

Chapter 6: High quality, effective programs and services focused on the needs of the citizens

There is an issue which needs to be considered if Australia is to have a top grade public service. I see this as a significant issue for the future and one which the government and the APS needs to consider when looking how it will operate.

Australia is undergoing a re-balance. The population growth, investment and wealth generation is occurring away from the traditional population centres in the south east. This will cause significant demands on the APS for services:

- Managing the investment in infrastructure, health, education and training in WA, SA, NT and Queensland
- Adequately resourced approval/regulatory bodies to ensure that bureaucratic red tape doesn't delay development such that opportunities are lost to global rivals
- Actioning services effectively by using public servants who are in tune with what is happening in these states and have the skills to deal with the issues being raised there
- Geographically positioning the APS so that we can adequately monitor compliance in the new wealth generating/employment generating locations
- As the population drifts to the west and north, the demographics of the south eastern states will change. This also requires more, but different services to support the ageing population that is more inclined to stay put, giving support for those displaced as traditional manufacturing based industries wind down.

The discussion paper states that:

The APS could also undertake a thorough examination of recruitment and selection processes. As part of this, consideration could be given to enhanced recognition of entitlements accrued by state and territory public servants to improve cross-jurisdictional mobility. Giving consideration to locating certain functions or positions outside Canberra to increase the ability of highly skilled non-Canberra residents to participate in government could also be examined.

I see this as one of many necessary steps towards the APS engaging with a changing community. It is not just workers with skills who should be found outside Canberra. Well designed programs will only come from well grounded leadership. To be truly effective the leadership of our public service should consist of people living in and experiencing first hand the growth areas of Australia's economy.

The following table illustrates the lack of senior leaders based in the geographic areas which are driving our economy. As the transition continues, such a situation will be unsustainable for an effective APS.

STATE	SES BAND 1	SES BAND 2	SES BAND 3
NSW (excl ACT)	142	31	7
VICTORIA	151	34	9
QLD	63	10	0
SA	33	7	2
WA	37	3	0

The APSC 07/08 Statistics bulletin

Thank you for the opportunity to make this submission.

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