the State.

C3-ii Committees which offer strategic or operational scientific, technical or commercial advice in a segment of government activity or industry sector.

C3-iii Committees which advise Government on a key sectoral issue potentially impacting on the State’s economy, the efficient delivery of services or the community’s safety or in areas of social policy or economic welfare.

C3-iv Committees established to provide advice to Government in an area of social welfare, health, education, employment, transport, industry or infrastructure policy.

C3-v Committees which have significant engagement with a NSW regional community or key industry sector or trade/export market.

C3-vi Committees which have significant engagement with key stakeholders on a State-wide and often national basis in a strategic segment of government activity or industry sector.

Remember, the criteria in each level are of equal importance and one, several or all of the criteria within a level can be used to allocate an entity.
Section 7
Group C

Step 3

The next step is to enter the proposed level and remuneration at Section 2 - Proposed Level and Remuneration. This section has the following sub sections:

Section 2 (a) - Proposed level

This section has a checkbox for each level and its criteria. A box is checked for the level to be proposed and for the corresponding criteria that apply to the entity.

Section 2 (b) - Supporting comments for the proposed level

This section has a free text field to enter comments that demonstrate why the proposed level is appropriate.

Section c – Proposed remuneration

This section has a checkbox for the available types of remuneration. Three of the options include a free text field to enter monetary amounts. The monetary amounts must not exceed the maximum of the range specified for that level in the Framework. For Level C3 the specified remuneration range is:

Chair: $25,000 to $50,000 per annum

Member: $10,000 to $25,000 per annum

The selections entered in this section for the sample entity are above (highlighted blue).
### Appendix 7-i  Framework details for Group C – Advisory Boards, Councils and Committees

#### Group C – Advisory Boards, Councils and Committees

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria for Inclusion in this Level</th>
<th>Remuneration Range</th>
</tr>
</thead>
</table>
| C6    | Committees which advise the Premier, Minister(s) or central Government agencies on core strategies having regard to the State's key industry, economic or social policies and financial initiatives having a direct impact on the State's financial standing as well as national and international reputation. | Chairperson: $70,001 to $80,000 per annum  
Member: $35,000 to $45,000 per annum |
| C6-i  | Committees which provide advice on strategies concerning the State's health, education, employment, transport, industry, infrastructure or regulation.  
| C6-ii | Committees which provide advice to the Premier, Minister(s) or Government which is multi-dimensional in character with a long term impact on the State's growth opportunity and in attracting investment partners. | Chairperson: $60,001 to $70,000 per annum  
Member: $30,000 to $40,000 per annum |
| C5    | Committees which advise Minister(s) or Government on strategies having regard to key policies and financial initiatives including the downstream consequences on the State's standing and funding.  
| C5-i  | Committees which provide advice to the Minister(s) or Government Agency which is multi-dimensional in character in relation to communities with a long term impact on the Government's reputation. | Chairperson: $50,001 to $60,000 per annum  
Member: $25,001 to $35,000 per annum |
| C5-ii | Committees which provide advice to Minister(s) or Government Agency which is multi-dimensional in character with a long term impact on the State's capacity to meet its key portfolio needs. | Chairperson: $25,000 to $30,000 per annum  
Member: $10,000 to $25,000 per annum |
| C4    | Committees which advise Government on matters influencing more than 10% of the State's population, its economy or Government expenditures.  
| C4-i  | Committees which have significant engagement with an influential community group or industry of importance to the state with national implications including Commonwealth funding. | Chairperson: Up to $10,000 per annum  
Member: Up to $5,000 per annum |
| C4-ii | Committees which have a strategic engagement with multiple stakeholders on a State-wide and often national basis in a core segment of government activity or industry with a significant impact on the State's economy and reputation. | Chairperson: | |
| C4-iii| Committees which offer strategic or operational, scientific, technical, legal or commercial advice in a key segment of government policy at the highest level. Members require significant expertise in relevant disciplines which may include law, international commerce, finance, science, technology and/or government policy. | Chairperson: | |
| C3    | Committees which advise on specific issues of sectoral significance to the State.  
| C3-i  | Committees which offer independent expert advice to the Minister(s) or Government Agency on specific issues of sectoral significance to the State. | Chairperson: | |
| C3-ii | Committees which offer strategic or operational scientific, technical or commercial advice in a segment of government activity or industry sector. | Chairperson: | |
| C3-iii| Committees which advise Government on a key sectoral issue potentially impacting on the State's economy, the efficient delivery of services or the community's safety or in areas of social policy or economic welfare. | Chairperson: | |
| C3-iv | Committees established to provide advice to Government in an area of social welfare, health, education, employment, transport, industry or infrastructure policy. | Chairperson: | |
| C3-v  | Committees which have significant engagement with a NSW regional community or key industry sector or trade/export market. | Chairperson: | |
| C3-vi | Committees which have significant engagement with key stakeholders on a State-wide and often national basis in a strategic segment of government activity or industry sector. | Chairperson: | |
| C2    | Committees which provide policy and/or operational advice to a Minister or Agency Chief Executive in important matters which impact on the wellbeing of a community or industry sector which have a moderate impact on Government policy or policy development.  
| C2-i  | Committees which support a Minister or Agency in monitoring or reviewing a regional Government service or advice on the adequacy of statutory provisions which impact on a regional welfare. | Chairperson: | |
| C2-ii | Committees which support a Minister or Agency in monitoring or reviewing a Government asset, community service or advise on the adequacy of the application of an important portfolio policy. | Chairperson: | |
| C2-iii| Committees which provide advice on key Government services or regulations affecting a significant region or important sector of the State, including but not limited to health, education, employment, transport, infrastructure or a strategic Government engagement in a regional economy or industry sector. | Chairperson: | |
| C1    | Committees which have been established for the purpose of consultation, advice or liaison with local communities in relation to social, economic, environmental or industry issues and/or the deployment of community resources or assess at a local level.  
| C1-i  | Committees which provide advice at local or community level on the application of regulations, including Government support for the benefit of a local community. | Chairperson: Daily sitting fee of $350 (50% for half day)  
Member: Daily sitting fee of $250 (50% for half day) |
| C1-ii | Committees which have been formed to provide general consultation, advisory or liaison at a local community level or administer a small trust fund for the benefit of a local community. Members will often not require professional expertise. | Chairperson: | |
| C1-iii| Committees which provide policy and/or operational advice to a Minister or Agency Chief Executive on matters which impact on an industry sector which has a minor impact on Government resources or policy development. | Chairperson: | |
Appendix 7-ii  Sample covering letter for Group C – Advisory Boards, Councils and Committees

Mr Graeme Head  
Public Service Commissioner  
Public Service Commission  
Bligh House  
4-6 Bligh Street  
SYDNEY NSW 2000

Dear Public Service Commissioner

I am writing in respect of the classification and remuneration for the [EntityName], which is covered by the Classification and Remuneration Framework for NSW Government Boards and Committees.

[Insert brief contextual information]

I consider that the (EntityName) should be classified in Group C, Level [C6, C5, C4, C3, C2, C1] [i, ii,iii,iv,v,vi] with the following remuneration:

**Chair:**  [$amount] [per annum or per day]

**Member:**  [$amount] [per annum or per day]

I now seek your formal recommendation for the classification and remuneration. The required Classification & Remuneration Recommendation Request form and supporting information is enclosed.

Please contact [Firstname] [Lastname], [Title], [Agency]) on [Phone] or [Email] if you require further information.

Yours sincerely

[Name]

Minister
8. Group D - Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies

8.1 Classification and Remuneration Recommendation Request – Group D

The Classification and Remuneration Recommendation Request – Group D is shown below.

The downloadable version in Microsoft Word is available on the PSC website at [NSW Boards and Committees](#). Agencies have the option to enter information electronically using the text fields or complete a hardcopy of the form.
Section 8
Group D

8.2 Examples of entities in Group D
This group covers Tribunals, Independent Commissions, Quasi-Judicial Bodies or Authorities.

Examples of entities in Group E include:

- Aboriginal Lands Council Pecuniary Interest and Disciplinary Tribunal
- Physiotherapy Tribunal
- State Parole Authority
- Independent Pricing and Regulatory Tribunal
- Mental Health Review Tribunal

Where part time fees are determined by the Statutory and Other Offices Remuneration Tribunal, the Framework does not apply.

8.3 Seeking a recommendation from the Public Service Commissioner
The Classification & Remuneration Recommendation Request- Group D must be completed and forwarded to the PSC. The explanatory information and examples in sections 8.4 and 8.5 should be read before completing the request form.

8.4 Explanatory information about the request form

8.4.1 Section 1 – Entity Details

![Characteristics Rating Table]

Section 1e – Characteristics Rating
This section requires information about the entity's power exercised, focus, expertise and time commitment of members. Further information about each row in this section is provided below.
**Power exercised**

This reflects the nature and finality of the entity’s power.

The rating definitions are to the left.

---

**Determinative and adjudicative**

Powers are final and not appealable to higher body.

**Appealable**

Powers allow for appeal to a higher body.

**Investigative and review**

Powers influence aspects of Government policy.

**Monitoring**

Entities with **monitoring** powers provide advice on regulation or statutory provisions but have limited scope or influence.

---

**Focus**

An entity’s focus indicates its principal sphere of influence or interest.

This can be either at a local or community level, for a geographic region, specific industry or state-wide.
Critical
A critical rating applies when:
- the expected expertise is of the highest professional, technical or management level
- the expected expertise is acquired from long professional, technical or management experience in dealing with complex issues
- the consequence of error in dealing with complex issues is serious, particularly in relation to its impact on the State’s economy, its citizens or the Government’s reputation.

Significant
A significant rating applies when:
- the expected expertise is gained over many years through dealing with complex policy, economic, industry or demographic issues
- the expected expertise is acquired following tertiary training or university degree equivalence in a profession (including medicine and law), in science, engineering, education, a technical or social sciences area.

Moderate
A moderate rating applies when:
- the expected expertise arises from an individual’s maturity, broad experience in an employment or industry sector, or wide community engagement where knowledge has been acquired, primarily through life experience.

High
A high rating applies when the time commitment of members is greater than 3 days per month.

Moderate
A moderate rating applies when the time commitment of members is less than 1 – 3 days per month.

Low
A low rating applies when the time commitment of members is less than 1 day per month.

Qualification for appointment
The expertise required of members will vary depending on the governance objectives of the entity. There are three broad strands of expertise – Critical, Significant and Moderate.

The ratings definitions are to the left.

Time commitment of members
The length of time members are required to commit to board and committee work can vary from less than one day per month to more than eight days per month. The relative time demand on members is useful in determining the appropriateness of paying the daily rate versus the annual rate. If the time demand is low it may be more appropriate to pay the daily rate.

The rating definitions are to the left.
8.4.2 Section 2 – Proposed level and remuneration

Section 2 – Proposed Level and Remuneration requires application of the Framework criteria using the ratings entered in Section 1 Entity Details, to propose a classification level and remuneration level for the entity.

In applying the Framework criteria you should have regard to the characteristics listed on the form together with the entity's function and nature.

The criteria selected should be indicated on the form and the reasons for that choice outlined in the space provided. The corresponding level of the selected criteria is the proposed level entered on the form.

The Framework will specify a remuneration range for the proposed level and the proposed remuneration indicated on the form must be within the range for the proposed level, below that range, or no fees.

8.5 Example request form entries for Group D

Step 1

The ratings entered Section 1e – Characteristics Rating can be used to determine the level.

Here is an example of the ratings entered in this section for a sample entity (highlighted yellow).

Step 2

Go the Framework and review the criteria for Group D.

The ratings at Step 1 for Power exercised and Focus best fit D2-ii (highlighted green).

D2-ii Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which regulate sectors of the health profession or other standards of importance in the community, address complaints regarding the conduct of a professional or practice but to a lesser extent than bodies included in level 3.

D2-iii Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which set educational and other standards for the registration of persons (other than medical practitioners) to practice in the health and community services sector.

D2-iv Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which conduct examinations and issue or impose conditions on the practice of a particular occupation.

D2-v Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers which influence key aspects of an industry’s operations or conduct.

D2-vi Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which investigative and review powers with influence on a specific aspect of Government policy or a particular industry.

D2-vii Boards of statutory authorities with governing or regulatory functions which have a state-wide impact but with a limited focus.

Remember, the criteria in each level are of equal importance and one, several or all of the criteria within a level can be used to allocate an entity.
Step 3

The next step is to enter the proposed level and remuneration at Section 2 - Proposed Level and Remuneration. This section has the following sub sections:

**Section 2 (a) - Proposed level**

This section has a checkbox for each level and its criteria. A box is checked for the level to be proposed and for the corresponding criteria that apply to the entity.

**Section 2 (b) - Supporting comments for the proposed level**

This section has a free text field to enter comments that demonstrate why the proposed level is appropriate.

**Section c – Proposed remuneration**

This section has a checkbox for the available types of remuneration. Three of the options include a free text field to enter monetary amounts. The monetary amounts must not exceed the maximum of the range specified for that level in the Framework. For Level D2 the specified remuneration range is:

**Chair:** Up to $20,000 per annum or Daily fee up to acting judicial rates for legal Members or up to $1,000 for other Members.

**Member:** Up to 10,001 per annum or Daily fee up to acting judicial rates for legal Members or up to $500 for other Members

The selections entered in this section for the sample entity are above (highlighted blue).
## Appendix 8-i

### Framework details for Group D – Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies

#### Group D – Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies

<table>
<thead>
<tr>
<th>Tribunal, Independent Commission, Quasi-Judicial Body or Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criteria for inclusion in each Level</strong></td>
</tr>
<tr>
<td><strong>Level</strong></td>
</tr>
<tr>
<td>D9-1</td>
</tr>
<tr>
<td>D9-2</td>
</tr>
<tr>
<td>D9-3</td>
</tr>
</tbody>
</table>

| **Criteria for inclusion in each Level** | **Remuneration Range** |
| **Level** | **D4** |
| D4-1 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D4-2 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D4-3 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |

| **Criteria for inclusion in each Level** | **Remuneration Range** |
| **Level** | **D3** |
| D3-1 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D3-2 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D3-3 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |

| **Criteria for inclusion in each Level** | **Remuneration Range** |
| **Level** | **D2** |
| D2-1 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D2-2 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D2-3 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |

| **Criteria for inclusion in each Level** | **Remuneration Range** |
| **Level** | **D1** |
| D1-1 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D1-2 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |
| D1-3 | Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on the conduct of an industry or profession, or which provide advice to the Government on the development of policies, regulations or laws. |

### Notes

- **D9**:
  - Chairperson: Member (Annual fee: up to $30,000)
  - Member: (Daily sitting fee: up to $2,000)

- **D4**:
  - Chairperson: Member (Annual fee: up to $30,000)
  - Member: (Daily fee: up to $4,000)

- **D3**:
  - Chairperson: Member (Annual fee: up to $30,000)
  - Member: (Daily fee: up to $4,000)

- **D2**:
  - Chairperson: Member (Annual fee: up to $30,000)
  - Member: (Daily fee: up to $4,000)

- **D1**:
  - Chairperson: Member (Annual fee: up to $30,000)
  - Member: (Daily fee: up to $4,000)

### Additional Information

- **Group D** includes Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies.

- **Criteria** for inclusion are based on the nature and extent of the role, responsibilities, and influence on the industry or profession.

- **Remuneration** ranges vary based on the level of responsibility and influence, with considerations for annual fees, daily sitting fees, and other compensations.

- **Definitions** and specific descriptions for each level are provided to clarify the standards and benchmarks.
Appendix 8-ii Sample covering letter for Group D – Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies

Mr Graeme Head
Public Service Commissioner
Public Service Commission
Bligh House
4-6 Bligh Street
SYDNEY NSW 2000

Dear Public Service Commissioner

I am writing in respect of the classification and remuneration for the [EntityName], which is covered by the Classification and Remuneration Framework for NSW Government Boards and Committees.

[Insert brief contextual information]

I consider that the (EntityName) should be classified in Group D, Level [D5, D4, D3, D2, D1] [-i, ii,iii,iv,v,vi,vii] with the following remuneration:

**Chair:** \[\$\text{amount}\] [per annum or per day]

**Member:** \[\$\text{amount}\] [per annum or per day]

I now seek your formal recommendation for the classification and remuneration. The required Classification & Remuneration Recommendation Request form and supporting information is enclosed.

Please contact [Firstname] [Lastname], [Title], [Agency]) on [Phone] or [Email] if you require further information.

Yours sincerely

[Name]
Minister
9. Group E – Registration, Licensing and Accreditation Entities

9.1 Classification and Remuneration Recommendation Request – Group E

The Classification and Remuneration Recommendation Request – Group E is shown below.

The downloadable version in Microsoft Word is available on the PSC website at NSW Boards and Committees. Agencies have the option to enter information electronically using the text fields or complete a hardcopy of the form.
9.2 Examples of entities in Group E

This group covers Independent Registration, Licensing, Regulatory, Accreditation and Advisory Bodies.

Some of the entities in Group D include:
- Coal Competence Board
- NSW Dams Safety Committee
- Professional Standards Council
- Building Professionals Board
- Environment Protection Authority Board

9.3 Seeking a recommendation from the Public Service Commissioner

The Classification & Remuneration Recommendation Request- Group E must be completed and forwarded to the PSC. The explanatory information and examples in sections 9.4 and 9.5 should be read before completing the request form.

9.4 Explanatory information about the request form

9.4.1 Section 1 – Entity Details

**Characteristics rating**

Use the information at id. Select one option per row.

<table>
<thead>
<tr>
<th>Role</th>
<th>Registration</th>
<th>Licensing</th>
<th>Accreditation</th>
<th>Standard Setting</th>
<th>Advice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td></td>
<td>3. High</td>
<td>2. Moderate</td>
<td>1. Low</td>
<td></td>
</tr>
</tbody>
</table>

This section requires information about the entity’s role, focus, expertise and time commitment of members.

Further information about each row in this section is provided below.

**Role**

This reflects the entity’s primary purpose.

**Focus**

An entity’s focus indicates its principal sphere of influence or interest. This can be either at a local or community level, for a geographic region, specific industry or state-wide.
High
A high rating applies when the time commitment of members is greater than 3 days per month.

Moderate
A moderate rating applies when the time commitment of members is less than 1 – 3 days per month.

Low
A low rating applies when the time commitment of members is less than 1 day per month.

Critical
A critical rating applies when:
• the expected expertise is of the highest professional, technical or management level
• the expected expertise is acquired from long professional, technical or management experience in dealing with complex issues
• the consequence of error in dealing with complex issues is serious, particularly in relation to its impact on the State’s economy, its citizens or the Government’s reputation.

Significant
A significant rating applies when:
• the expected expertise is gained over many years through dealing with complex policy, economic, industry or demographic issues
• the expected expertise is acquired following tertiary training or university degree equivalence in a profession (including medicine and law), in science, engineering, education, a technical or social sciences area.

Moderate
A moderate rating applies when:
• the expected expertise arises from an individual’s maturity, broad experience in an employment or industry sector, or wide community engagement where knowledge has been acquired, primarily through life experience.

Time commitment of members
The length of time members are required to commit to board and committee work can vary from less than one day per month to more than eight days per month. The relative time demand on members is useful in determining the appropriateness of paying the daily rate versus the annual rate. If the time demand is low it may be more appropriate to pay the daily rate.

The rating definitions are to the left.

Qualification for appointment
The expertise required of members will vary depending on the governance objectives of the entity. There are three broad strands of expertise – Critical, Significant and Moderate.

The ratings definitions are to the left.
9.4.2 Section 2 – Proposed level and remuneration

Section 2 – Proposed Level and Remuneration requires application of the Framework criteria using the ratings entered in Section 1 Entity Details, to propose a classification level and remuneration level for the entity.

In applying the Framework criteria you should have regard to the characteristics listed on the form together with the entity’s function and nature.

The criteria selected should be indicated on the form and the reasons for that choice outlined in the space provided. The corresponding level of the selected criteria is the proposed level entered on the form.

The Framework will specify a remuneration range for the proposed level and the proposed remuneration indicated on the form must be within the range for the proposed level, below that range, or no fees.

9.5 Example request form entries for Group E

<table>
<thead>
<tr>
<th>E4-i</th>
<th>Boards and Committees which set educational and other standards for the registration of professional practitioners and deal with serious complaints concerning unprofessional conduct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>E4-ii</td>
<td>Boards and Committees which exercise investigative or review powers which influence aspects of Government policy with respect to registration, licensing and accreditation.</td>
</tr>
<tr>
<td>E4-iii</td>
<td>Boards and Committees which exercise a key influence on Government or industry registration or accreditation in a strategic area of government service or economic activity.</td>
</tr>
</tbody>
</table>

Remember, the criteria in each level are of equal importance and one, several or all of the criteria within a level can be used to allocate an entity.
Step 3

The next step is to enter the proposed level and remuneration at Section 2 - Proposed Level and Remuneration. This section has the following sub sections:

Section 2 (a) - Proposed level

This section has a checkbox for each level and its criteria. A box is checked for the level to be proposed and for the corresponding criteria that apply to the entity.

Section 2 (b) - Supporting comments for the proposed level

This section has a free text field to enter comments that demonstrate why the proposed level is appropriate.

Section c – Proposed remuneration

This section has a checkbox for the available types of remuneration.

Three of the options include a free text field to enter monetary amounts. The monetary amounts must not exceed the maximum of the range specified for that level in the Framework. For Level E4 the specified remuneration range is:

Chair: $50,001 to $85,000 per annum

Member: $20,001 to $55,000 per annum

The selections entered in this section for the sample entity are above (highlighted blue).
## Framework details for Group E – Registration, Licensing and Accreditation Entities

### Group E – Registration, Licensing and Accreditation Entities

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria for inclusion in each Level</th>
<th>Remuneration Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>E4-i</td>
<td>Boards and Committees which set educational and other standards for the registration of professional practitioners and deal with serious complaints concerning unprofessional conduct.</td>
<td>Chairperson: $50,000 to $55,000 per annum, Member: $20,001 to $25,000 per annum</td>
</tr>
<tr>
<td>E4-ii</td>
<td>Boards and Committees which exercise investigative or review powers which influence aspects of Government policy with respect to registration, licensing and accreditation.</td>
<td>Chairperson: $50,000 to $55,000 per annum, Member: $20,001 to $25,000 per annum</td>
</tr>
<tr>
<td>E4-iii</td>
<td>Boards and Committees which exercise a key influence on Government or industry registration or accreditation in a strategic area of government service or economic activity.</td>
<td>Chairperson: $50,000 to $55,000 per annum, Member: $20,001 to $25,000 per annum</td>
</tr>
<tr>
<td>E3-i</td>
<td>Boards and Committees which assume registration or licensing responsibilities for businesses, key industry trades or technical services.</td>
<td>Chairperson: $20,001 to $50,000 per annum, Member: $10,001 to $20,000 per annum</td>
</tr>
<tr>
<td>E3-ii</td>
<td>Boards and Committees which determine key industry registration, licensing and accreditation and deal with complaints concerning unprofessional conduct.</td>
<td>Chairperson: $50,000 to $55,000 per annum, Member: $20,001 to $25,000 per annum</td>
</tr>
<tr>
<td>E3-iii</td>
<td>Boards and Committees which provide advice on a key resource essential to the continued prosperity of a core government activity or operation.</td>
<td>Chairperson: $20,001 to $50,000 per annum, Member: $10,001 to $20,000 per annum</td>
</tr>
</tbody>
</table>

### Level E2

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria for inclusion in each Level</th>
<th>Remuneration Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>E2-i</td>
<td>Boards and Committees which monitor and review the operations of government policy or support, or advice on the adequacy of the statutory provisions which govern their conduct.</td>
<td>Chairperson: $10,000 to $20,000 per annum, Member: $5,000 to $10,000 per annum</td>
</tr>
<tr>
<td>E2-ii</td>
<td>Boards and Committees which license persons or organisations providing services and/or commodities to the public.</td>
<td>Chairperson: $20,001 to $50,000 per annum, Member: $10,001 to $20,000 per annum</td>
</tr>
<tr>
<td>E2-iii</td>
<td>Boards and Committees which register and/or accredit persons seeking to engage in professional practice or provide commercial services, and dealing with complaints concerning the standards of the services provided.</td>
<td>Chairperson: $50,000 to $55,000 per annum, Member: $20,001 to $25,000 per annum</td>
</tr>
<tr>
<td>E2-iv</td>
<td>Boards and Committees which set educational and other standards for the registration of persons (other than medical practitioners) to practice in the health and community services sector.</td>
<td>Chairperson: $50,000 to $55,000 per annum, Member: $20,001 to $25,000 per annum</td>
</tr>
<tr>
<td>E2-v</td>
<td>Boards and Committees which conduct examinations and issue or impose conditions on certificates to engage in the practice of a particular occupation or recreational activity.</td>
<td>Chairperson: $50,000 to $55,000 per annum, Member: $20,001 to $25,000 per annum</td>
</tr>
</tbody>
</table>

### Level E1

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria for inclusion in each Level</th>
<th>Remuneration Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1-i</td>
<td>Boards and Committees which provide registration, licensing and accreditation advice addressing non-core public services.</td>
<td>Chairperson: Daily sitting fee of $50, (50% discount for half day) or Annual fee of up to $10,000, Member: Daily sitting fee of $220, (50% discount for half day) or Annual fee of up to $5,000</td>
</tr>
<tr>
<td>E1-ii</td>
<td>Boards and Committees which provide advice on regulation, accreditation or licensing for the benefit of a local community, business or non strategic industry segment.</td>
<td>Chairperson: Daily sitting fee of $50, (50% discount for half day) or Annual fee of up to $10,000, Member: Daily sitting fee of $220, (50% discount for half day) or Annual fee of up to $5,000</td>
</tr>
<tr>
<td>E1-iii</td>
<td>Boards and Committees which exercise regulatory powers with influence on single operations or closely defined workplace activities.</td>
<td>Chairperson: Daily sitting fee of $50, (50% discount for half day) or Annual fee of up to $10,000, Member: Daily sitting fee of $220, (50% discount for half day) or Annual fee of up to $5,000</td>
</tr>
</tbody>
</table>
Mr Graeme Head  
Public Service Commissioner  
Public Service Commission  
Bligh House  
4-6 Bligh Street  
SYDNEY NSW 2000

Dear Public Service Commissioner

I am writing in respect of the classification and remuneration for the [EntityName], which is covered by the Classification and Remuneration Framework for NSW Government Boards and Committees.

[Insert brief contextual information]

I consider that the (EntityName) should be classified in Group E, Level [E4, E3, E2, E1] [-i, ii,iii,iv,v] with the following remuneration:

**Chair:**  
[$amount] [per annum or per day]

**Member:**  
[$amount] [per annum or per day]

I now seek your formal recommendation for the classification and remuneration. The required Classification & Remuneration Recommendation Request form and supporting information is enclosed.

Please contact [Firstname] [Lastname], [Title], [Agency]) on [Phone] or [Email] if you require further information.

Yours sincerely

[Name]  
Minister