



Government Sector Employment Bill 2013 Members of Parliament Staff Bill 2013

Extract from NSW Legislative Council Hansard and Papers Tuesday 18 June 2013.

GOVERNMENT SECTOR EMPLOYMENT BILL 2013 MEMBERS OF PARLIAMENT STAFF BILL 2013

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Second Reading

The Hon. MICHAEL GALLACHER (Minister for Police and Emergency Services, Minister for the Hunter, and Vice-President of the Executive Council) [7.51 p.m.]: I move:

That these bills be now read a second time.

I seek leave to have the second reading speech incorporated in *Hansard*.

Leave granted.

I bring before the House the *Government Sector Employment Bill 2013* and the *Members of Parliament Staff Bill 2013*.

We demand extraordinary things from our public service.

Whether in executive or non-executive capacity, or on the front line, people in our public service are engaged in protecting lives, educating our children and keeping our communities safe, along with developing the policy solutions to the most complex and challenging problems we face.

Yet the legislation that governs our New South Wales public sector workplaces was largely written before we had heard of the internet.

Over the last thirty years in our fast moving global economy private and non-government workplaces have adapted to make the most of change. And in the public sector, the way we interact with customers, stakeholders and each other is fundamentally different than it used to be.

In February this year, the NSW Government accepted recommendations of the Public Service Commissioner, to rewrite the *Public Sector Employment and Management Act* and to modernise our public service, building on related recommendations made in the NSW Commission of Audit *Interim Report: Public Sector Management*, released in January 2012.

The reforms will create an outward looking, customer focused organisation with resources shifted to the frontline to assist in the delivery of those services that people rely on each day.

We are determined to deliver on our election commitments, a key one of which was to establish a NSW Public Service Commissioner to be the independent leader of reform to restore the integrity, performance and accountability of the public sector.

The inaugural NSW Public Service Commissioner, Graeme Head, is delivering reforms and recommendations to Government which will:

- ensure NSW has the best qualified and most professional public service in the nation;
- restore the highest levels of impartiality, ability, accountability and leadership in the NSW Public Service;
- ensure public service positions are filled on the basis of merit and qualifications, not patronage or favouritism;
- promote a public sector culture where initiative, the achievement of results and individual responsibility are strongly valued;
- build a new customer service culture, and
- strengthen the public's confidence and trust in the NSW Public Service.

The proposals set out in the bill here today will provide for a Government Sector that is responsive and adaptive and I thank the Public Service Commissioner for his work across the public service in developing this long overdue overhaul

and modernisation of the framework for public sector employment.

In January 2012, the Commission of Audit issued wide-ranging recommendations on reforming the public sector's workforce. It found that the structure of government employment required fundamental overhaul, with many recommendations specifically going to improving its executive's performance.

The Commission's report identifies areas for reform in just about all parts of government employment, including:

- lack of transparent leadership responsibility;
- too many employment divisions and controlled entities;
- need for greater flexibility in staff deployment;
- overly layered middle management;
- insufficient responsibility devolved to the right levels;
- managers' spans of control should increase; and
- the pressing need for a capability framework.

Recommendation 45 specifically focussed on the need for comprehensive review and reform of executive structures.

Many of the issues identified by the Commission of Audit were also the subject of detailed commentary in the Public Service Commissioner's inaugural *State of the Public Sector Report*, which the Government released in November last year.

Considering the Commission of Audit Report, his own State of the Sector Report and other relevant analysis, the Commissioner subsequently found that departments and agencies are hampered by a poorly-designed, out-dated and rigid set of public sector workforce arrangements. The Commissioner agreed to lead the implementation of the workforce recommendations of the Commission of Audit.

The primary statutory instrument, the *Public Sector Employment and Management Act 2002* has been patched up and modified over the years but without the benefit of comprehensive review. The reforms introduced today reflect a commitment to supporting the critical work of the NSW Public Sector through arrangements that:

- encourage good performance;
- reward talent;
- support building of career paths;
- simplify organisation structures and reduce red tape; and
- improve service delivery and results to the people who pay for our NSW public service—the taxpayers and citizens of our state.

I urge all members to examine the provisions in detail. These provisions outline the Government's plans and intentions to give effect to the objectives and wishes of the people of New South Wales who overwhelmingly demanded change to the form and function of the State's public sector service delivery and culture in the election of March 2011.

GOVERNMENT SECTOR EMPLOYMENT BILL 2013

To start, I wish to outline the major features of the *Government Sector Employment Bill 2013*—the GSE Bill.

The bill repeals the *Public Sector and Management and Employment Act 2002* and replaces it with fit-for-purpose, modern legislation.

Over the decades, the PSEM Act has become the instrument for all manner of public sector management matters. Its employment provisions are of a chart of past patch-up jobs. The provisions are now so convoluted that only the most seasoned campaigners can fight their way through them.

The GSE Bill does away with the complexity by creating an Act that will deal only with employment matters; an Act that creates a simple and easily understood structure.

GOVERNMENT SECTOR AND PUBLIC SERVICE

The current Act provides for a complex array of employment structures, including the *Government Service*, the *Public Sector*, the *Public sector services* and the *Public Service*. The list goes on.

The GSE Bill simplifies this complexity by establishing only two employment structures: the *Government Sector* and the *Public Service*. I will take members through these two structures later in the order that they occur in the bill.

PART 2: ETHICAL FRAMEWORK FOR THE GOVERNMENT SECTOR

When the New South Wales Liberal and Nationals Government was elected to deliver our commitment to restore accountability to government and create a world class public sector, our first action was to set out in law the community's expectations for their public sector. The objectives of the *Ethical framework for the government sector* are twofold:

- the framework recognises the role of the government sector in preserving the public interest, defending public value and adding professional quality and value to the commitments of the Government of the day; and
- the framework establishes an ethical framework for a merit-based, apolitical and professional government sector that implements the decisions of the Government of the day.

Part 2 of the GSE Bill brings forward these provisions unchanged into the new Act.

PART 3: PUBLIC SERVICE COMMISSIONER AND ADVISORY BOARD

Our next action was to establish the office of the Public Service Commissioner and the Public Service Commission Advisory Board.

The establishment of the commission recognises that delivering improved services can only be achieved by having a capable, ethical, service-oriented and accountable public sector that responds to its customers and the taxpayers who support it. The Commissioner is charged with leading the transformation to reach those goals.

Supported by the Advisory Board and by the Directors General of the principal departments, the Commissioner has made major in-roads in improving the sector's employment practices.

Part 3 of the GSE Bill preserves the current Act's provisions creating the Commissioner's office and the Advisory Board.

Part 3, Clause 12: Government sector employment rules

In order to deliver a clearer and simpler and more accountable management framework, a major innovation is provided for by part 3, clause 12, of the bill relating to Government Sector Employment rules.

The current PSEM Act is weighed down with extensive and detailed employment requirements. These requirements are operational in purpose and belong elsewhere than in the Act.

The GSE Bill establishes a clear regulatory hierarchy:

- first, the statutory architecture for the employment regime is set out in the Act; for example, specific employment provisions for the Public Service's Secretaries, Executive Agency Heads, Senior Executives and staff;
- secondly, the regulations will generally deal with matters of government policy, employee entitlements and other matters necessary to support the statutory regime; and
- finally, employment matters that are more operational and procedural and need more flexibility will be dealt with through the new instrument: *Government Sector Employment rules*.

Clause 12 of the bill provides that the Public Service Commissioner may make, amend or repeal such rules, which will apply across the sector. The power to make such rules is an important innovation. It brings New South Wales in line with best practice in other jurisdictions. The rules, for example, are akin to the Australian Public Service Commissioner's directions-making power under the Commonwealth *Public Service Act 1999*.

These rules may be applied to the *Government Sector* or more narrowly to the *Public Service* alone. For example, such rules may be made by the Public Service Commissioner in relation to *Government Sector* workforce diversity, performance management systems and employee transfers. Within the *Public Service*, the rules may deal with any matter relating to the employment of senior executives and any matter relating to the employment of other Public Service employees.

The Commissioner retains a separate power to issue directions to an individual public sector agency head. In the new Public Service, (which I will discuss further shortly) this means that the direction will be issued to the Department Secretary or to the Heads of *Public Service Executive Agencies related to a Department*.

PART 4: THE PUBLIC SERVICE

I turn to the first of the new employment structures, which is created by Part 4 of the bill: the *Public Service*.

The bill creates the new Public Service by amalgamating the current *Government Service* and the current *Public Service*. It absorbs the Government Service Divisions within Schedule 1 of the PSEM Act.

I now turn specifically to Part 4, Division 1: General, clause 20: The Public Service

Contemporary organisational structures call for a mobile workforce that allows employers opportunity to move staff expeditiously to priority areas. Greater mobility also opens opportunities for employees to move to new roles, thereby building skills and experience and enhancing the appeal of the public service to the best and brightest.

Under the new framework the Public Service will consist of persons who are employed by the Government in the service of the Crown.

All Public Service employees, including Senior Executives, will be employed at a classification and assigned to a role within their agencies. Employees can be re-assigned to a different role at the same classification to suit the department or agency's present needs.

The GSE Bill sets out provisions to ensure that assignments occur with proper consultations with employees.

Clause 21: Employment in the Public Service

Clause 21 enunciates the Westminster convention regarding the place of the public service in the executive arm of government. It also provides for the other *means* by which persons are employed in the service of the Crown, including employment in the Teaching Service, the Health Service, the Transport Service or the NSW Police Force.

Clause 22 relates to Departments and Public Service agencies

Within the Public Service, employment will be either in

Departments; or

Public Service Executive Agencies related to Departments; or

separate Public Service agencies.

The new *Departments* will be the existing nine Principal Departments. As now, they are created by administrative orders. *Public Service Executive Agencies related to Departments* will either be created by administrative orders or by their own enabling legislation. Departments and *Public Service Executive Agencies* related to departments will be set out in Schedule 1 of the Act.

As is usual practice, the schedule will be populated by Administrative Changes Orders on the Act's commencement. The bill has special provisions for a group of *Separate Public Service Agencies*. Because of their independent functions, these agencies require an arm's length relationship from Secretaries of departments and the Commissioner and for certain purposes under the Act; this group of agencies will include, by way of example, the Ombudsman.

I now turn to *Part 4, Divisions 2 & 3: Secretaries and Executive Agency Heads*

Part 4, Division 2 creates the office of *Secretary*, being the head of a department, and Division 3 creates the office of *Heads of other Public Service Agencies*.

The Government wants clear and unambiguous leadership roles for departmental Secretaries. The bill therefore provides for their appointment, conditions of employment and some employer functions.

The Act will allow for the *Heads of Public Service Executive Agencies related to a Department* to generally be appointed by the Secretary of the related department. In other cases, the Minister or the Governor will continue to appoint. For Public Officer Holders heading agencies, the Governor will continue to make the appointments.

Where Secretaries appoint heads of agencies, they will hold all other employer functions in relation to the agency head. As I will explain later, they will also hold the employer functions for all executives in their related executive agencies.

Secretaries and agency heads are to be responsible to the Minister or Ministers for the general conduct and management of the functions and activities of their agency in accordance with government sector core values set out in part 2 of the bill. Those core values are integrity, trust, service and accountability.

Secretaries and agency heads will exercise the employer functions of the Government for the non-executive employees within their Department or Agency.

Part 4, Division 4: Public Service senior executives

In February this year, when the Public Service Commissioner recommended these reforms to the Government and the Premier announced the Government's acceptance of the recommendations, the Premier emphasised an overhaul of the Public Service executive was needed. The Government wants to ensure that we have in place arrangements that foster an innovative, professional and accountable public service which encourages and rewards performance and delivers the best possible frontline services for local communities.

- we will have a *single* executive operating across the Public Service;
- firstly, the Act will create the new category of *Public Service Senior Executives*;
- secondly, the Act will provide the means to establish a flatter, three-band executive structure below the Secretary level;
- thirdly, *it will enable the setting of service-wide work-level standards and capabilities for each of the bands*; and

- finally, the Act assigns *employer* responsibility to Secretaries for Senior Executives in their Departments or related Agencies

Although some exceptions will apply, Secretaries will have the power to assign executives to roles across their clusters. Additionally, the Commissioner will have the power to move executives across the sector, after consultation.

A second phase of reforms, which I will discuss later, will align the NSW Police Force Senior Executive Service, the Health Executive Service and the Transport Senior Service.

The Senior Executive structure will absorb the current Chief Executive Service, Senior Executive Service and award-based executives into the new Public Service executive arrangements.

The bill provides for the new Senior Executives to be employed in ongoing employment. Their written contract will provide for compensation on termination and the bill extinguishes the Statutory and Other Offices Remuneration Tribunal's [SOORT] role in determining compensation.

I wish to be even clearer about the purposes of these Senior Executive provisions. They will drive other public sector reforms.

We are flattening and simplifying executive layers to make them more efficient.

Our expectations are clear. We reward talent not time. Non-performance will be dealt with fairly and quickly. We want an innovative and accountable senior public service which encourages and rewards performance. These reforms will be challenging and will confront some long-held but out-dated traditions and practices.

But we are determined to establish a new executive leadership that will create a modern, professional public service that uses the best management approaches from both the private sector and leading public sectors, here and internationally. They will be the ones that we rely on to move more government resources onto the front line and make their agencies customer-focused at every level.

Part 4, Division 5 of the bill provides for the employment arrangements for non-executive Public Service employees.

The current PSEM Act is particularly laden down with detailed provisions in this area. The principle that we are applying in this Part is that these employees should retain statutory certainty around the critical areas of their employment. More procedural and variable aspects are better dealt with by regulation or in the rules.

The bill provides clarity about key aspects of employment.

First, the bill classifies non-executive employees as being in ongoing, temporary or casual employment and provides clarity about key aspects of employment.

- Clause 45 ensures that they will be employed in a *classification of work*;
- Clause 46 ensures their assignment to roles within their classifications and the basis for re-assigning them to a different role; and
- Clause 47 sets out the grounds for termination of employment.

A head of power provided at clause 48 allows the Public Service Commissioner to make *rules* dealing with matters relating to their employment.

Apart from moving award-based executives into the new Senior Executive structure, existing public sector industrial instruments are not changed by the bill.

Section 21 of the current PSEM Act, which provides a right of appeal to the Industrial Relations Commission against promotions, will not be brought into the new Act. The number of appeals has greatly reduced over time, from 424 in 2011 to 59 in 2012.

Agencies will be required instead to have proper review mechanisms to deal with procedural issues, which the Commissioner may examine from time to time.

Any appeals before the IRC at the commencement of the Act will be allowed to pursue their course under existing provisions.

Part 4 Division 6 relates to industrial relations employer functions

Current employer functions for industrial relations purposes are unchanged. The Treasury Secretary, who administers NSW Industrial Relations legislation, holds employer functions for proceedings relating to employees in the new Public Service. Under clause 52, the Secretary may from time to time make determinations fixing conditions of employment.

Part 4, Division 7 regarding Additional Public Service employment provisions

Division 7 of the bill sets out employees' entitlement to extended and other leave and other employment provisions. Existing leave entitlements of employees will be maintained in the transition to the new Act.

PART 5 GOVERNMENT SECTOR EMPLOYEES

I now take the House to the other employment structure created by the Bill, the *Government Sector*, which is set out at Part 5 of the bill.

The new Government Sector will embrace virtually all New South Wales Government employees. The sector will comprise: the Public Service; Teaching Service; NSW Police Force; NSW Health Service; and any other service of the Crown. The regulations may prescribe others, such as State Owned Corporations.

Examples of staff that will be outside the *Government Sector* will be the staff of Parliament and the staff of the Independent Commission Against Corruption, the Judicial Commission and the office of the Auditor-General.

I wish to draw the House's attention to the major innovation the Government has in Chapter J, section 63—a stronger approach to workforce diversity.

Part 9A of the *Anti-Discrimination Act 1977* currently sets out the requirements for Equal Employment Opportunity employment in the public sector and focuses on agency compliance and reporting obligations. Largely unchanged since its inception, the scheme has assisted with the successful removal of barriers to employment and advancement. While once effective, this prescriptive approach has returned diminishing additional benefits in more recent times. Now, its effect is merely diverting limited resources from more productive action associated with improving workforce diversity outcomes.

The Government wholeheartedly supports the principles of Equal Employment Opportunity, but as a result of successful bipartisan embrace of these principles over recent decades these provisions should now sensibly sit within an Act that describes employment arrangements across the public sector. I thank the Public Service Commissioner for his consultations with the Chair of the Anti-Discrimination Board and others across the sector for their support of this provision.

Proposals here do not in any way affect a person's capacity to make complaints about discrimination but bring a focus on workforce diversity to the centre of workforce planning.

Clause 63 of the Bill provides that the heads of government sector agencies are:

- to be responsible for workplace diversity within their agencies; and
- to ensure that workplace diversity is integrated into their workforce planning.

The new government sector employment rules will deal with the details of workplace diversity and, as a minimum, must make provision for EEO target groups as currently defined by the *Anti-Discrimination Act 1977*.

Concurrently, the Public Service Commissioner will be able to identify any sector-wide priorities and mandate their adoption.

Part 5, sections 64-70 of the bill also deal with employment requirements that will apply to all Government Sector employees; with these being:

- requirement for all heads of a Government sector agency to develop and implement performance management systems with respect to their employees;
- provisions for managing unsatisfactory performance of government sector employees;
- provisions for managing employee misconduct, applying in the first instance only to the Public Service;
- clearer and simpler provisions to allow transfers and temporary transfers within agencies and across the sector; and
- temporary movements outside the sector, including into the private sector.

Other matters are also dealt with in Part 5:

- provisions relating to employees contesting State and Commonwealth elections;
- provisions for holders of "positions" to hold additional positions; and
- the jurisdiction of the Industrial Relations Commission vis-a-vis excess employees.

PART 6: REMOVAL OF STATUTORY OFFICERS

Part 6 of the bill retains Chapter 5 of the current Act. This part pertains to the removal of statutory officers.

PART 7: MISCELLANEOUS

Part 7 of the bill deals principally with matters of machinery: delegations, Special Ministerial inquiries, Ministerial powers, offences, regulations and Act review.

I would draw Members attention to clause 83: *Inquiries by Public Service Commissioner or OPC Secretary into*

government sector agencies.

Where the Commissioner carries out an inquiry in relation to an individual or the conduct of an individual, the process of carrying out the inquiry and any findings should not be subject to disclosure under the Government Information (Public Access) Act 2009. It is intended that this exclusion only be applied in relation to matters concerning individuals and would not be applied to inquiries into matters of broader application for the sector.

The Public Service Commissioner has consulted with the Information Commissioner about this proposed change in relation to his office and she has formally indicated her support.

SCHEDULES TO THE ACT

Schedule 1 of the Act will set out the Public Service's *Departments, Executive Agencies related to Departments and separate Agencies.*

Schedules 2-6 deal with procedural and implementation matters.

Schedule 4: Transition

Schedule 4 enables the transition from the old PSEM Act to the new Act. Importantly, all non-executive employees will transition to the new Act in equivalent kinds of employment—ongoing, temporary or casual—and with their current employment entitlements and conditions unchanged.

For the current SES officers of the Public Service, the former senior executive provisions of the PSEM Act will continue to apply until the completion of the senior executive implementation for their department or agency.

Current award-based executives will also continue to be employed under their current arrangements until the completion of the senior executive implementation for their department or agency.

Secretaries and other agency heads will be expected to achieve the executive reforms within their department or agency in a three-year transition period, coordinated by the Public Service Commissioner.

Schedule 6: Amendments to Constitution Act 1902

I would ask Members to consider Schedule 6—*Amendments to other Acts and Regulation.* In particular, I turn to the amendments to the *Constitution Act 1901.*

The PSEM Act currently provides for orders to be made to move groups of staff between different agencies, as well as rename agencies and construe references to officers and agencies in legislation. These orders are made by the Governor on the recommendation of the Premier.

Allocations of the administration of legislation amongst Ministers are also currently made by the Governor on the recommendation of the Premier.

It is proposed to provide a legislative basis for the allocation of legislation amongst Ministers, by providing that administrative arrangements orders, made by the Governor on the recommendation of the Premier, may address the allocation of the administration of Acts.

Given that administrative arrangements orders will now also deal with the allocation of legislation, it is appropriate that the legislative power to make such orders be included in the Constitution Act. The bill will therefore insert a new part into the Constitution Act to authorise these Orders.

The new section 47 A of the Constitution Act provides that persons employed by the Government of New South Wales in the service of the Crown are to be employed in the Public Service of New South Wales under the *Government Sector Employment Act 2013* or in any other service of the Crown established by legislation.

Further, a statutory body that is a NSW Government agency, or a person holding a public office under the Government of New South Wales, cannot employ persons unless legislation specifically authorises the body or person to do so. Excluded from these provisions is the engagement of independent contractors or volunteers.

While these provisions are detailed, they have the effect of establishing a single consolidated government employment structure in this state.

Schedule 7 of the bill makes consequential amendments to other Acts.

FURTHER BILL

I am pleased to inform the House that, having reviewed the provisions in the bill, the Minister for Health, the Minister for Police and the Minister for Transport support aligning the Health Executive Service, Transport Senior Service, and the Police Senior Executive Service, with the new Public Service executive arrangements.

This is good news as it is a clear intent of the Government that we wish to align all the services of the Crown as closely as their diverse functions will allow. The years of uncoordinated service delivery structures which act against valuable professional mobility are to end.

The Premier has asked the Public Service Commissioner to lead that alignment process with the directors general of Health and Transport and the Police Commissioner; work is already underway with strong cooperation and collaboration to achieve this alignment seamlessly.

The Government will bring a bill to the Parliament in August to provide for the Government's agreed changes.

MEMBERS OF PARLIAMENT STAFF BILL 2013

I wish now to turn to the *Members of Parliament Staff Bill 2013*.

In New South Wales, staff engaged to work in Ministers' offices, and the office of the Leader of the Opposition in the Legislative Assembly, are currently employed as *Special Temporary Employees* by the Director General of the Department of Premier and Cabinet under the PSEM Act. That Act provides that they are taken to constitute a branch of the department.

Different arrangements apply in other jurisdictions. In the Commonwealth, Ministerial staff members are employed directly by the relevant Minister, on behalf of the Commonwealth, subject to such general arrangements, conditions, and terms as are set by the Prime Minister.

The current New South Wales arrangements are out of alignment with the practical reality that it is the Premier and the Ministers, not the Director General of the Department of Premier and Cabinet, who decide on Ministerial staff appointments. This is as much the case under this Government as under previous Governments. The arrangements also do not reflect the reality that staff are answerable to, and subject to the day-to-day direction and control of, the Minister whom they serve (and more senior staff of the Minister's office) and not the Director General of the Department of Premier and Cabinet.

These current arrangements can obviously give rise to difficulties and confusion.

Part 2 of the Members of Parliament Staff Bill provides for new and more appropriate arrangements under which staff of *political office holders* are employed; with those officer holders being Ministers and the Leader of the Opposition in the Legislative Assembly.

Part 3 of the bill provides for new arrangements under which staff that assist Members of Parliament in their electorate and Parliamentary duties are employed. Currently, these staff members are employed by the relevant Presiding Officers pursuant to a long standing delegation of the Governor's employment powers under the Constitution Act.

As with Minister's staff, there is a misalignment between the legal basis of their employment and the practical reality as to who actually makes decisions to employ and dismiss them, and who has responsibility for directing their work and conduct.

Part 3 of the bill provides, in relation to staff of Members of Parliament, that:

- each member, on behalf of the State, is to be the employer of his or her staff;
- the Parliamentary Remuneration Tribunal (PRT) will continue to determine the number of staff that each member is entitled to employ;
- members who hold a specified parliamentary office (the Whips, the Speaker and President and their deputies) will be entitled to employ additional staff; and
- the relevant Presiding Officer is otherwise to determine the employment powers of each member and the arrangements for the exercise of those powers.

Clause 20 of the bill relates to the termination of the employment of such staff. It provides that the employment of such staff terminates in circumstances where the member ceases to be a member of Parliament, and where the services of the person are dispensed with by the member.

These changes to the employment arrangements for staff of political office holders and members of Parliament will end the current misalignment in their employment arrangements and result in clearer lines of accountability for such staff. These new arrangements are broadly modelled on the arrangements that apply in the Commonwealth and which have operated successfully for well over twenty years.

I note that a Government amendment was made in the other place to Schedule 2 of the bill to provide that existing staff of members of Parliament retain their existing rights with respect to the period of notice of termination and severance pay, as well as leave.

CONCLUSION

As I have said, these reforms will create a more professional public service, operating along best-practice lines, such as one would find in the most innovative, effective public sector, private sector and non-government organisations in the world.

It will also equip our NSW Public Service to meet the needs and expectations of individuals, businesses, families, customers and taxpayers, in an increasingly competitive global economy.

This State is the biggest employer in the country, and taxpayers expend more than \$60 billion a year on NSW public services. We owe it to taxpayers to ensure it is the best it can be.

As the service needs of our civic domain change, what will matter is the shape, not the size, of government, and the outcomes it delivers for citizens and customers.

We want an innovative, professional and accountable public sector which encourages and rewards performance, delivers the best possible frontline services for local communities, and creates the most competitive landscape for investors and economic growth in NSW.

The Government is proud of the achievements of our NSW public service, and the NSW Government is determined to give our public service executive the tools it needs to continue to develop its strengths and capabilities to serve our community.

I commend the bills to the House.