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Classification and Remuneration Framework for NSW Government Boards and Committees

Policy and Guidelines

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Classification and Remuneration Framework for NSW Government Boards and Committees

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1.1	10/5/2014	Clarification to section 2.3
1.2	26/10/2015	Update following changes to appointment processes announced in Premier's Memorandum 2015-04 and general update to sections 1 to 4.1.
1.3	14/02/2019	Update to titles and addresses

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1 Background

The *Classification and Remuneration Framework for NSW Government Boards and Committees* (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).

The development of the Framework was part of the NSW Government's wider reforms to governance arrangements for government entities recommended by the *Commission of Audit Interim Report: Public Sector Management* and was released in December 2012 via *Premier's Memorandum 2012-18 Classification and Remuneration Framework for NSW Government Boards and Committees*. The reforms also included an immediate freeze on fees – daily and annual - for existing boards and committees until 1 July 2014, with subsequent annual increases between zero and 2.5 per cent subject to Cabinet approval. However, no general increase has been approved and the freeze has continued to be in force, apart from the application of the revised daily sitting fees.

There was a staged approach to implementation of the Framework. Boards and committees in existence at December 2012 were classified into the Framework from 1 July 2014, following consultation with portfolio Ministers. New boards and committees, established from December 2012, were immediately subject to the Framework's classification and remuneration structure, including the revised daily sitting fees at 2.1.

In addition, a [list of boards and committees](#) under the Framework was published on the Public Service Commission website and it continues to be updated and made available.

When the Framework was released in 2012 it applied to NSW Government boards and committees where appointments required Cabinet approval. On 29 September 2015 the Government announced changes to board and committee Cabinet approval processes via *Premier's Memorandum 2015-04-Appointments to NSW Government Boards and Committees*. Effective from 1 October 2015, Cabinet approval for Ministerial appointments to boards and committees is only required for appointments identified as significant or high level. Ministers may directly approve other appointments. These changes did not affect the application of the Framework which continues to apply to boards and committees where appointments require Ministerial approval – either by Cabinet or directly by a Minister.

2 Fees

2.1 Revised daily sitting fees

Fees effective from 1 July 2014

	Chairperson	Member
Full day	\$350	\$220
Half day	\$175	\$110

2.2 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 Framework

3.1 Entities covered

The Framework applies to NSW Government boards and committees where appointments require approval by Cabinet or a Minister.

3.2 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.

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

3.3 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.

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 Ministers or 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-new boards and committees

In the case of a new board or committee, the Commissioner's classification and remuneration recommendation must accompany appointment documents submitted to Cabinet for approval of inaugural appointments. The Appointment Form – NSW Government Boards and Committees 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.
(refer to the *Appointment Standards - Boards and Committees in the NSW Public Sector*).



Agency advising the Minister includes the Public Service Commissioner's recommendation in the Member appointment documents.

4 How to use the Framework

4.1 Explanatory notes about framework headings

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

Group	Level	Criteria	Remuneration Range
The Framework has five groups which differentiate boards and committees by entity nature or type.	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.	<p>Each level includes a number of criteria describing typical characteristics of an entity at that level.</p> <p>These are used to allocate an entity into the appropriate level.</p> <p>The criteria in each level are of equal importance and one, several or all of the criteria can be used to allocate an entity.</p>	<p>Different remuneration ranges apply to the levels in each group.</p> <p>The majority of ranges are expressed as annual amounts but Ministers may apply the daily sitting fee, or no fee, to an entity as appropriate.</p>

4.2 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.

Group	Description	Criteria	Go to section
A	Boards of Governance: Primary Entities	Boards of State Owned Corporations (SOCs), Trading Enterprises, Trusts and Public Financial Enterprises	5
B	Boards of Governance: Secondary Entities	Boards of Management Authorities and Non-SOC Public Trading Enterprises	6
C	Advisory Boards, Councils and Committees	Ministerial Councils, Ministerial Boards of Advice and Management Advisory Entities	7
D	Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies	Tribunal, Independent Commission, Quasi-Judicial Body or Authority	8
E	Registration, Licensing and Accreditation Entities	Independent Registration, Licensing, Accreditation, Regulatory and Advisory Bodies	9

4.3 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.

 **Classification and Remuneration Recommendation Request Group A**

Section 1 Entity Details

a. Entity name: Insert here

b. Portfolio: Insert here

c. Method of establishment:

- Bill: Name is: Insert here
- Legislation: Act and/or Regulation name is: Insert here, section number(s): Insert here
- Cabinet approval: Insert the reference number and date

d. Description:

Attach information describing the entity's characteristics in terms of its:

• financial profile	• focus
• independence from government	• qualification for appointment
• scope of risk	• time commitment of members

e. Financial profile rating:

Use the information at 1d for the rating. Select one option per row, in one or more rows as applicable.

Highest	6. <input type="checkbox"/>	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest	
>840M	→	840M-838M	→	\$400M-\$1M	→	\$10M-\$150M	→	< \$10M

Total assets

Highest	6. <input type="checkbox"/>	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest			
>96B	→	82B-86B	→	\$800M - \$2B	→	\$300 - \$800M	→	\$80M-\$300M	→	< \$80M

Expenditure

Highest	6. <input type="checkbox"/>	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest	
>935M-938M	→	935M-930M	→	\$110M-\$350M	→	\$35M-\$930M	→	< \$35M

Financial assets/investments (Applies only to those entities responsible for funds under management)

Highest	6. <input type="checkbox"/>	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest	
>840B	→	838B-840K	→	\$800M-\$2B	→	\$80M-\$800M	→	< \$150M

f. Characteristics rating:

Use the information at 1d. Select one option per row.

Independence from Government						
Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest

Scope of risk						
Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest

Focus								
Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest

Qualification for appointment						
Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest

Time commitment of members						
Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest

1

 **Classification and Remuneration Recommendation Request Group A**

Section 2 Proposed Level and Remuneration

a. Proposed level:

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level A6: The criteria that best apply are:	<input type="checkbox"/> A6-i	<input type="checkbox"/> A6-ii	<input type="checkbox"/> A6-iii	<input type="checkbox"/> A6-iv		
<input type="checkbox"/> Level A5: The criteria that best apply are:	<input type="checkbox"/> A5-i	<input type="checkbox"/> A5-ii	<input type="checkbox"/> A5-iii	<input type="checkbox"/> A5-iv	<input type="checkbox"/> A5-v	<input type="checkbox"/> A5-vi
<input type="checkbox"/> Level A4: The criteria that best apply are:	<input type="checkbox"/> A4-i	<input type="checkbox"/> A4-ii	<input type="checkbox"/> A4-iii	<input type="checkbox"/> A4-iv		
<input type="checkbox"/> Level A3: The criteria that best apply are:	<input type="checkbox"/> A3-i	<input type="checkbox"/> A3-ii	<input type="checkbox"/> A3-iii	<input type="checkbox"/> A3-iv		
<input type="checkbox"/> Level A2: The criteria that best apply are:	<input type="checkbox"/> A2-i	<input type="checkbox"/> A2-ii	<input type="checkbox"/> A2-iii			
<input type="checkbox"/> Level A1: The criteria that best apply are:	<input type="checkbox"/> A1-i	<input type="checkbox"/> A1-ii				

b. Supporting comments for the proposed level:

Insert comments to support the proposed level selected at 2a.

Start here

c. Proposed remuneration:

Select one option only and insert the \$ amount if applicable.

<input type="checkbox"/> Annual fee-within the range:	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Annual fee-below the range	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee	Chair: \$Insert here per day	Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

Section 3 Authorisation and Contact Details

Name: Insert here	Position: Insert here	
Agency: Insert here	Phone: Insert here	Email: Insert here
Signature: Insert here	Date: Insert here	

Send the completed request with the supporting information to: boardremuneration@psc.nsw.gov.au

2

5.2 Examples of entities in Group A

This group covers State-Owned Corporations, Trading Enterprises, Trusts and Public Financial Enterprises.

Some of the entities in Group A include:

- Board of Sydney Water Corporation
- Delta Electricity Board
- Sydney Cricket and Sports Ground Trust
- Taronga Conservation Society Australia Board.

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

e. Financial profile rating

Use the information at 1d for the rating. Select one option per row, in one or more rows as applicable.

Revenue

Highest	<input type="checkbox"/> 6.	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest				
>\$3B	→	\$1B-\$3B	→	\$400M-\$1B	→	\$150-\$400M	→	\$40M-\$150 M	→	< \$40M	

Total assets

Highest	<input type="checkbox"/> 6.	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest				
>\$6B	→	\$2B-\$6B	→	\$800M - \$2B	→	\$300 - \$800M	→	\$80M-\$300 M	→	< \$80M	

Expenditure

Highest	<input type="checkbox"/> 6.	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest				
>\$2.5B	→	\$850M-2.5B	→	\$350M-\$50M	→	\$130M-\$350M	→	\$35M-\$130 M	→	< \$35M	

Financial assets/investments (Applies only to those entities responsible for funds under management)

Highest	<input type="checkbox"/> 6.	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest				
>\$40B	→	\$10B-40B	→	\$2.5B-\$10B	→	\$600M-\$2.5B	→	\$150M-\$600M	→	< \$150M	

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.

f. Characteristics rating

Use the information at 1d. Select one option per row.

Independence from Government

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> High	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Moderate	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Low	Lowest
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Scope of risk

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> High	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Moderate	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Low	Lowest
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Focus

Highest	<input type="checkbox"/> 4.	<input type="checkbox"/> State	→	<input type="checkbox"/> 3.	<input type="checkbox"/> Industry	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Regional	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Local	Lowest
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Qualification for appointment

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> Critical	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Significant	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Moderate	Lowest
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Time commitment of members

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> High	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Moderate	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Low	Lowest
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Independence from Government

Highest

3. High



2. Moderate



1. Low

Lowest

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.

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.

Scope of risk

Highest

3. High



2. Moderate



1. Low

Lowest

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.

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.

Focus

Highest

4. State



3. Industry



2. Regional



1. Local

Lowest

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

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
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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.

The rating definitions are to the left.

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
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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.

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.

e. Financial profile rating						
Use the information at 1d for the rating. Select one option per row, in one or more rows as applicable.						
Revenue						
Highest	6. <input type="checkbox"/>	5. <input checked="" type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/> Lowest
>\$3B	→	\$1B-\$3B	→	\$400M-\$1B	→	\$150-\$400M → \$40M-\$150 M → < \$40M
Total assets						
Highest	6. <input type="checkbox"/>	5. <input type="checkbox"/>	4. <input checked="" type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/> Lowest
>\$6B	→	\$2B-\$6B	→	\$800M - \$2B	→	\$300 - \$800M → \$80M-\$300 M → < \$80M
Expenditure						
Highest	6. <input type="checkbox"/>	5. <input checked="" type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/> Lowest
>\$2.5B	→	\$850M-2.5B	→	\$350M-850M	→	\$130M-350M → \$35M-\$130 M → < \$35M
Financial assets/investments (Applies only to those entities responsible for funds under management)						
Highest	6. <input type="checkbox"/>	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/> Lowest
>\$40B	→	\$10B-40B	→	\$2.5B-\$10B	→	\$600M-\$2.5B → \$150M-\$600M → < \$150M

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.

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

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).

f. Characteristics rating

Use the information at 1d. Select one option per row.

Independence from Government

Highest	3. <input checked="" type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
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Scope of risk

Highest	3. <input type="checkbox"/> High	→	2. <input checked="" type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
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Focus

Highest	4. <input checked="" type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
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Qualification for appointment

Highest	3. <input checked="" type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
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Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input checked="" type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
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Step 3

If Steps 1 & 2 using the financial ratings are not conclusive, then the next step is to apply the other criteria.

The information entered in *Section 1f - Characteristics rating* is used for this assessment

The ratings entered in this section for the sample entity are to the left (highlighted green).

Step 4

Go to the Framework and review the remaining criteria for level A5. The ratings at Step 3 for *Independence from Government* and *Qualification for appointment* best fit A5-ii and the rating for *Focus* best fits A5-v (highlighted green).

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.

A5-ii 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.

A5-iii Boards with critical governance or regulatory functions determined by the Premier and Cabinet to warrant classification at this level.

A5(iv) Entities classified at level 5 are broadly comparable to those at level 6 other than in respect of scale.

A5-v 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.

A5-vi Entities will have primary accountability with respect to strategy and often shared accountability with respect to staff, budget and/or revenue management

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.

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level A6:	The criteria that best apply are:	<input type="checkbox"/> A6-i	<input type="checkbox"/> A6-ii	<input type="checkbox"/> A6-iii	<input type="checkbox"/> A6-iv
<input checked="" type="checkbox"/> Level A5:	The criteria that best apply are:	<input checked="" type="checkbox"/> A5-i	<input checked="" type="checkbox"/> A5-ii	<input type="checkbox"/> A5-iii	<input type="checkbox"/> A5-iv
<input type="checkbox"/> Level A4:	The criteria that best apply are:	<input type="checkbox"/> A4-i	<input type="checkbox"/> A4-ii	<input type="checkbox"/> A4-iii	<input type="checkbox"/> A4-iv
<input type="checkbox"/> Level A3:	The criteria that best apply are:	<input type="checkbox"/> A3-i	<input type="checkbox"/> A3-ii	<input type="checkbox"/> A3-iii	<input type="checkbox"/> A3-iv
<input type="checkbox"/> Level A2:	The criteria that best apply are:	<input type="checkbox"/> A2-i	<input type="checkbox"/> A2-ii	<input type="checkbox"/> A2-iii	
<input type="checkbox"/> Level A1:	The criteria that best apply are:	<input type="checkbox"/> A1-i	<input type="checkbox"/> A1-ii		

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

The financial characteristics for the (Entity Name) are a definite match with the financial indicators for level A5: Revenue is \$2.3 billion; expenditure including annual maintenance and asset replacement is \$1.8 billion. These costs are variable year on year with the inclusion of capital expenditure; Total assets are \$15 billion and staff 3,000. Several other characteristics also support the appropriateness of Level A5. (Entity Name) provides essential services to over 80% of the State's population with principal objectives to protect public health, protect the environment and be a successful business.

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input checked="" type="checkbox"/> Annual fee-within the range:	Chair: \$80,001 per annum	Member: \$50,001 per annum
<input type="checkbox"/> Annual fee-below the range	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee	Chair: \$Insert here per day	Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

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

Group A - Boards of Governance: Primary Entities Boards of State Owned Corporations (SOCs), Trading Enterprises, Trusts and Public Financial Enterprises			
	Criteria for inclusion in each Level	Remuneration Range	
Level	A6	Chairperson	Member
A6-i	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.		
A6-ii	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.		
A6-iii	A key feature of entities at level 6 are 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.	\$110,001 to \$200,00 per annum	\$70,001 to \$100,000 per annum
A6-iv	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.		
Level	A5	Chairperson	Member
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.		
A5-ii	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.		
A5-iii	Boards with critical governance or regulatory functions determined by the Premier and Cabinet to warrant classification at this level.		
A5-iv	Entities classified at level 5 are broadly comparable to those at level 6 other than in respect of scale.	\$80,001 to \$110,000 per annum	\$50,001 to \$70,000 per annum
A5-v	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.		
A5-vi	Entities will have primary accountability with respect to strategy and often shared accountability with respect to staff, budget and/or revenue management		
Level	A4	Chairperson	Member
A4-i	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.		
A4-ii	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.		
A4-iii	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.	\$70,001 to \$80,000 per annum	\$40,001 to \$50,000 per annum
A4-iv	Entities at this level may have a significant degree of influence over the entity's strategy and its implement, the selection and choice of staff of the entity, budget approval and revenue management		
Level	A3	Chairperson	Member
A3-i	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 \$130 million and \$350 million or a combination of these criteria.		
A3-ii	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.		
A3-iii	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.		
A3-iv	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.	\$40,001 to \$70,000 per annum	\$20,001 to \$40,000 per annum
Level	A2	Chairperson	Member
A2-i	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.		
A2-ii	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.		
A2-iii	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.	\$20,001 to \$40,000 per annum	\$10,001 to \$15,000 per annum
Level	A1	Chairperson	Member
A1-i	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.	Up to \$20,000 per annum or daily sitting fee of \$350	Up to \$10,000 per annum or daily sitting fee of \$220
A1-ii	Boards of small and low risk Government businesses/entities.		

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

Ms Emma Hogan
Public Service Commissioner
Public Service Commission
Level 4
255 George 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 Group B – Boards of Governance: Secondary Entities

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.

 Classification and Remuneration Recommendation Request
Group B

1. Entity Details

a. Entity name Insert here	b. Portfolio Insert here
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c. Method of establishment

- Bill: Name is: Insert here
- Legislation: Act and/or Regulation name is: Insert here , section number(s) insert here
- Cabinet approved: Insert the reference number and date

d. Description

Attach information describing the entity's characteristics in terms of its:

• financial profile	• focus
• independence from government	• qualification for appointment
• scope of risk	• time commitment of members

e. Financial profile

Use the information at 1d for the rating. One checkbox per row, in one or more rows as applicable.

Revenue	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest
	\$1B-\$2B	\$400M-\$1B	\$150-\$400M	\$40M-\$150M	< \$40M	

Fixed assets	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest
	\$2B-\$6B	\$800M-\$2B	\$300-\$800M	\$80M-\$300M	< \$80M	

Expenditure	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest
	\$800M-\$2.5B	\$350M-\$800M	\$150M-\$350M	\$50M-\$150M	< \$50M	

Financial assets/investments (Applies only to those entities responsible for funds under management)	5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>	Lowest
	\$10B-\$40B	\$2.5B-\$10B	\$600M-\$2.5B	\$150M-\$600M	< \$150M	

f. Characteristics rating

Select one option per row.

Independence from Government	High <input type="checkbox"/>	Moderate <input type="checkbox"/>	Low <input type="checkbox"/>
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Scope of risk	High <input type="checkbox"/>	Moderate <input type="checkbox"/>	Low <input type="checkbox"/>
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Focus	State <input type="checkbox"/>	Industry <input type="checkbox"/>	Regional <input type="checkbox"/>	Local <input type="checkbox"/>
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Qualification for appointment	Critical <input type="checkbox"/>	Significant <input type="checkbox"/>	Moderate <input type="checkbox"/>
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Time commitment of members	High <input type="checkbox"/>	Moderate <input type="checkbox"/>	Low <input type="checkbox"/>
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 Classification and Remuneration Recommendation Request
Group B

Section 2 Proposed Level and Remuneration

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level B5: The criteria that best apply are:	B5-i <input type="checkbox"/>	B5-ii <input type="checkbox"/>	B5-iii <input type="checkbox"/>	B5-iv <input type="checkbox"/>
<input type="checkbox"/> Level B4: The criteria that best apply are:	B4-i <input type="checkbox"/>	B4-ii <input type="checkbox"/>	B4-iii <input type="checkbox"/>	B4-iv <input type="checkbox"/>
<input type="checkbox"/> Level B3: The criteria that best apply are:	B3-i <input type="checkbox"/>	B3-ii <input type="checkbox"/>	B3-iii <input type="checkbox"/>	
<input type="checkbox"/> Level B2: The criteria that best apply are:	B2-i <input type="checkbox"/>	B2-ii <input type="checkbox"/>	B2-iii <input type="checkbox"/>	B2-iv <input type="checkbox"/>
<input type="checkbox"/> Level B1: The criteria that best apply are:	B1-i <input type="checkbox"/>	B1-ii <input type="checkbox"/>	B1-iii <input type="checkbox"/>	B1-iv <input type="checkbox"/>

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

Start here

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input type="checkbox"/> Annual fee-within the range:	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Annual fee-below the range:	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee:	Chair: \$Insert here per day.	Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

Section 3 Authorisation and Contact Details

Name	Position	
Insert here	Insert here	
Agency	Phone	Email
Insert here	Insert here	Insert here
Signature	Date	
Insert here	Insert here	

Send the completed request with the supporting information to:
boardremuneration@psc.nsw.gov.au

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:

- Local Board of Local Land Services – Various
- Mine Subsidence Board
- Justice Health and Forensic Mental Health Network Board
- South Eastern Sydney Local Health District
- The Sydney Children's Hospital Network (Randwick and Westmead) Board
- Barangaroo Delivery Authority Board
- Board of the Cemeteries and Crematoria NSW
- State Insurance Regulatory Authority 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

e. Financial profile

Use the information at 1d for the rating. One checkbox per row, in one or more rows as applicable.

Revenue

Highest	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest
	\$1B-\$3B	→ \$400M-\$1B	→ \$150-\$400M	→ \$40M-\$150 M	→ < \$40M	

Fixed assets

Highest	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest
	\$2B-\$6B	→ \$800M - \$2B	→ \$300 - \$800M	→ \$80M-\$300 M	→ < \$80M	

Expenditure

Highest	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest
	\$850M-2.5B	→ \$350M-850M	→ \$130M-350M	→ \$35M-\$130 M	→ < \$35M	

Financial assets/investments (Applies only to those entities responsible for funds under management)

Highest	<input type="checkbox"/> 5.	<input type="checkbox"/> 4.	<input type="checkbox"/> 3.	<input type="checkbox"/> 2.	<input type="checkbox"/> 1.	Lowest
	\$10B-40B	→ \$2.5B-\$10B	→ \$600M-\$2.5B	→ \$150M-\$600M	→ < \$150M	

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.

f. Characteristics rating

Select one option per row.

Independence from Government

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> High	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Moderate	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Low	Lowest
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Scope of risk

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> High	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Moderate	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Low	Lowest
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Focus

Highest	<input type="checkbox"/> 4.	<input type="checkbox"/> State	→	<input type="checkbox"/> 3.	<input type="checkbox"/> Industry	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Regional	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Local	Lowest
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Qualification for appointment

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> Critical	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Significant	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Moderate	Lowest
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Time commitment of members

Highest	<input type="checkbox"/> 3.	<input type="checkbox"/> High	→	<input type="checkbox"/> 2.	<input type="checkbox"/> Moderate	→	<input type="checkbox"/> 1.	<input type="checkbox"/> Low	Lowest
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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.

Independence from Government

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
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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.

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.

Scope of risk

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
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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.

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.

Focus

Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
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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

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
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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.

The ratings definitions are to the left.

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
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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.

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.

e. Financial profile					
Use the information at 1d for the rating. One checkbox per row, in one or more rows as applicable.					
Revenue					
Highest	5. <input type="checkbox"/> \$1B-\$3B	4. <input checked="" type="checkbox"/> \$400M-\$1B	3. <input type="checkbox"/> \$150-\$400M	2. <input type="checkbox"/> \$40M-\$150 M	1. <input type="checkbox"/> < \$40M
	→	→	→	→	→ Lowest
Total assets					
Highest	5. <input type="checkbox"/> \$2B-\$6B	4. <input checked="" type="checkbox"/> \$800M - \$2B	3. <input type="checkbox"/> \$300 - \$800M	2. <input type="checkbox"/> \$80M-\$300 M	1. <input type="checkbox"/> < \$80M
	→	→	→	→	→ Lowest
Expenditure					
Highest	5. <input checked="" type="checkbox"/> \$850M-2.5B	4. <input type="checkbox"/> \$350M-\$350M	3. <input type="checkbox"/> \$130M-350M	2. <input type="checkbox"/> \$35M-\$130 M	1. <input type="checkbox"/> < \$35M
	→	→	→	→	→ Lowest
Financial assets/investments (Applies only to those entities responsible for funds under management)					
Highest	5. <input type="checkbox"/> \$10B-40B	4. <input type="checkbox"/> \$2.5B-\$10B	3. <input type="checkbox"/> \$600M-\$2.5B	2. <input type="checkbox"/> \$150M-\$600M	1. <input type="checkbox"/> < \$150M
	→	→	→	→	→ Lowest

B4-i Boards of management 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.

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 B4-i but Total assets fit within B3-i, the agency would select B4-i as it contains the most matching indicators.

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).

f. Characteristics rating

Select one option per row.

Independence from Government

Highest	3. <input checked="" type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	---	---	--------------------------------------	---	---------------------------------	--------

Scope of risk

Highest	3. <input type="checkbox"/> High	→	2. <input checked="" type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	----------------------------------	---	---	---	---------------------------------	--------

Focus

Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input checked="" type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
---------	-----------------------------------	---	--------------------------------------	---	---	---	-----------------------------------	--------

Qualification for appointment

Highest	3. <input checked="" type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
---------	---	---	---	---	--------------------------------------	--------

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input checked="" type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	----------------------------------	---	---	---	---------------------------------	--------

Step 3

If Step 1 & 2 using the financial ratings are not conclusive, then the next step is to apply the other criteria.

The information entered in *Section 1f - Characteristics* are used for this assessment.

The ratings entered in this section for the same sample entity are to the left (highlighted green).

B4-i Boards of management 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.

B4-ii Advisory boards providing key strategic advice to Government on issues of the highest importance to the state working with multiple stakeholders.

B4-iii 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.

B4-iv 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.

Step 4

Go to the Framework and review the remaining criteria for level B4. The ratings at Step 3 for *Independence from Government* and *Qualification for appointment* best fit B4-ii and the rating for *Focus* best fits B4-iv (highlighted green).

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.

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level B5:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> B5-i	<input type="checkbox"/> B5-ii	<input type="checkbox"/> B5-iii	<input type="checkbox"/> B5-iv
<input checked="" type="checkbox"/> Level B4:	<i>The criteria that best apply are:</i>	<input checked="" type="checkbox"/> B4-i	<input type="checkbox"/> B4-ii	<input type="checkbox"/> B4-iii	<input checked="" type="checkbox"/> B4-iv
<input type="checkbox"/> Level B3:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> B3-i	<input type="checkbox"/> B3-ii	<input type="checkbox"/> B3-iii	
<input type="checkbox"/> Level B2:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> B2-i	<input type="checkbox"/> B2-ii	<input type="checkbox"/> B2-iii	<input type="checkbox"/> B2-iv
<input type="checkbox"/> Level B1:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> B1-i	<input type="checkbox"/> B1-ii	<input type="checkbox"/> B1-iii	<input type="checkbox"/> B1-iv

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

The financial characteristics for the (Entity Name) are a definite match with the financial indicators for level B4: Revenue is \$650 million; expenditure \$2.4 billion; Total assets \$2 billion and Staff 8,500. Several other characteristics also support the appropriateness of Level B4. (Entity Name) serves 1,330,000 people across seven local government areas from (location 1) to (location 2), including both rural and suburban communities. (Entity Name) is a key provider of regional health services requiring highly focussed management of diverse stakeholders.

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input checked="" type="checkbox"/> Annual fee-within the range:	Chair: \$60,001 per annum	Member: \$35,001 per annum
<input type="checkbox"/> Annual fee-below the range	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee	Chair: \$Insert here per day.	Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

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

Group B – Boards of Governance: Secondary Entity Boards of Management Authorities and Non-SOC PTEs				
Level		Criteria for inclusion in each Level	Remuneration Range!	
Level	B5		Chairperson	Member
B5-i		Boards 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.		
B5-ii		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.	\$80,001 to \$130,000 per annum	\$50,001 to \$80,000 per annum
B5-iii		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.		
B5-iv		Entities will have primary accountability with respect to strategy and may have shared accountability with respect to staff, budget and/or revenue management		
Level	B4		Chairperson	Member
B4-i		Boards of management overseeing revenue of \$400 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.		
B4-ii		Advisory boards providing key strategic advice to Government on issues of the highest importance to the state working with multiple stakeholders.		
B4-iii		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.	\$60,001 to \$80,000 per annum	\$35,001 to \$50,000 per annum
B4-iv		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.		
Level	B3		Chairperson	Member
B3-i		Boards of Management 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 \$130 million and \$350 million or a combination of these criteria.		
B3-ii		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.	\$35,001 to \$60,000 per annum	\$20,001 to \$35,000 per annum
B3-iii		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.		
Level	B2		Chairperson	Member
B2-i		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 \$35 and \$130 million or a combination of these criteria.		
B2-ii		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.		
B2-iii		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.		
B2-iv		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.	\$12,501 to \$35,000 per annum	\$7,501 to \$20,000 per annum
B2-v		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.		
Level	B1		Chairperson	Member
B1-i		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.		
B1-ii		Advisory Boards providing advice to Government on issues impacting a segment of the state's economy or social policy		
B1-iii		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.		
B1-iv		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 stakeholder.	Up to \$12,500 per annum or daily sitting fee of \$350	Up to \$7,500 per annum or daily sitting fee of \$220.

Appendix 6-ii Sample covering letter for Group B – Boards of Governance: Secondary Entities

Ms Emma Hogan
Public Service Commissioner
Public Service Commission
Level 4
255 George 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.

 **Classification and Remuneration Recommendation Request
Group C**

Section 1 Entity Details

a. Entity name
Insert here

b. Portfolio
Insert here

c. Method of Establishment

Bill: Name is: Insert here
 Legislation: Act and/or Regulation name is: Insert here , section number(s) Insert here
 Cabinet approval: Insert the reference number and date

d. Description

Attach information describing the entity's characteristics in terms of its:

• accountability	• qualification for appointment
• focus	• time commitment of members

e. Characteristics rating

Use the information at 1d. Select one option per row.

Focus	1. State	2. Industry	3. Regional	4. Local	5. Other
Highest	<input type="checkbox"/>				
Qualification for appointment	3. Critical	2. Significant	1. Moderate	0. Low	Lowest
Time commitment of members	3. High	2. Moderate	1. Low	0. Other	Lowest

 **Classification and Remuneration Recommendation Request
Group C**

Section 2 Proposed Level and Remuneration

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level C6: The criteria that best apply are:	<input type="checkbox"/> C6-i	<input type="checkbox"/> C6-ii				
<input type="checkbox"/> Level C5: The criteria that best apply are:	<input type="checkbox"/> C5-i	<input type="checkbox"/> C5-ii	<input type="checkbox"/> C5-iii			
<input type="checkbox"/> Level C4: The criteria that best apply are:	<input type="checkbox"/> C4-i	<input type="checkbox"/> C4-ii	<input type="checkbox"/> C4-iii	<input type="checkbox"/> C4-iv		
<input type="checkbox"/> Level C3: The criteria that best apply are:	<input type="checkbox"/> C3-i	<input type="checkbox"/> C3-ii	<input type="checkbox"/> C3-iii	<input type="checkbox"/> C3-iv	<input type="checkbox"/> C3-v	<input type="checkbox"/> C3-vi
<input type="checkbox"/> Level C2: The criteria that best apply are:	<input type="checkbox"/> C2-i	<input type="checkbox"/> C2-ii	<input type="checkbox"/> C2-iii	<input type="checkbox"/> C2-iv	<input type="checkbox"/> C2-v	
<input type="checkbox"/> Level C1: The criteria that best apply are:	<input type="checkbox"/> C1-i	<input type="checkbox"/> C1-ii	<input type="checkbox"/> C1-iii	<input type="checkbox"/> C1-iv	<input type="checkbox"/> C1-v	

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

Start here

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input type="checkbox"/> Annual fee-within the range:	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Annual fee-below the range:	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee:	Chair: \$Insert here per day	Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

Section 3 Authorisation and Contact Details

Name	Position	
Insert here	Insert here	
Agency	Phone	Email
Insert here	Insert here	Insert here
Signature	Date	
Insert here	Insert here	

Send the completed request with the supporting information to:
boardremuneration@psc.nsw.gov.au

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
- Ministerial Advisory Group on Literacy and Numeracy
- National Parks and Wildlife Advisory Council

- TAFE Commission Board
- Biofuels Expert Panel
- NSW Innovation and Productivity Council
- State Emergency Management Committee
- Fair Trading Advisory Council
- Board of 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

e. Characteristics rating

Use the information at 1d. Select one option per row.

Focus

Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
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Qualification for appointment

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
---------	--------------------------------------	---	---	---	--------------------------------------	--------

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	----------------------------------	---	--------------------------------------	---	---------------------------------	--------

Section 1e – 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

Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
---------	-----------------------------------	---	--------------------------------------	---	--------------------------------------	---	-----------------------------------	--------

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

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
---------	--------------------------------------	---	---	---	--------------------------------------	--------

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

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	----------------------------------	---	--------------------------------------	---	---------------------------------	--------

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.

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.

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

e. Characteristics rating

Use the information at 1d. Select one option per row.

Focus

Highest	4. <input checked="" type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
---------	--	---	--------------------------------------	---	--------------------------------------	---	-----------------------------------	--------

Qualification for appointment

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input checked="" type="checkbox"/> Moderate	Lowest
---------	--------------------------------------	---	---	---	---	--------

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input checked="" type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	----------------------------------	---	---	---	---------------------------------	--------

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.

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*

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.

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level C6:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> C6-i	<input type="checkbox"/> C6-ii				
<input type="checkbox"/> Level C5:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> C5-i	<input type="checkbox"/> C5-ii	<input type="checkbox"/> C5-iii			
<input type="checkbox"/> Level C4:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> C4-i	<input type="checkbox"/> C4-ii	<input type="checkbox"/> C4-iii	<input type="checkbox"/> C4-iv		
<input checked="" type="checkbox"/> Level C3:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> C3-i	<input type="checkbox"/> C3-ii	<input type="checkbox"/> C3-iii	<input checked="" type="checkbox"/> C3-iv	<input type="checkbox"/> C3-v	<input checked="" type="checkbox"/> C3-vi
<input type="checkbox"/> Level C2:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> C2-i	<input type="checkbox"/> C2-ii	<input type="checkbox"/> C2-iii	<input type="checkbox"/> C2-iv		
<input type="checkbox"/> Level C1:	<i>The criteria that best apply are:</i>	<input type="checkbox"/> C1-i	<input type="checkbox"/> C1-ii	<input type="checkbox"/> C1-iii	<input type="checkbox"/> C1-iv	<input type="checkbox"/> C1-v	

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

The (Entity Name) is the official advisory body to the State Government in a key area of social welfare. The (Entity Name) also provides advice to the Commonwealth on the effect of national policy at a State level and also consults and cooperates with the national social body and other similar bodies. These characteristics best fit with criteria C3-iv and C3-vi.

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input checked="" type="checkbox"/> Annual fee-within the range:	Chair: \$25,000 per annum	Member: \$10,000 per annum
<input type="checkbox"/> Annual fee-below the range	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee	Chair: \$Insert here per day	Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

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				
Group Criteria: Ministerial Councils, Ministerial Boards of Advice and Management Advisory Entities				
		Criteria for Inclusion in this Level	Remuneration Range	
Level	C6		Chairperson	Member
C6-i	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.	\$70,001 to \$80,000 per annum	\$35,000 to \$45,000 per annum	
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 opportunities and in attracting investment partners			
Level	C5		Chairperson	Member
C5-i	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-ii	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	\$60,001 to \$70,000 per annum	\$30,000 to \$40,000 per annum	
C5-iii	Committees which provide advice to Minister(s) or Government Agencies which is multi-dimensional in character with a long term impact on the State's capacity to meet its key portfolio needs.			
Level	C4		Chairperson	Member
C4-i	Committees which advise Government on matters influencing more than 10% of the State's population, its economy or Government expenditures.			
C4-ii	Committees which have significant engagement with an influential community group or industry of importance to the state with national implications including Commonwealth funding.			
C4-iii	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.	\$50,001 to \$60,000 per annum	\$25,001 to \$35,000 per annum	
C4-iv	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.			
Level	C3		Chairperson	Member
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.	\$25,000 to \$50,000 per annum	\$10,000 to \$25,000 per annum	
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.			
Level	C2		Chairperson	Member
C2-i	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 resources or policy development			
C2-ii	Committees which support a Minister or Agency in monitoring or reviewing a regional Government service or advise on the adequacy of statutory provisions which impact on a region's welfare.			
C2-iii	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.	Up to \$10,000 per annum	Up to \$5,000 per annum	
C2-iv	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.			
Level	C1		Chairperson	Member
C1-i	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 assets at a local level.			
C1-ii	Committees which provide advice at local or community level on the application of regulations, including Government support for the benefit of a local community			
C1-iii	Committees which provide policy and/or operational advice of a limited focus within a Minister's portfolio or Agency's operations relevant to a local community.	Daily sitting fee of \$350 (50% for half day)	Daily sitting fee of \$220 (50% for half day)	
C1-iv	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.			
C1-v	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			

Appendix 7-ii Sample covering letter for Group C – Advisory Boards, Councils and Committees

Ms Emma Hogan
Public Service Commissioner
Public Service Commission
Level 4
255 George 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.

**Classification and Remuneration Recommendation Request
Group D**

Section 1 Entity Details

a. Entity name
Insert here

b. Portfolio
Insert here

c. Method of establishment

Bill: Name is: Insert here
 Legislation: Act and/or Regulation name is: Insert here , section number(s) Insert here
 Cabinet approval: Insert the reference number and date

d. Description
Attach information describing the entity's characteristics in terms of its:

<input type="checkbox"/> power exercised	<input type="checkbox"/> qualification for appointment
<input type="checkbox"/> focus	<input type="checkbox"/> time commitment of members

e. Characteristics rating
Use the information at 1d. Select one option per row.

Power exercised
Highest | 4. Determinative & adjudicative → 3. Appellable → 2. Investigative/ review → 1. Monitoring | Lowest

Focus
Highest | 4. State → 3. Industry → 2. Regional → 1. Local | Lowest

Qualification for appointment
Highest | 3. Critical → 2. Significant → 1. Moderate | Lowest

Time commitment of members
Highest | 3. High → 2. Moderate → 1. Low | Lowest

**Classification and Remuneration Recommendation Request
Group D**

Section 2 Proposed Level and Remuneration

a. Proposed level
Select only one level, and select one or more of its criteria that best apply.

Level D5: The criteria that best apply are: D5-i D5-ii D5-iii D5-iv D5-v D5-vi D5-vii
 Level D4: The criteria that best apply are: D4-i D4-ii D4-iii D4-iv D4-v D4-vi
 Level D3: The criteria that best apply are: D3-i D3-ii D3-iii D3-iv
 Level D2: The criteria that best apply are: D2-i D2-ii D2-iii D2-iv D2-v D2-vi D2-vii
 Level D1: The criteria that best apply are: D1-i D1-ii D1-iii

b. Supporting comments for the proposed level
Insert comments to support the proposed level selected at 2a.
Start here

c. Proposed remuneration
Select one option only and insert the \$ amount if applicable.

Annual fee-within the range: Chair: \$Insert here per annum Member: \$Insert here per annum
 Annual fee-below the range: Chair: \$Insert here per annum. Member: \$Insert here per annum
 Standard daily sitting fee: Chair: \$Insert here per day. Member: \$Insert here per day
Legal Member: \$Insert here per day
 Unpaid: No fees applicable

Section 3 Authorisation and Contact Details

Name Insert here	Position Insert here
Agency Insert here	Phone Insert here
Signature Insert here	Date Insert here

Send the completed request with the supporting information to:
boardremuneration@psc.nsw.gov.au

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:

- Civil and Administrative Tribunal of NSW
- Physiotherapy Council of NSW
- State Parole Authority
- Independent Pricing and Regulatory Tribunal
- Hunter and Central Coast Joint Regional Planning Panel
- 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

e. Characteristics rating

Use the information at 1d. Select one option per row.

Power exercised

Highest	4. <input type="checkbox"/> Determinative & adjudicative	→	3. <input type="checkbox"/> Appealable	→	2. <input type="checkbox"/> Investigative/ review	→	1. <input type="checkbox"/> Monitoring	Lowest
---------	--	---	--	---	---	---	--	--------

Focus

Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
---------	-----------------------------------	---	--------------------------------------	---	--------------------------------------	---	-----------------------------------	--------

Qualification for appointment

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
---------	--------------------------------------	---	---	---	--------------------------------------	--------

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	----------------------------------	---	--------------------------------------	---	---------------------------------	--------

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

Highest	4. <input type="checkbox"/> Determinative & adjudicative	→	3. <input type="checkbox"/> Appealable	→	2. <input type="checkbox"/> Investigative/review	→	1. <input type="checkbox"/> Monitoring	Lowest
---------	--	---	--	---	--	---	--	--------

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

Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
---------	-----------------------------------	---	--------------------------------------	---	--------------------------------------	---	-----------------------------------	--------

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

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
---------	--------------------------------------	---	---	---	--------------------------------------	--------

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.

The ratings definitions are to the left

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	----------------------------------	---	--------------------------------------	---	---------------------------------	--------

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.

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

e. Characteristics rating

Use the information at 1d. Select one option per row.

Power exercised

Highest	4. <input type="checkbox"/> Determinative & adjudicative	3. <input type="checkbox"/> Appealable	→	2. <input checked="" type="checkbox"/> Investigative/review	→	1. <input type="checkbox"/> Monitoring	Lowest
---------	--	--	---	---	---	--	--------

Focus

Highest	4. <input type="checkbox"/> State	→	3. <input checked="" type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
---------	-----------------------------------	---	---	---	--------------------------------------	---	-----------------------------------	--------

Qualification for appointment

Highest	3. <input type="checkbox"/> Critical	→	2. <input checked="" type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
---------	--------------------------------------	---	--	---	--------------------------------------	--------

Time commitment of members

Highest	3. <input checked="" type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest
---------	---	---	--------------------------------------	---	---------------------------------	--------

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 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).

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level D5: The criteria that best apply are:	<input type="checkbox"/> D5-i	<input type="checkbox"/> D5-ii	<input type="checkbox"/> D5-iii	<input type="checkbox"/> D5-iv	<input type="checkbox"/> D5-v	<input type="checkbox"/> D5-vi	<input type="checkbox"/> D5-vii
<input type="checkbox"/> Level D4: The criteria that best apply are:	<input type="checkbox"/> D4-i	<input type="checkbox"/> D4-ii	<input type="checkbox"/> D4-iii	<input type="checkbox"/> D4-iv	<input type="checkbox"/> D4-v	<input type="checkbox"/> D4-vi	
<input type="checkbox"/> Level D3: The criteria that best apply are:	<input type="checkbox"/> D3-i	<input type="checkbox"/> D3-ii	<input type="checkbox"/> D3-iii	<input type="checkbox"/> D3-iv			
<input checked="" type="checkbox"/> Level D2: The criteria that best apply are:	<input type="checkbox"/> D2-i	<input checked="" type="checkbox"/> D2-ii	<input type="checkbox"/> D2-iii	<input type="checkbox"/> D2-iv	<input type="checkbox"/> D2-v	<input type="checkbox"/> D2-vi	<input type="checkbox"/> D2-vii
<input type="checkbox"/> Level D1: The criteria that best apply are:	<input type="checkbox"/> D1-i	<input type="checkbox"/> D1-ii	<input type="checkbox"/> D1-iii				

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

The (Entity Name) deals with appeals and complaints of professional misconducts by (name of allied health professional) eg hearing an appeal against the cancellation of registration by another body. The (Entity Name) hears matter in an informal manner and may also conduct inquiries into complaints referred by another body. These characteristics best fit with D2-ii.

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input checked="" type="checkbox"/> Annual fee-within the range:	Chair: \$20,000 per annum	Member: \$10,000 per annum
<input type="checkbox"/> Annual fee-below the range	Chair: \$Insert here per annum.	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee	Chair: \$Insert here per day.	Member: \$Insert here per day
		Legal Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

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			
Tribunal, Independent Commission, Quasi-Judicial Body or Authority			
Criteria for inclusion in each Level		Remuneration Range	
Level		Chairperson	Member
	D5		
D5-i	D5-i Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise determinative and adjudicative powers.		
D5-ii	D5-ii Boards, Commissions, Tribunals Regulators or Quasi-Judicial bodies which exercise regulatory, investigative, or review powers with substantial influence on whole of Government policy.	Annual fee of up to \$25,000	
D5-iii	D5-iii Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which conduct legally based appeal or dispute resolution activities.	Annual fees determined by SOORT or Premier	or
D5-iv	D5-iv Boards, Commissions, Tribunals Regulators or Quasi-Judicial bodies which exercise investigative, review or decision-making powers exercised by a tribunal or legally constituted body.	Daily fee up to acting judicial rates for legal/professional Members	
D5-v	D5-v Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence across a number of industries influencing both the community, government policy and investment decisions.	Daily sitting fee up \$2,000	
D5-vi	D5-vi Boards with critical governance or regulatory functions determined by the Premier and Cabinet to warrant classification at this level.	Daily fee up to legal/professional Members or up to \$1,000 for other Members	
D5-vii	D5-vii 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.		
Level	D4	Chairperson	Member
D4-i	D4-i Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which regulate health or other standards of fundamental importance in protecting the community.		
D4-ii	D4-ii Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which manage, or provide advice on the regulation of core aspects of key resources essential to the continued welfare and/or prosperity of the state.	\$30,001 to \$70,000 per annum	\$20,001 to \$50,000 per annum
D4-iii	D4-iii Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise quasi-judicial powers: - in an appellate jurisdiction; or - in the resolution of disputes between private parties; or - involving the review of decisions of another body		or
D4-iv	D4-iv Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory, investigative or review powers which influence aspects of Government policy.	Daily fee of up to \$1,700	Daily fee up to acting judicial rates for legal Members or up to \$1,000 for other Members
D4-v	D4-v Boards of statutory authorities with governing or regulatory functions which have a state-wide impact and a broad focus.		
D4-vi	D4-vi Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise regulatory powers with substantial influence on a particular industry.		
Level	D3	Chairperson	Member
D3-i	D3-i Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which exercise primary regulatory powers on a particular industry.	\$20,001 to \$60,000 per annum	Up to \$20,000 per annum
D3-ii	D3-ii Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which oversight non-legal appeal or dispute resolution activities.		or
D3-iii	D3-iii Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which regulate standards of fundamental importance in protecting the community or provide advice on the regulation of a key resource essential to the continued prosperity of a core state activity or operation.	Daily fee of up to \$1,700	Daily fee up to acting judicial rates for legal Members or up to \$1,000 per for other Members
D3-iv	D3-iv Boards of statutory authorities with governing or regulatory functions which have a state-wide impact and a broad focus.		
Level	D2	Chairperson	Member
D2-i	D2-i Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which monitor and review the operations of government policy or support, or advise on the adequacy of the statutory provisions which govern their conduct.		
D2-ii	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.	Up to \$20,000 per annum	Up to \$10,000 per annum
D2-iii	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.		or
D2-iv	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.	Daily fee up to acting judicial rates for legal Members or up to \$1,000 for other Members	Daily fee up to acting judicial rates for legal Members or up to \$500 for other Members
D2-v	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	D2-vi Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which investigate and review powers with influence on a specific aspect of Government policy or a particular industry.		
D2-vii	D2-vii Boards of statutory authorities with governing or regulatory functions which have a state-wide impact but with a limited focus.		
Level	D1	Chairperson	Member
D1-i	D1-i Boards, Commissions, Tribunals, Regulators or Quasi-Judicial bodies which provide management advice or direction for singular activities aligned to the provision of essential public services.		
D1-ii	D1-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.	Fees to be determined	Panel Members: up to \$600 per day
D1-iii	D1-iii Boards, Tribunals Regulators, or Quasi-Judicial bodies which exercise regulatory powers with influence closely defined workplace activities.		

Appendix 8-ii Sample covering letter for Group D – Tribunals, Regulators, Selective Authorities and Quasi-Judicial Bodies

Ms Emma Hogan
Public Service Commissioner
Public Service Commission
Level 4
255 George 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: [\$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

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.

 **Classification and Remuneration Recommendation Request
Group E**

1. Entity Details

a. Entity name b. Portfolio

c. Method of establishment

Bill: Name is:
 Legislation: Act and/or Regulation name is:
 Cabinet approval

d. Description

Attach information describing the entity's characteristics in terms of its:

• role • qualification for appointment
• focus • time commitment of members

e. Characteristics rating

Use the information at 1d. Select one option per row.

Role

5. <input type="checkbox"/> Registration	4. <input type="checkbox"/> Licensing	3. <input type="checkbox"/> Accreditation	2. <input type="checkbox"/> Standard Setting	1. <input type="checkbox"/> Advice
--	---------------------------------------	---	--	------------------------------------

Focus

Highest	4. <input type="checkbox"/> State	–	3. <input type="checkbox"/> Industry	–	2. <input type="checkbox"/> Regional	–	1. <input type="checkbox"/> Local	Lowest
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Qualification for appointment

Highest	3. <input type="checkbox"/> Critical	–	2. <input type="checkbox"/> Significant	–	1. <input type="checkbox"/> Moderate	Lowest
---------	--------------------------------------	---	---	---	--------------------------------------	--------

Time commitment of members

Highest	3. <input type="checkbox"/> High	–	2. <input type="checkbox"/> Moderate	–	1. <input type="checkbox"/> Low	Lowest
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1

 **Classification and Remuneration Recommendation Request
Group E**

Section 2 Proposed Level and Remuneration

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input type="checkbox"/> Level E4: <i>The criteria that best apply are:</i>	<input type="checkbox"/> E4-i	<input type="checkbox"/> E4-ii	<input type="checkbox"/> E4-iii		
<input type="checkbox"/> Level E3: <i>The criteria that best apply are:</i>	<input type="checkbox"/> E3-i	<input type="checkbox"/> E3-ii	<input type="checkbox"/> E3-iii		
<input type="checkbox"/> Level E2: <i>The criteria that best apply are:</i>	<input type="checkbox"/> E2-i	<input type="checkbox"/> E2-ii	<input type="checkbox"/> E2-iii	<input type="checkbox"/> E2-iv	<input type="checkbox"/> E2-v
<input type="checkbox"/> Level E1: <i>The criteria that best apply are:</i>	<input type="checkbox"/> E1-i	<input type="checkbox"/> E1-ii	<input type="checkbox"/> E1-iii		

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

Start here

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input type="checkbox"/> Annual fee-within the range: Chair: \$ <input type="text" value="Insert here"/> per annum Member: \$ <input type="text" value="Insert here"/> per annum
<input type="checkbox"/> Annual fee-below the range Chair: \$ <input type="text" value="Insert here"/> per annum Member: \$ <input type="text" value="Insert here"/> per annum
<input type="checkbox"/> Standard daily sitting fee Chair: \$ <input type="text" value="Insert here"/> per day Member: \$ <input type="text" value="Insert here"/> per day
<input type="checkbox"/> Unpaid: No fees applicable

Section 3 Authorisation and Contact Details

Name	Position	
<input type="text" value="Insert here"/>	<input type="text" value="Insert here"/>	
Agency	Phone	Email
<input type="text" value="Insert here"/>	<input type="text" value="Insert here"/>	<input type="text" value="Insert here"/>
Signature	Date	
<input type="text" value="Insert here"/>	<input type="text" value="Insert here"/>	

Send the completed request with the supporting information to:
boardremuneration@psc.nsw.gov.au

2

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:

- Mining Competence Board
- Dams Safety Committee
- Professional Standards Council
- Building Professionals Board
- Environment Protection Authority Board
- Combat Sports Authority of New South Wales

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

e. Characteristics rating Use the information at 1d. Select one option per row.								
Role								
5. <input type="checkbox"/> Registration	4. <input type="checkbox"/> Licensing	3. <input type="checkbox"/> Accreditation	2. <input type="checkbox"/> Standard Setting	1. <input type="checkbox"/> Advice				
Focus								
Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest
Qualification for appointment								
Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest		
Time commitment of members								
Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> Low	Lowest		

Section 1e – Characteristics

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					
5. <input type="checkbox"/> Registration	4. <input type="checkbox"/> Licensing	3. <input type="checkbox"/> Accreditation	2. <input type="checkbox"/> Standard Setting	1. <input type="checkbox"/> Advice	

Role

This reflects the entity's primary purpose.

Focus								
Highest	4. <input type="checkbox"/> State	→	3. <input type="checkbox"/> Industry	→	2. <input type="checkbox"/> Regional	→	1. <input type="checkbox"/> Local	Lowest

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

Highest	3. <input type="checkbox"/> Critical	→	2. <input type="checkbox"/> Significant	→	1. <input type="checkbox"/> Moderate	Lowest
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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.

The ratings definitions are to the left.

Time commitment of members

Highest	3. <input type="checkbox"/> High	→	2. <input type="checkbox"/> Moderate	→	1. <input type="checkbox"/> low	Lowest
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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.

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.

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

e. Characteristics rating				
Use the information at 1d. Select one option per row.				
Role				
5. <input type="checkbox"/> Registration	4. <input type="checkbox"/> Licensing	3. <input checked="" type="checkbox"/> Accreditation	2. <input type="checkbox"/> Standard Setting	1. <input type="checkbox"/> Advice
Focus				
Highest	4. <input type="checkbox"/> State	→	3. <input checked="" type="checkbox"/> Industry	→
			2. <input type="checkbox"/> Regional	→ 1. <input type="checkbox"/> Local Lowest
Qualification for appointment				
Highest	3. <input type="checkbox"/> Critical	→	2. <input checked="" type="checkbox"/> Significant	→ 1. <input type="checkbox"/> Moderate Lowest
Time commitment of members				
Highest	3. <input type="checkbox"/> High	→	2. <input checked="" type="checkbox"/> Moderate	→ 1. <input type="checkbox"/> Low Lowest

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).

E4-i Boards and Committees which set educational and other standards for the registration of professional practitioners and deal with serious complaints concerning unprofessional conduct.

E4-ii Boards and Committees which exercise investigative or review powers which influence aspects of Government policy with respect to registration, licensing and accreditation.

E4-iii 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.

Step 2

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

The ratings at Step 1 for *Role* and *Focus* best fit E4-iii (highlighted green).

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.

a. Proposed level

Select only one level, and select one or more of its criteria that best apply.

<input checked="" type="checkbox"/> Level E4:	The criteria that best apply are:	<input type="checkbox"/> E4-i	<input type="checkbox"/> E4-ii	<input checked="" type="checkbox"/> E4-iii
<input type="checkbox"/> Level E3:	The criteria that best apply are:	<input type="checkbox"/> E3-i	<input type="checkbox"/> E3-ii	<input type="checkbox"/> E3-iii
<input type="checkbox"/> Level E2:	The criteria that best apply are:	<input type="checkbox"/> E2-i	<input type="checkbox"/> E2-ii	<input type="checkbox"/> E2-iii
<input type="checkbox"/> Level E1:	The criteria that best apply are:	<input type="checkbox"/> E1-i	<input type="checkbox"/> E1-ii	<input type="checkbox"/> E1-iii

b. Supporting comments for the proposed level

Insert comments to support the proposed level selected at 2a.

The (Entity Name) has a key influence on the building industry through regulating and educating building and subdivision certifiers through independent and rigorous accreditation and audit processes. Criteria E4-iii is the best fit.

c. Proposed remuneration

Select one option only and insert the \$ amount if applicable.

<input checked="" type="checkbox"/> Annual fee-within the range:	Chair: \$50,001 per annum	Member: \$20,001 per annum
<input type="checkbox"/> Annual fee-below the range	Chair: \$Insert here per annum	Member: \$Insert here per annum
<input type="checkbox"/> Standard daily sitting fee	Chair: \$Insert here per day	Member: \$Insert here per day
<input type="checkbox"/> Unpaid: No fees applicable		

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).

Appendix 9-i Framework details for Group E – Registration, Licensing and Accreditation Entities

Group E – Registration, Licensing and Accreditation Entities Independent Registration, Licensing, Accreditation, Regulatory and Advisory Bodies				
	Criteria for inclusion in each Level	Remuneration Range		
Level	E4	Chairperson	Member	
E4-i	Boards and Committees which set educational and other standards for the registration of professional practitioners and deal with serious complaints concerning unprofessional conduct.			
E4-ii	Boards and Committees which exercise investigative or review powers which influence aspects of Government policy with respect to registration, licensing and accreditation.	\$50,001 to \$85,000 per annum	\$20,001 to \$55,000 per annum	
E4-iii	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.			
Level	E3	Chairperson	Member	
E3-i	Boards and Committees which assume registration or licensing responsibilities for businesses, key industry trades or technical services.			
E3-ii	Boards and Committees which determine key industry registration, licensing and accreditation and deal with complaints concerning unprofessional conduct.	\$20,001 to \$50,000 per annum	\$10,001 to \$20,000 per annum	
E3-iii	Boards and Committees which provide advice on a key resource essential to the continued prosperity of a core government activity or operation.			
Level	E2	Chairperson	Member	
E2-i	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.			
E2-ii	Boards and Committees which license persons or organisations providing services and/or commodities to the public.			
E2-iii	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.	\$10,001 to \$20,000 per annum	\$5,001 to \$10,000 per annum	
E2-iv	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.			
E2-v	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.			
Level	E1	Chairperson	Member	
E1-i	Boards and Committees which provide registration, licensing and accreditation advice addressing non-core public services.	Daily sitting fee of \$350 (50% discount for half day)	Daily sitting free of \$220 (50% discount for half day)	
E1-ii	Boards and Committees which provide advice on regulation, accreditation or licensing for the benefit of a local community, business or non strategic industry segment.			
E1-iii	Boards and Committees which exercise regulatory powers with influence on single operations or closely defined workplace activities.	Annual fee of up to \$10,000	Annual fee of up to \$5,000	

Appendix 9-ii Sample covering letter for Group E – Registration, Licensing and Accreditation Entities

Ms Emma Hogan
Public Service Commissioner
Public Service Commission
Level 4
255 George 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