

Public Accounts Committee



LEGISLATIVE
ASSEMBLY

A framework for performance reporting and driving wellbeing outcomes in NSW



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The motto of the coat of arms for the state of New South Wales is “Orta recens quam pura nites”. It is written in Latin and means “newly risen, how brightly you shine”.

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Membership

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Chair's foreword

Governments worldwide are recognising the importance of placing wellbeing at the heart of public policy and decision-making. As seen recently both abroad and at home, economic indicators such as the national accounts, GDP, inflation and unemployment figures often fail to capture how citizens and communities are really faring and feeling during testing periods of high inflation and cost-of-living pressures.

New South Wales now joins other jurisdictions in seeking to integrate wellbeing measures into government performance reporting and budgeting. The Public Accounts Committee is proud to support this work, which aims to better inform decisions on the issues that matter most to our communities.

Following a referral from the Minister for Finance, the Committee examined the proposed NSW Performance and Wellbeing Framework (the Framework). This inquiry focused on how the Framework can support effective performance reporting and drive tangible wellbeing outcomes for the people of NSW.

Stakeholders widely supported the Framework's potential to enhance government accountability, improve transparency, and achieve meaningful social outcomes. Their insights and feedback provide a valuable resource for refining and implementing this important initiative. The Committee encourages the NSW Government to draw on these contributions as it continues to develop the Framework.

The Committee supports the proposed Framework as a first step to increase the consideration of people's wellbeing in New South Wales. However, we note there is scope for improvement and refining the framework as an ongoing process. The Committee supports a holistic approach to wellbeing that transcends traditional departmental silos. Achieving this requires robust collaboration across government agencies, local councils, and community groups to deliver effective outcomes.

The principal insights from the inquiry report are as follows:

1. Learning from best practice

Stakeholders highlighted the Welsh *Well-being of Future Generations (Wales) Act 2015* as a best-practice example of a wellbeing framework whose enactment has become a source of national pride. The Welsh Act explicitly requires government agencies to consider wellbeing in their work, Welsh Ministers to publish national indicators measuring progress against wellbeing goals and establishes a "Future Generations Commissioner for Wales". We heard that the Welsh model was developed through a national conversation and how the legislated requirements effectively forced government agencies to work collaboratively to achieve the integrated wellbeing goals.

Stakeholders also stressed the importance of focusing on communities and people, rather than solely on service delivery. The Committee urges the NSW Government to incorporate these lessons into its approach.

2. Defining wellbeing and articulating an end-state vision

The Committee recommends that the NSW Framework include a clear definition of “wellbeing” that reflects the aspirations and values of NSW residents. This should be developed through consultation with communities and should articulate an end-state vision for the Framework’s outcomes.

3. Balancing lead and lag indicators

The Framework sets out a series of outcomes and indicators to support the eight wellbeing themes. These envision a New South Wales that is Healthy, Skilled, Prosperous, Housed, Secure, Connected, Sustainable and with a strong sense of Community. We note the importance of using “lead” or headline indicators that can be predictive, supported by “lag” indicators that show progress across different government portfolios. As part of the ongoing review and implementation of the Framework, the NSW Government should consider whether the balance between lead and lag indicators is appropriate, as well as prioritise and refine the themes, indicators and outcomes to enhance clarity and focus.

A number of stakeholders advocated for a smaller number of holistic, integrated outcomes and indicators arguing that the proposed 28 outcomes and over 100 associated proposed indicators were too many to effectively break down silos and focus government and public attention and action. We note, however, that other stakeholders also proposed additional outcomes and indicators to fill perceived gaps.

4. Data development

There was recognition that the success of the Framework depended on the quality of the data that underpinned it. Data availability, design, architecture, analysis and governance across government are challenging topics that require a data development strategy and plan.

5. Embedding wellbeing in decision-making

We heard that the purpose of the Framework should be to drive policy design and decision making. We support this and recommend that the NSW Government ensure the Framework is effectively embedded into budgetary and policy development processes. This will ensure that wellbeing outcomes directly shape government priorities, resource allocation and program delivery.

6. Engaging local governments and communities

Local councils and community groups have a pivotal role in shaping and delivering wellbeing policies. A place-based approach can address regional disparities and support tailored initiatives. The Committee recommends ongoing consultation with local governments and communities on policy reform, funding decisions and data collection to ensure the Framework reflects local needs and priorities.

7. Sustained public consultation

Wellbeing is dynamic, and the Framework must evolve to remain relevant. The Committee encourages the NSW Government to maintain open and continuous engagement with the public, ensuring that the Framework adapts to the changing needs of NSW communities.

We note that the Commonwealth has also implemented a wellbeing framework with broader national, aspirational goals. The NSW Framework should ideally be aligned with the national framework but focus more on the service-delivery responsibilities of state governments. Together with local governments and community groups, we envisage all three levels of

Australian government having important and distinctive roles to play in informing, delivering and measuring wellbeing policy and outcomes.

There is growing recognition that governments must do more than manage economies and focus only on purely economic metrics. Good, effective government must prioritise the holistic wellbeing of citizens. By embedding wellbeing at the core of decision-making, the NSW Performance and Wellbeing Framework has the potential to transform governance, improve quality of life and create a more equitable and sustainable future for New South Wales residents.

In Wales, wellbeing goals have been enshrined in legislation as a way of driving inter-agency collaboration. In our increasingly complex world where issues often need whole-of-government responses, wellbeing then is best understood not as an abstract, intangible motherhood notion, but in essence about good, effective government. And where government can converse, co-design and act with citizens to create the sort of society to which we can all aspire, wellbeing will be an opportunity to rebuild the public's trust in government and its institutions.

I wish to express my gratitude to the individuals and organisations who contributed their expertise and perspectives to this inquiry. I also thank my fellow Committee members for their dedication and the Secretariat for their invaluable support and hard work.

This report sets out a clear pathway for embedding wellbeing into the work of the NSW Government. The Committee looks forward to the implementation of these recommendations and the positive change they will bring for the people of NSW.

Jason Yat-Sen Li MP

Chair

Findings and recommendations

Finding 1	1
There is wide support for a wellbeing framework for NSW, and for the framework presented in the Performance and Wellbeing Consultation Paper.	
Finding 2	3
Wellbeing frameworks have been implemented in a number of jurisdictions. The Welsh model was presented as best practice, particularly the national conversation as part of its development and legislated wellbeing reporting requirements.	
Recommendation 1	4
The NSW Government should consider the learnings from the implementation of other wellbeing frameworks and models, particularly the <i>Well-being of Future Generations (Wales) Act 2015</i> .	
Recommendation 2	6
The NSW Government should ensure the delivery of wellbeing is people and community focused rather than service delivery focused.	
Recommendation 3	8
The NSW Government, in consultation with the community, should establish a holistic vision and a clear definition of wellbeing and other relevant terms and articulate an end state for the NSW Performance and Wellbeing Framework's outcomes.	
Finding 3	12
Local government and community groups and organisations have a role to play in informing and delivering wellbeing policy.	
Recommendation 4	12
The NSW Government should consult with local government, as well as local community and neighbourhood centres, in adopting a place-based approach to:	
<ul style="list-style-type: none">• the development and implementation of the NSW Performance and Wellbeing Framework• its decision making on policy changes and funding decisions, following the implementation of the NSW Performance and Wellbeing Framework, and• the collection, analysis and publication of data.	
Finding 4	15
There was a view among stakeholders that a limited number of holistic, integrated goals is more effective in driving interagency collaboration and whole-of-government responses.	

Recommendation 5 _____ 15

The NSW Government should consider:

- whether the NSW Performance and Wellbeing Framework has the appropriate balance of lead and lag indicators,
- if there should be a smaller number of themes, outcomes and indicators to drive better interdepartmental and agency collaboration to breakdown silos,
- how indicators and metrics are assessed and analysed across different thematic or geographic areas to ensure a holistic approach and no unintended consequences, and
- prioritising indicators and metrics as part of its ongoing review and implementation of the NSW Performance and Wellbeing Framework.

Recommendation 6 _____ 21

The NSW Government should prevent duplicate data collection gathering by leveraging existing data sources to inform ongoing consultation.

Recommendation 7 _____ 21

The NSW Government should address any gaps identified in existing datasets as part of implementing the NSW Performance and Wellbeing Framework.

Recommendation 8 _____ 21

The NSW Government should take a data development approach that considers the ability to collect and publish disaggregated wellbeing data, including by area or cohort.

Recommendation 9 _____ 25

The Committee recommends that the development of the Data Development Plan be prioritised for delivery with the NSW Performance and Wellbeing Framework.

Finding 5 _____ 27

The NSW Government is consulting on the proposed NSW Performance and Wellbeing Framework in 2024.

Recommendation 10 _____ 27

The NSW Government should conduct ongoing public consultation on the NSW Performance and Wellbeing Framework for the duration of its lifetime to ensure it remains relevant to the people of NSW.

Recommendation 11 _____ 31

The NSW Government should include people and community-centred benchmarks and targets for wellbeing measures in the NSW Performance and Wellbeing Framework.

Finding 6 _____ 32

The purpose of the NSW Performance and Wellbeing Framework should be to drive policy design and decision-making.

Recommendation 12 _____ 32

The NSW Government should ensure the NSW Performance and Wellbeing Framework is effectively embedded in budget and policy development processes.

Recommendation 13 _____ 32

The NSW Government should ensure there is direct involvement of the NSW Parliament with the NSW Performance and Wellbeing Framework, through consideration of how the framework will be incorporated into legislation, committee and parliamentary processes.

Recommendation 14 _____ 35

The NSW Government should consider the feedback on the NSW Performance and Wellbeing Framework's themes gathered in this inquiry, as part of its ongoing review and implementation of a Wellbeing Framework.

Chapter One – Wellbeing frameworks and NSW's proposed framework

Finding 1

There is wide support for a wellbeing framework for NSW, and for the framework presented in the Performance and Wellbeing Consultation Paper.

- 1.1 Stakeholders are supportive of a wellbeing framework being developed and implemented for NSW,¹ and specifically they are supportive of the NSW Performance and Wellbeing Framework (NSW Framework) proposed in the Consultation Paper.² The Committee echoes this support and congratulates the Government on its initiative to implement a wellbeing framework in NSW. The Committee considers that this will be a valuable process and will improve the lives of people across NSW.
- 1.2 The NSW Council of Social Service (NCOSS) stated that the introduction of a Performance and Wellbeing Framework is a positive and critical step towards addressing the 'gap between the unmet needs of communities and the policy decisions to address them'.³
- 1.3 The Southern Sydney Regional Organisation of Councils (SSROC) welcomed and fully supported the development of the NSW Framework to improve government transparency and accountability, and drive positive social outcomes:
- In terms of good economic management, fiscal sustainability, a wellbeing approach can be an efficient and effective way to run a Budget because it should lead to more synergies and thinking about working across boundaries.
- It is a more holistic approach to government decision-making, which means we have to come up with systems for breaking down silos in departments and across levels of government to achieve coordination and better outcomes.⁴
- 1.4 The Centre for Policy Development also supported the NSW Framework, saying it presents an opportunity to create a comprehensive strategy that can 'guide NSW

¹ [Submission 5](#), Suicide Prevention Australia, p 1; [Submission 14](#), Southern Sydney Regional Organisation of Councils, pp 2-3; [Submission 22](#), Centre for Policy Development, p 1; [Submission 24](#), NSW Council of Social Service, p 3; [Submission 25](#), Committee for Sydney, p 1; [Submission 36](#), Centre for Social Impact, University of New South Wales, p 1; Ms Michele Tjondro, Senior Associate, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 18; Professor Philayrath Phongsavan, Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, [Transcript of evidence](#), 12 September 2024, p 3; Ms Bastien Wallace, Senior Policy Officer, People with Disability Australia, [Transcript of evidence](#), 12 September 2024, p 2.

² [Submission 8](#), A New Approach, p 1; [Submission 14](#), Southern Sydney Regional Organisation of Councils, pp 2-3; [Submission 29](#), Chartered Accountants Australia and New Zealand, p 1.

³ [Submission 24](#), NSW Council of Social Service, p 3.

⁴ [Submission 14](#), Southern Sydney Regional Organisation of Councils, p 3.

towards a future where the wellbeing of its residents is at the heart of government's work'.⁵

1.5 The Committee for Sydney supported the NSW Framework, and stated it creates an opportunity to measure what matters, for current and future generations:

The Committee for Sydney are big advocates for a well being budget framework because traditional budgeting measures don't really tell us if we're progressing the well being of everyone in NSW. While they provide insights into revenue and expense estimates, or whether we're 'back in the black', they don't provide insights into whether we'll be happier, healthier or more equal as a result of government decisions.⁶

1.6 While stakeholders widely supported the implementation of a NSW wellbeing framework, they also noted gaps in the proposed NSW Framework and gave feedback on how the NSW Framework can be improved. NCOSS highlighted that the NSW Framework needs a clear purpose and that there is a '... need to define what we're trying to aim for ...'.⁷

1.7 Stakeholders also:

- provided feedback on the content, number and structure of the NSW Framework's proposed indicators and metrics.⁸
- highlighted the opportunities to improve data collection and reporting to inform government decision making and measuring wellbeing and quality of life in NSW.⁹
- shared learnings from the implementation of wellbeing frameworks across other jurisdictions including Wales, New Zealand, Canada and Western Australia,¹⁰ which the Committee urges the NSW Government to consider.

⁵ [Submission 22](#), The Centre for Policy Development, p 1.

⁶ [Submission 25](#), Committee for Sydney, p 1.

⁷ [Submission 24](#), NSW Council of Social Services, p 5; Ms Cara Varian, Chief Executive Officer, NSW Council of Social Service, [Transcript of evidence](#), 12 September 2024, p 35.

⁸ [Answers to supplementary questions](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 2; Miss Estelle Grech, Policy Manager, Fairness and Equity, Committee for Sydney, [Transcript of evidence](#), 12 September 2024, p 11; [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2; [Submission 13](#), WalkSydney, p 1; Dr Angela Smith, Postdoctoral Research Fellow, Centre for Western Sydney, [Transcript of evidence](#), 12 September 2024, p 20; Ms Michelle Tjondro, Senior Associate, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, pp 21-22.

⁹ [Submission 12](#), Sydney Bi+ Network, p 2; [Submission 36](#), Centre for Social Impact, University of New South Wales, p 2.

¹⁰ [Submission 22](#), The Centre for Policy Development, p 1; Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, pp 34-36; Ms Diane Bowles, Policy Adviser, Wellbeing Government, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 45; Dr Andy Asquith, Research Officer, Public Service Association of NSW, [Transcript of evidence](#), 12 September 2024, p 45; Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 46.

Inquiry background

- 1.8 Governments are increasingly looking to improve decision making by measuring and reporting on community wellbeing.¹¹
- 1.9 Gross domestic product (GDP) is used as a tool for measuring economic output of countries, but it is limited in measuring whether life as a whole is getting better.¹² The Organisation of Economic Co-Operation and Development (OECD) report that while global GDP and median incomes have increased, 'inequalities persist' and 'societies are facing new issues such as lower social connectedness and higher mental distress'.¹³
- 1.10 Wellbeing frameworks can help governments to understand and address the issues impacting their communities' wellbeing. These frameworks consider multiple aspects of complex social issues which lead to the above-mentioned issues.¹⁴
- 1.11 There are a number of frameworks which provide different approaches to examining the environmental and social determinants of wellbeing,¹⁵ including the OECD's *Measuring well-being and progress*¹⁶ and the United Nations' (UN) *Sustainable Development Goals*.¹⁷
- 1.12 In Australia, the Federal Government has developed the *Measuring What Matters Framework*¹⁸ (MWM Framework) which is consistent with the OECD and UN wellbeing frameworks. The proposed NSW Framework is aligned with the Federal Government's MWM Framework.
- 1.13 The NSW Government intends to introduce the NSW Framework in the 2025-26 Budget. The NSW Framework will track impact on government outcomes and guide the measurement of 'our wellbeing'.¹⁹

Wellbeing frameworks in other jurisdictions

Finding 2

Wellbeing frameworks have been implemented in a number of jurisdictions. The Welsh model was presented as best practice, particularly the national conversation as part of its development and legislated wellbeing reporting requirements.

¹¹ [Submission 33](#), NSW Government, p 10.

¹² Organisation for Economic Co-operation and Development (OECD), [Measuring well-being and progress](#), viewed 4 October 2024.

¹³ OECD, [Well-being and beyond GDP](#), viewed 13 November 2024.

¹⁴ OECD, [Measuring well-being and progress](#), viewed 4 October 2024.

¹⁵ [Submission 36](#), Centre for Social Impact, University of New South Wales, pp 3-4.

¹⁶ OECD, [Measuring well-being and progress](#), viewed 4 October 2024.

¹⁷ United Nations, [Sustainable Development Goals: 17 Goals to Transform our World](#), viewed 4 October 2024.

¹⁸ The Treasury, [Measuring what matters](#), viewed 4 October 2024.

¹⁹ [Submission 33](#), NSW Government, p 13.

Recommendation 1

The NSW Government should consider the learnings from the implementation of other wellbeing frameworks and models, particularly the *Well-being of Future Generations (Wales) Act 2015*.

- 1.14 Wellbeing frameworks are already being used or implemented in other jurisdictions to measure wellbeing, including in Wales, Ireland, New Zealand, Canada and Western Australia.²⁰
- 1.15 Stakeholders pointed to the Welsh framework as a best practice example of a wellbeing framework,²¹ in particular its accountability across government agencies with holistic goals.²² The Committee encourages the NSW Government to consider the Welsh model when reviewing the NSW Framework.

Case study: Well-being of Future Generations (Wales) Act

- 1.16 In 2015, Wales passed the *Well-being of Future Generations (Wales) Act 2015* (the Act) requiring government agencies:
- ... to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.²³
- 1.17 The bill was introduced in 2014, by the Welsh Minister for Communities and Tackling Poverty to:
- ... strengthen existing governance arrangements for improving the well-being of Wales in order to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs.²⁴
- 1.18 This is known as the sustainable development principle²⁵ and is outlined through seven overarching wellbeing goals in the Act.²⁶ Wales' seven wellbeing goals are:
- A prosperous Wales

²⁰ Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 44.

²¹ Dr Marlee Bower, Research Fellow, the Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, [Transcript of evidence](#), 12 September 2024, p 13; Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 44; Dr Andy Asquith, Research Officer, Public Service Association of NSW, [Transcript of evidence](#), 12 September 2024, p 46.

²² Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 44.

²³ Future Generations Commissioner for Wales, [Well-being of Future Generations \(Wales\) Act 2015](#), viewed 14 November 2024.

²⁴ Senedd Cymru Welsh Parliament, [Decision - Dadl Cyfnod 4 ar y Bil Llesiant Cenedlaethau'r Dyfodol \(Cymru\)](#), viewed 14 November 2024; Llywodraeth Cymru Welsh Government, [Well-being of Future Generations \(Wales\) Bill](#), Policy intent for regulations, directions and guidance, July 2014, p 2.

²⁵ [Well-being of Future Generations \(Wales\) Act 2015](#), s 5.

²⁶ Llywodraeth Cymru Welsh Government, [Well-being of Future Generations \(Wales\) Bill](#), Policy intent for regulations, directions and guidance, July 2014, p 2; [Well-being of Future Generations \(Wales\) Act 2015](#), s 4.

- A resilient Wales
- A healthier Wales
- A more equal Wales
- A globally responsible Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language.²⁷

1.19 Under the Act, Welsh Ministers must publish national indicators that must be applied for the purpose of measuring progress towards achieving the Welsh wellbeing goals, and provide a copy of these indicators to the Welsh Parliament (Senedd Cymru).

1.20 National indicators 'must be expressed as a value or characteristic that can be measured quantitatively or qualitatively against a particular outcome.'²⁸

1.21 There were 50 national indicators published and provided to the Welsh Parliament (Senedd Cymru) on 14 December 2021. These indicators are to be read with a set of accompanying technical documents. The technical documents outline things like:

- Where data will be sourced from.
- The proposed disaggregation by protected characteristic and area.
- Contextual data to support analysis of the indicator over time.²⁹

1.22 The Act also established a Future Generations Commissioner for Wales (the Commissioner). The Commissioner is an advocate for future generations, and also provide advice and support to Welsh public bodies to carry out their obligations under the Act.³⁰

Learnings from Wales and other jurisdictions

Resourcing the Welsh Future Generations Commissioner's office

1.23 The Centre for Policy Development (CPD) advised that Wales legislative framework and establishment of the Commissioner's role have aided in the success of the Welsh model. They noted that establishing the Commissioner, created 'an independent, resourced body ... that not only monitors government

²⁷ Llywodraeth Cymru Welsh Government, [National indicators and national milestones for Wales](#), Policy and strategy, November 2022, p 3.

²⁸ Llywodraeth Cymru Welsh Government, [National indicators and national milestones for Wales](#), Policy and strategy, November 2022, p 3.

²⁹ Llywodraeth Cymru Welsh Government, [National indicators and national milestones for Wales](#), Policy and strategy, November 2022, pp 3-4.

³⁰ [Well-being of Future Generations \(Wales\) Act 2015](#), s 17; Llywodraeth Cymru Welsh Government, [Well-being of Future Generations \(Wales\) Bill](#), Policy intent for regulations, directions and guidance, July 2014, p 2.

for implementation but also helps government agencies with the implementation ...³¹

Breaking down government silos through a smaller number of overarching goals

1.24 Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development observed that the Act makes it clear that every government agency must work towards achieving all seven wellbeing goals. Mr Smith explained how this approach can break down silos in government as all agencies must work towards common multi-disciplinary goals:

You're not saying, "Here's our transport goal; we give that to the transport department. Here's our health goal; we give that to the health department." Rather all of the departments and all of the agencies in fact, right down to local sporting authorities, if they're government agencies, are working towards all of the goals. By doing that, you do break down some of those silos that you're talking about.³²

1.25 Mr Smith also stated that the best wellbeing frameworks are holistic frameworks and that Wales is 'one of the stand-out examples'.³³

Focusing on people and not just service delivery outputs

Recommendation 2

The NSW Government should ensure the delivery of wellbeing is people and community focused rather than service delivery focused.

1.26 Dr Marlee Bower, Research Fellow, the Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use noted that even in the best practice example, such as Wales, there are still questions around how policy implications on wellbeing can be measured, including how to isolate the impact of policy on wellbeing.³⁴

1.27 The Committee heard that the NSW Framework should have themes and outcomes that are holistic and multi-disciplinary. The Committee considers that embedding a people-focussed approach in the wellbeing framework can help address gaps like these by ensuring that agencies are working together toward common outcomes.

1.28 Ms Scarlett Smout, Research Associate, the Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use told the

³¹ Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 46.

³² Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 44.

³³ Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 44.

³⁴ Dr Marlee Bower, Research Fellow, The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, [Transcript of evidence](#), 12 September 2024, p 13.

Committee that 'one piece of the puzzle' is ensuring the NSW Framework has a streamlined set of outcomes with cross-governmental implications.³⁵

- 1.29 Similarly, WalkSydney argued that there are too many themes in the NSW Framework and that the use of overarching goals would help refine the government's goal. WalkSydney noted that a goal 'Child-Friendly City' would cover multiple issues like '... road safety, public and active transport, school attendance and mental health.'³⁶
- 1.30 WalkSydney told the Committee the NSW Framework can be improved by people focused such as 'equitable and sustainable travel for people', instead of infrastructure targets like roads.³⁷
- 1.31 Ms Yvonne Poon, Board Member, WalkSydney spoke about how government siloing impacts people. Ms Poon provided the example of the journey to school. She noted that currently there is a gap in how to achieve a better walking to school journey for school children. Ms Poon explained that the journey intersects with two portfolios, Education and Transport, but is not funded by either.³⁸
- I think there are a lot of aspects there, especially transport for children, that are dealt with as transport rather than services for people to access locally. It really starts from what people need rather than what bus is there, with the really granular thing. I think having those missions will help people remember what they're doing it for and not lose sight of the real goal of what we're trying to achieve, rather than focusing on—you can have the detailed, granular metrics but at the top is that we want kids to be okay in going to school every day.³⁹
- 1.32 Suicide was raised as another wellbeing issue in NSW that is impacted by factors across several wellbeing themes and indicators. Suicide Prevention Australia explained that the distress that can lead to suicide is driven by a range of factors, not only mental illness, but also issues such as housing insecurity, the harms of gambling and contact with the justice system. They noted that suicide prevention requires a holistic response, with many of the factors leading to suicide touching multiple government agencies.⁴⁰
- 1.33 The Committee heard that government processes should be structured to support different agencies to work together to deliver on a purpose, rather than focussing on just delivering a service. This was outlined by Mr Warwick Smith, Program Director, The Centre for Policy Development:

The principles of wellbeing government, as I said earlier, involve better holistic thinking. How do we structure the process of government so that the departments

³⁵ Ms Scarlett Smout, Research Associate, the Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, [Transcript of evidence](#), 12 September 2024, p 13.

³⁶ [Submission 13](#), WalkSydney, p 1.

³⁷ Ms Yvonne Poon, Board Member, WalkSydney, [Transcript of evidence](#), 12 September 2024, p 2.

³⁸ Ms Yvonne Poon, Board Member, WalkSydney, [Transcript of evidence](#), 12 September 2024, p 5.

³⁹ Ms Yvonne Poon, Board Member, WalkSydney, [Transcript of evidence](#), 12 September 2024, p 9.

⁴⁰ [Submission 5](#), Suicide Prevention Australia, p 1.

do work together so there is that joined up thinking and joined up action and more of a focus on that end purpose rather than, "I'm just delivering a service"?⁴¹

Culture change and empowering public servants

- 1.34 Mr Smith, highlighted the importance of empowering public servants, to work holistically, to make connections and achieve the 'co-benefits':
- Sophie Howe was the first Future Generations Commissioner in Wales. We brought her to Australia last year. One of the things she would often say is that you need to identify your frustrated champions in the public service. There are people who know that things can be done better, and they can see how it can be done better, but the system won't let them. So part of a wellbeing framework, really, is about creating an authorising environment for those frustrated champions to make connections between disparate things and to get those co-benefits when you do things in a holistic way.⁴²
- 1.35 Ms Smout also highlighted the 'huge amount of work' Wales has done around culture change. Ms Smout gave an example of upskilling across government 'to recognise an opportunity to impact mental health through a change in transport.' Ms Smout also noted that this type of thinking may not come instinctively in KPI-driven environment that focus on things like 'times on a train'.⁴³
- 1.36 Ms Diane Bowles, Policy Advisor, The Centre for Policy Development, also echoed the importance of embedding 'culture change'.⁴⁴

The need to define wellbeing

Recommendation 3

The NSW Government, in consultation with the community, should establish a holistic vision and a clear definition of wellbeing and other relevant terms and articulate an end state for the NSW Performance and Wellbeing Framework's outcomes.

- 1.37 The NSW Framework does not include a clear definition of wellbeing or vision for wellbeing in NSW. It is clear from the range evidence received by the Committee that there many perspectives on how to define wellbeing and that this will involve consultation with NSW communities. The Committee recommends that a clear definition of the term 'wellbeing' is included in the NSW Framework, including what Wellbeing means to people in NSW. This will ensure the delivery of a framework that represents what the people of NSW want and in turn a pathway to shape government programs to deliver it.

⁴¹Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, pp 48-49.

⁴² Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 49.

⁴³ Ms Scarlett Smout, Research Associate, the Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, [Transcript of evidence](#), 12 September 2024, p 13.

⁴⁴ Ms Diane Bowles, Policy Adviser, Wellbeing Government, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 45.

- 1.38 The Committee for Sydney said that wellbeing frameworks should set a 'clear agenda of what we want to achieve together as a state', and the purpose is to set a 'wellbeing vision' that determines the budget.⁴⁵
- 1.39 The Centre for Health and Economics Research and Evaluation (CHERE) advised that wellbeing has numerous definitions, and a key starting point would be to define the term in the context of the NSW Framework. CHERE also advised that 'it is important that what is measured is culturally appropriate for all NSW residents.' This can be challenging, 'as perceptions of quality of life and wellbeing are influenced by cultural background.'⁴⁶
- 1.40 Similarly, Mr Salvaris said that it is important have a clear definition of 'what you want to measure and what is important', as the collection of data alone, without a clear definition of the objective, will not effectively solve the problem. Other jurisdictions started with key questions like 'what kind of community do people want?', 'what are the key goals, aspirations, values and principles?'.⁴⁷
- 1.41 The Australian Psychological Society (APS) raised concerns about whether the NSW Framework will be able to realise its objectives without clearer definitions. They noted that the:
- ... lack of clear and consistent definition of "wellbeing" risks undermining the effectiveness of policy initiatives aimed at enhancing the quality of life for individuals and communities in NSW.⁴⁸
- 1.42 The APS recommended that a definition be developed through 'an inclusive and participatory co-design process' and provided advice on what the consultation process should involve.⁴⁹
- 1.43 Stakeholders also identified several other key terms and concepts that should be clearly defined, such as: quality of life,⁵⁰ poverty,⁵¹ liveable,⁵² security,⁵³ and social housing dwelling standard.⁵⁴

⁴⁵ [Submission 25](#), Committee for Sydney, p 2.

⁴⁶ [Submission 15](#), Centre for Health Economics Research and Evaluation, University of Technology Sydney, pp 1-2.

⁴⁷ Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, pp 35-36.

⁴⁸ [Submission 35](#), Australian Psychological Society, p 1.

⁴⁹ [Submission 35](#), Australian Psychological Society, p 2.

⁵⁰ [Submission 15](#), Centre for Health Economics Research and Evaluation, University of Technology Sydney, p 1-2.

⁵¹ [Submission 24](#), NSW Council of Social Service, p 8.

⁵² Dr Angela Smith, Postdoctoral Research Fellow, Centre for Western Sydney, [Transcript of evidence](#), 12 September 2024, p 20.

⁵³ Dr Angela Smith, Postdoctoral Research Fellow, Centre for Western Sydney, [Transcript of evidence](#), 12 September 2024, p 20.

⁵⁴ Ms Dominique Rowe, Chief Executive Officer, Homelessness NSW, [Transcript of evidence](#), 12 September 2024, p 25.

Cascading wellbeing frameworks from the Federal to local government levels

- 1.44 The NSW Framework is aligned with and builds on the Federal Government's Measuring What Matters Framework (MWM Framework), and adapted for NSW Government service delivery. The MWM Framework is in turn consistent with the Wellbeing Framework developed by the Organisation for Economic Co-operation and Development (OECD Framework) and the United Nations Sustainable Development Goals (SDGs).⁵⁵
- 1.45 The Committee supports this alignment and encourages the NSW Government to continue to examine how it can be consistent with the Commonwealth approach, and consider broader alignment with relevant international frameworks.
- 1.46 The Committee heard that local active communities have a role in supporting wellbeing outcomes.⁵⁶ The Committee notes however, that the NSW Framework does not consider how it could be applied at the local level. Some stakeholders called for the NSW Framework to be applied to local communities using a place-based approach, this is discussed later.

Relationship with other frameworks , including the Measuring What Matters Framework

- 1.47 Alignment with the Commonwealth is supported by A New Approach, who stated they welcome NSW Treasury's explicit intention for the NSW Framework to align with, and build on MWM Framework.⁵⁷
- 1.48 Australian National Development Index (ANDI) raised alignment of the NSW Framework with the SDGs. ANDI advised that while not all measures will be appropriate for Australia or Australia's states, Australian jurisdictions should align with or adopt some of the key measures of the SDGs. Alignment is especially important in areas where Australia is comparatively a poor performer, for example in environmental areas.⁵⁸
- 1.49 Dr Matt Fisher proposed a range of indicators to enable the NSW Framework to align with the MWM Framework and the OCED Framework.⁵⁹ These could be considered by the NSW Government as part of the ongoing development and implementation of the NSW Framework.
- 1.50 Mr Mark Nutting, Strategic Planning Manager, Southern Sydney Regional Organisation of Councils, raised the lack of integration of Commonwealth and State funding for local government within the NSW Framework, noting that local

⁵⁵ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, June 2024, p 10.

⁵⁶ Dr Matt Fisher, Senior Research Fellow, Stretton Health Equity School of Social Sciences, [Transcript of evidence](#), 12 September 2024, p 5.

⁵⁷ [Submission 8](#), A New Approach, p 1.

⁵⁸ [Submission 30](#), Australian National Development Index, p 12.

⁵⁹ [Submission 6](#), Dr Matt Fisher, pp 3- 5.

government often receive funding from both and have reporting responsibilities for that funding.⁶⁰

- 1.51 Differences in the approach between the MWM Framework and NSW Framework, were raised Ms Diane Bowles, Policy Adviser, Wellbeing Government, The Centre for Policy Development. Ms Bowles told the Committee that the MWM Framework is more 'aspirational' than the NSW Framework.⁶¹
- 1.52 While alignment to the MWM Framework is important, the Australian Psychological Society (APS) and Dr Kate Sollis both raised concerns about the potential lack of consultation that was undertaken to develop and implement the MWM Framework.⁶²
- 1.53 The APS reported that there were issues with the implement of the MWM Framework due to limited consultation, as well as lack of a definition for wellbeing. The APS stated that this has led to there being no clear mechanism for how the MWM framework can be used for decision making. The APS also stated that it is unclear how the MWM Framework will be used as part of the Budget process. They also note the data underpinning the MWM Framework has limitations which has delayed the full implementation.⁶³
- 1.54 Dr Kate Sollis reported 'there is little evidence to support the assertion that the MWM themes arose through consultation', while highlighting the importance of asking what matters to individuals for their wellbeing.⁶⁴
- 1.55 The Committee encourages the NSW Government to note any learnings from the implementation of the MWM Framework and pursue a data-informed model that centres robust and genuine community consultation.
- 1.56 The Committee supports the alignment of the NSW Framework with the MWM Framework, and to relevant international models such as the OECD Framework and the UN SDG where appropriate. Part of the alignment process should consider learnings from the implementation of those wellbeing frameworks. The NSW Government should also consider how the NSW Framework may be cascaded to the local government level to support wellbeing outcomes, this is discussed below.

⁶⁰ Mr Mark Nutting, Strategic Planning Manager, Southern Sydney Regional Organisation of Councils, [Transcript of evidence](#), 12 September 2024, p 30.

⁶¹ Ms Diane Bowles, Policy Adviser, Wellbeing Government, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 47.

⁶² [Submission 7](#), Dr Kate Sollis, p 3; [Submission 35](#), Australian Psychological Society, p 3.

⁶³ [Submission 35](#), Australian Psychological Society, p 3.

⁶⁴ [Submission 7](#), Dr Kate Sollis, p 3.

Applying the NSW Framework through a place-based approach

Finding 3

Local government and community groups and organisations have a role to play in informing and delivering wellbeing policy.

Recommendation 4

The NSW Government should consult with local government, as well as local community and neighbourhood centres, in adopting a place-based approach to:

- **the development and implementation of the NSW Performance and Wellbeing Framework**
- **its decision making on policy changes and funding decisions, following the implementation of the NSW Performance and Wellbeing Framework, and**
- **the collection, analysis and publication of data.**

1.57 Several stakeholders called for a place-based approach to the delivery of wellbeing policy and funding.⁶⁵ Stakeholders stressed that local government and local communities have an important role to play in informing and delivering wellbeing policy.⁶⁶

1.58 The Committee notes the opportunity to engage local governments as part of the implementation for the NSW Framework. This may support wellbeing outcomes and effective use of wellbeing budget measures at the community level.

1.59 The Southern Sydney Regional Organisation of Council stated that a place-based approach will support decision-makers to overcome silos and work across agencies towards wellbeing outcomes:

Place-based wellbeing and performance indices will help to identify those places where wellbeing and performance outcomes are being enhanced, static or declining. They enable spatial mapping in a way that highlights coordination issues and priorities that would not otherwise be identified. This form of visual reporting can send strong signals to decision-makers, stimulating efforts to break down siloed decision-making and encouraging interagency and intergovernmental co-investment.⁶⁷

⁶⁵ Dr Matt Fisher, Senior Research Fellow, Stretton Health Equity School of Social Sciences, [Transcript of evidence](#), 12 September 2024, pp 5, 8; Dr Angela Smith, Postdoctoral Research Fellow, Centre for Western Sydney, [Transcript of evidence](#), 12 September 2024, p 19; Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 24.

⁶⁶ Dr Matt Fisher, Senior Research Fellow, Stretton Health Equity School of Social Sciences, [Transcript of evidence](#), 12 September 2024, p 5; Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, pp 19, 24.

⁶⁷ [Answers to supplementary questions](#), Southern Sydney Regional Organisation of Councils, 11 October 2024, p 2.

- 1.60 Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning highlighted that local government has a key role in communities wellbeing, explaining:
- Local government are the level of government that is closest to communities and they're also the level of government that's reported as having the highest level of trust from communities. We would say that local government is critical to community wellbeing and economic wellbeing.⁶⁸
- 1.61 Southern Sydney Regional Organisation of Councils also proposed a ninth theme, 'Place – no one and no place left behind'. They argued this will enable the NSW Framework to highlight the role of local government in 'placemaking and service delivery' and 'enable more emphasis to be attributed to identifying regional needs, issues and collaborative solutions'.⁶⁹
- 1.62 The Centre for Western Sydney (CWS) recommended that a place-based approach be taken in developing the NSW Framework. This would include using data and indicators that can be broken down at across areas (for example by Local Government Area) to address communities' unique needs.⁷⁰
- 1.63 CWS explained that a place-based approach to outcomes and service levels allows for a more accurate representation of regional differences and ensures that resource allocations respond to the specific needs of diverse communities.⁷¹
- 1.64 The Committee heard that active communities, and place-based approaches have the ability to encourage systematic approaches to improve their communities' lives.⁷²
- 1.65 Examples of active communities include primary schools and local primary healthcare services which can contribute to community wellbeing through engagement with community members to social connectedness and to combat social isolation.⁷³
- 1.66 Dr Matt Fisher highlighted the essential roles of active communities and a place-based approach to policy:
- Active communities have an essential role to play in generating the conditions needed for wellbeing to thrive. I would argue that place-based approaches to policy, whereby governments engage with active communities to develop localised strategies for the promotion of wellbeing have an essential role to play.⁷⁴

⁶⁸ Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 24.

⁶⁹ [Submission 14](#), Southern Sydney Regional Organisation of Councils, p 4.

⁷⁰ [Submission 17](#), Centre for Western Sydney, p 1.

⁷¹ [Submission 17](#), Centre for Western Sydney, p 2.

⁷² In this report, active communities are defined as communities that are designed to promote physical activity for children and adults, have the ability to encourage systematic approaches to improve their communities' lives.

⁷³ Dr Matt Fisher, Senior Research Fellow, Stretton Health Equity School of Social Sciences, [Transcript of evidence](#), 12 September 2024, p 6.

⁷⁴ Dr Matt Fisher, Senior Research Fellow, Stretton Health Equity School of Social Sciences, [Transcript of evidence](#), 12 September 2024, p 5.

- 1.67 The Committee recommends that the NSW Government adopt a place-based approach to:
- the development and implementation of the NSW Performance and Wellbeing Framework
 - its decision making on policy changes and funding decisions, following the implementation of the NSW Performance and Wellbeing Framework
 - the collection, analysis and publication of data.

Overarching feedback on the selection, mix and prioritising of themes, outcomes and indicators

Finding 4

There was a view among stakeholders that a limited number of holistic, integrated goals is more effective in driving interagency collaboration and whole-of-government responses.

Recommendation 5

The NSW Government should consider:

- **whether the NSW Performance and Wellbeing Framework has the appropriate balance of lead and lag indicators,**
- **if there should be a smaller number of themes, outcomes and indicators to drive better interdepartmental and agency collaboration to breakdown silos,**
- **how indicators and metrics are assessed and analysed across different thematic or geographic areas to ensure a holistic approach and no unintended consequences, and**
- **prioritising indicators and metrics as part of its ongoing review and implementation of the NSW Performance and Wellbeing Framework.**

1.68 The Committee heard about the importance of lead indicators which are supported by lag indicators to show progress across different departments and disciplines.⁷⁵

The role of lead and lag indicators

1.69 The Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney (PRC) outlined the role of lead and lag indicators:

Our experience in public health policy and practice is that, while lag indicators are essential for goal setting and evaluation, it is the identification of the most important and changeable lead indicators that will ultimately determine what outcomes are achieved. Lead indicators are necessary for the selection of strategies, implementation planning and monitoring.⁷⁶

1.70 SGS Economic and Planning explained the importance of including both lead and lag indicators:

Lead indicators shed light on emerging issues requiring monitoring, escalation in priority, and/or intervention. Lead indicators help to embed a proactive approach to diagnosing and preventing harm in society. Lag indicators provide a snapshot of the

⁷⁵ In the context of this inquiry, lag indicators are considered to be performance indicators that retrospectively measure changes and outcomes resulting from lead indicators. Where are lead indicators are performance indicators that are predictive, and selected to identify future outcomes based on changes.

⁷⁶ [Answers to supplementary question](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 2.

current environment as a function of the effectiveness of past policies and/or programs.⁷⁷

- 1.71 Homelessness NSW noted that lag indicators can provide crucial data on the ongoing impact of policies, which enables governments to understand whether resources are achieving their intended outcomes.⁷⁸

Why lead indicators are important

- 1.72 Professor Phongsavan, Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney gave examples of case studies of cities that have identified walkability and activity as lead indicators, as they relate to 'upstream social determinants of health'. These cities, including New York and Hong Kong, created walkable environments, and then measured if it led to better social interactions between individuals and communities and improved functions among older people:

There is strong, clear evidence that activating places—making streets connected better, creating destinations for people to walk to within 10 minutes or 15 minutes—really gets people up and about and also connecting with their community and society. We've got some amazing evidence that has been published out there to showcase that it does work. Going back to my earlier point and comment about, basically, making sure that the framework acknowledges the indicators and measuring walkability, activity and places, that's going to be critical.⁷⁹

- 1.73 The Committee understands that siloing is a commonly recognised issue in the delivery of government services. Associate Professor Melissa Parsons, also noted that fragmentation and siloing is a 'well-known barrier to a lot of delivery of government services'.⁸⁰
- 1.74 The Committee considers that lead indicators can support collaboration across agencies and departments to work together towards common holistic goals and reduce the risks of silos in the application and accountability for the NSW Framework. The use of lead indicators may also reduce silos across different levels of government. This can be seen in the Welsh model, which uses seven lead outcomes that each agency is responsible for.
- 1.75 This approach also recognises that all the themes are interconnected, and that many of the indicators will capture information that applies to outcomes for several themes.
- 1.76 Stakeholders also discussed the connection between themes. The Multicultural Disability Advocacy Association of NSW (MDAA) reported that all metrics of

⁷⁷ [Answers to supplementary questions](#), SGS Economics and Planning, 2 October 2024, p 1.

⁷⁸ [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, p 2.

⁷⁹ Professor Philayrath Phongsavan, Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, [Transcript of evidence](#), 12 September 2024, p 6.

⁸⁰ Associate Professor Melissa Parsons, Associate Professor in Physical Geography, Department of Geography and Planning, University of New England, [Transcript of evidence](#), 12 September 2024, p 45.

wellbeing are closely connected and work together to provide an overall existence of positive wellbeing.⁸¹

- 1.77 Homelessness NSW 'strongly support' the use of lead indicators, specifically with reference to the Housing theme, saying lead indicators 'support decision-making by ensuring policies remain on track to achieve long-term goals, serving as benchmarks for process and allowing timely interventions if targets are not met'. They also noted that lead indicators enable 'proactive monitoring by tracking actions and initiatives before issues fully develop' which allows policymakers to 'adjust strategies early'.⁸²

Getting the right mix

- 1.78 Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney noted that a 'strong element' of the NSW Framework is that it includes both lead and lag indicators.⁸³ However, they caution that '... any tracking and assessment of performance and wellbeing indicators will need to recognise the complex relationship between lead and lag indicators'.⁸⁴
- 1.79 SGS Economics and Planning advised that an 'appropriate balance of lead and lag indicators is one that covers all stages of the policy life cycle' and are supported by current and relevant data.⁸⁵
- 1.80 Australian National Development Index noted that the specific number and mix of lead to lag indicators, are technical questions which can be determined later in the process, after the 'overall priorities, values and outcomes' have been determined through community engagement, research and consultation with experts.⁸⁶

Prioritising themes, outcomes and indicators within wellbeing frameworks

- 1.81 The NSW Framework does not prioritise or rank the proposed themes, outcomes or performance indicators.⁸⁷ The NSW Government recognises that people place different values on distinct aspects of wellbeing, such as health, housing, and sustainability.⁸⁸
- 1.82 The Centre for Policy Development stated that long-term outcomes and prevention should be a priority. They advised that evidence shows that prevention and investment in early intervention is the most effective way to achieve the purpose of the NSW Framework of 'more effective allocation of our

⁸¹ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2.

⁸² [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, pp 1-2.

⁸³ [Answers to supplementary question](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 2.

⁸⁴ [Answers to supplementary question](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 6.

⁸⁵ [Answers to supplementary questions](#), SGS Economics and Planning, 2 October 2024, p 1.

⁸⁶ [Answers to supplementary questions](#), Australian National Development Index, 18 October 2024, p 3.

⁸⁷ [Submission 33](#), NSW Government, p 16.

⁸⁸ [Submission 33](#), NSW Government, p 11.

collective resources, allowing us to achieve more with less, thereby improving our collective wellbeing.¹⁸⁹

1.83 The Australian National Development Index (ANDI) argued that a large collection of different indicators and measures 'grouped loosely under traditional policy categories such health, education etc' will not be a reliable tool for policy making, resource allocation and planning. ANDI noted that a hierarchy within the indicators would better support the NSW Framework to achieves its targets:

... it is essential that a wellbeing framework from the start should try to identify priorities in some form of hierarchy, related to broader societal values and goals and the outcomes or targets needed to achieve them.⁹⁰

1.84 ANDI also noted that there are a number of ways to develop priorities or weightings, for example asking citizens to rank them on a scale of zero to ten which can be combined with expert assessment.⁹¹ They noted, however, that determining which wellbeing measures and outcomes are more meaningful can only be determined after the wellbeing priorities and outcomes to be measured are defined.⁹²

1.85 The Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney (PRC) stated that the NSW Framework should place greatest emphasis on the selection of the most important and changeable lead indicators that will have the greatest impact at the population level.⁹³

1.86 The PRC also stated that there is value in structuring the indicators into levels to highlight the action required to promote wellbeing and, in particular, the importance of 'upstream' environmental and economic determinants of wellbeing.⁹⁴

1.87 The PRC noted that the New Zealand Living Standards Framework structures indicators across three levels.⁹⁵ The PRC suggested that indicators within the NSW Framework could have a hierarchy that allocated indicators and metrics across three levels such as:

- Level 1 - individual and interpersonal
- Level 2 - institutional, and

⁸⁹ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 1

⁹⁰ [Answers to supplementary questions](#), Australian National Development Index, 18 October 2024, p 3.

⁹¹ [Answers to supplementary questions](#), Australian National Development Index, 18 October 2024, pp 3-4.

⁹² [Answers to supplementary questions](#), Australian National Development Index, 18 October 2024, p 3.

⁹³ [Answers to supplementation questions](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 3.

⁹⁴ [Answers to supplementation questions](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 3.

⁹⁵ [Answers to supplementation questions](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 3. The three levels of indicators in New Zealand's Living Standards Framework includes: Level one 'our individual and collective wellbeing', level two 'our institutions and governance' and level three 'wealth of Aotearoa'.

- Level 3 - community and policy.⁹⁶

1.88 The Multicultural Disability Advocacy Association of NSW noted that a balance between lead and lag indicators will develop as the NSW Framework is implemented. They also stated that as communities begin to interact with the framework, learnings can be implemented and the NSW Framework can be improved.⁹⁷

Feedback on the overall number of themes, outcomes and indicators

1.89 Stakeholders gave a variety of feedback on the number of indicators, including that the large number of indicators may make it difficult to understand and remember them.⁹⁸ Some stakeholders said that the number of indicators was too high.⁹⁹

1.90 The Australian National Development Index (ANDI) explained that too many indicators can 'alienate' citizens, highlighting that:

As an important earlier UNSW report argued... starting such a process with a large number of indicators for citizens and others to decide upon can have the effect of alienating citizens (who are not technical or statistical experts) and predetermining the outcome, and diverting it away from the larger questions that needs first to be decided.¹⁰⁰

1.91 The Committee for Sydney recommended consolidating the themes and outcomes to a maximum of 12.¹⁰¹ The Committee for Sydney, explained:

The risk with the current model is that 28 outcomes is far too many to meaningfully focus departments and spending effectively.¹⁰²

1.92 Miss Estelle Grech, Policy Manager, Fairness and Equity, Committee for Sydney emphasised that too many outcomes 'will dilute focus and old departmental habits will prevail.'¹⁰³

⁹⁶ [Answers to supplementation questions](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, 9 October 2024, p 4.

⁹⁷ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2.

⁹⁸ Miss Estelle Grech, Policy Manager, Fairness and Equity, Committee for Sydney, [Transcript of evidence](#), Thursday 12 September 2024, p11; [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2.

⁹⁹ [Submission 13](#), WalkSydney, p 1; [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2; [Answers to supplementary questions](#), Committee for Sydney, 18 October 2024, p 3.

¹⁰⁰ [Answers to supplementary questions](#), Australian National Development Index, 18 October 2024, p 3.

¹⁰¹ [Answers to supplementary questions](#), Committee for Sydney, 18 October 2024, p 3.

¹⁰² [Submission 25](#), Committee for Sydney, p 2.

¹⁰³ Miss Estelle Grech, Policy Manager, Fairness and Equity, Committee for Sydney, [Transcript of evidence](#), 12 September 2024, p 11.

- 1.93 WalkSydney said there are too many themes and indicators, and the themes appear 'single agency'. They propose using a 'mission-driven' or 'multi-agency' mission approach instead.¹⁰⁴
- 1.94 Similarly, Multicultural Disability Advocacy Association of NSW Inc told the Committee:
- ... the inclusion of an excessive number of performance indicators risks diluting focus, making it challenging to track progress effectively and potentially leading to under-resourced areas, where critical wellbeing issues could remain unaddressed or inadequately measured.¹⁰⁵
- 1.95 In contrast, SGS Economics and Planning were supportive of having 'a host' of indicators, saying:
- One of the benefits of that is that it provides a wider group of stakeholders with an entry point to understanding how wellbeing applies in their local contexts.¹⁰⁶
- 1.96 SGS Economics and Planning said that generally, 5-10 indicators would support capturing outcomes at the state level, noting:
- Too few indicators would ignore the plural drivers of wellbeing outcomes, while too many indicators may lead to trade-offs between process (i.e. sourcing, updating, and monitoring data) and value-add (i.e. data for insights on wellbeing outcomes). As some wellbeing outcome areas have a wider range of readily available datasets compared to others, including too many indicators also has the potential effect of highlighting this imbalance. We would see a focus on the wellbeing outcomes aligned with government priorities, and less of a focus on measuring service delivery activities.¹⁰⁷
- 1.97 Ms Michelle Tjondro, Senior Associate, SGS Economics and Planning, did clarify that while supportive of a 'wide set' of indicators, having a smaller set of 'headline wellbeing themes' is useful to 'keep the messaging really sharp and clear'.¹⁰⁸
- 1.98 Specific feedback on the proposed outcomes and indicators in the NSW Framework's eight themes is discussed across later chapters. The NSW Government should consider this feedback as part of its ongoing review and implementation of the NSW Framework.

¹⁰⁴ [Submission 13](#), WalkSydney, p 1.

¹⁰⁵ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2.

¹⁰⁶ Ms Michelle Tjondro, Senior Associate, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 20.

¹⁰⁷ [Answers to supplementary questions](#), SGS Economics and Planning, 2 October 2024, p 1.

¹⁰⁸ Ms Michelle Tjondro, Senior Associate, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, pp 21-22.

Chapter Two – Measuring wellbeing, ongoing consultation and developing targets

Measuring wellbeing

Recommendation 6

The NSW Government should prevent duplicate data collection gathering by leveraging existing data sources to inform ongoing consultation.

Recommendation 7

The NSW Government should address any gaps identified in existing datasets as part of implementing the NSW Performance and Wellbeing Framework.

Recommendation 8

The NSW Government should take a data development approach that considers the ability to collect and publish disaggregated wellbeing data, including by area or cohort.

Existing data

- 2.1 There is a wealth of existing data that the government can leverage to measure wellbeing in NSW. This data includes:
- local government data on their communities¹⁰⁹,
 - research bodies' databases,
 - the "Tell them from me" survey in schools,¹¹⁰
 - the Australian Unity Wellbeing Index,¹¹¹ and
 - financial institution databases^{112 113}.
- 2.2 Noting previous surveys, research projects and existing databases of data that may be relevant to wellbeing, the Committee recommends that existing data

¹⁰⁹ Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, pp 19, 24; [Answers to questions on notice](#), Southern Sydney Regional Organisation of Councils, 11 November 2024, p 5; Dr Angela Smith, Postdoctoral Research Fellow, Centre for Western Sydney, [Transcript of evidence](#), 12 September 2024, p 20.

¹¹⁰ Ms Zoë Robinson, Advocate for Children and Young People, Office of the Advocate for Children and Young People, [Transcript of evidence](#), 12 September 2024, p 16.

¹¹¹ Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 21.

¹¹² Ms Zoë Robinson, Advocate for Children and Young People, Office of the Advocate for Children and Young People, [Transcript of evidence](#), 12 September 2024, p 17.

¹¹³ See: Appendix A - Existing datasets.

should be considered prior to new consultation or data collection to avoid duplication.

- 2.3 Ms Zoë Robinson, Advocate for Children and Young People raised the issue of data gathering duplication. The Advocate explained that young people felt they were being asked the same questions about the same issues and giving the same responses repeatedly

... because one of the other things that we hear from children and young people is the issues since 2015, as an example, for the first strategic plan, to now haven't changed. Mental health has always been something young people have talked about, and we do a lot of work in custodial settings and with children and young people in out-of-home care. They will tell you everything, and they tell it over and over again. Those themes haven't necessarily changed. I'm not saying don't consult. What I am saying is set those parameters very clearly. Know that there are things that you will hear, that have been shared time and time again.¹¹⁴

Integrating existing local government data

- 2.4 There is the potential for existing local government data to be leveraged to measure wellbeing and inform the ongoing approach for wellbeing data collection.
- 2.5 Ms Alison Holloway, CEO, SGS Economics and Planning told the Committee that councils have the 'systems and structures in place around their reporting requirements'. Ms Holloway noted that there is 'a lot of data that local government already reports that could be made more transparent to help support this process.'¹¹⁵
- 2.6 Ms Holloway provided an example from the United Kingdom of how local government data is being shared and used:
- An example from the UK local government is that there's now an established platform that measures and reports on key outcomes and indicators at the local government level. But it also allows local government to upload their data into that platform that has that transparency for the community and can also then report on what's important for local governments and start to build that consistent dataset over time.¹¹⁶
- 2.7 The Centre for Policy Development (CPD) also referenced the United Kingdom model as an example of how local government can successfully participate in data collection and sharing. The CPD reported that their Thriving Places Index started as a program for cities, but now monitors regions across England.¹¹⁷

¹¹⁴ Ms Zoë Robinson, Advocate for Children and Young People, Office of the Advocate for Children and Young People, [Transcript of evidence](#), 12 September 2024, p 14.

¹¹⁵ Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 24.

¹¹⁶ Ms Alison Holloway, Chief Executive Officer, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 24.

¹¹⁷ [Answers to supplementary questions](#), The Centre for Policy Development, 11 October 2024, p 3.

Identifying gaps in existing data

- 2.8 Dr Kate Sollis, a wellbeing researcher, observed that the proposed indicators appear to be based on existing data and surveys. Dr Sollis highlighted that the consultation process is an opportunity to identify data gaps and indicators for which data may not be currently available.¹¹⁸
- 2.9 One gap the Committee is concerned about is the potential that some vulnerable people are not captured by current service data. The Committee is of the opinion that different data sources should be integrated to capture as many people as possible.
- 2.10 Ms Bastien Wallace, Senior Policy Officer, People with Disability Australia told the Committee that the NSW Performance and Wellbeing Framework (NSW Framework) has the opportunity to take account of the very different needs that people have. Ms Wallace explained that there are government service delivery areas where people with disability are 'not present to even ask for what they need because the process of getting there is not accessible'.¹¹⁹
- 2.11 Ms Wallace also noted that even things like filling out a housing application, rental tenancy or public housing, can be an 'entirely inaccessible process'.¹²⁰
- 2.12 The Multicultural Disability Advocacy Association of NSW (MDAA) explained that the needs of people with disability should be measured, as they will differ from the mainstream. MDAA noted their concern that the indicators included have the potential to become 'underserved and troublesome'.¹²¹
- 2.13 For example, the focus on employment in the NSW Framework overlooks the barriers many individuals face in accessing employment. Those from a multicultural background may face discrimination, lack of accessible work environments, limited support for skill development or cultural and/or linguistic challenges.¹²²
- 2.14 The Audit Office of NSW reported that a key gap, and common performance audit finding, was audited agencies not collecting sufficient information to allow them to understand the quality of services or the experiences and outcomes for the people using their services. The following performance audits demonstrate this:
- *Oversight of the child protection system (2024)* found that the Department of Communities and Justice lacked data about the wellbeing of children in out of home care and the outcomes of care provided to them. This is in the context of a \$1.9b per year investment in providing these services. The Audit Office of

¹¹⁸ [Submission 7](#), Dr Kate Sollis, p 3.

¹¹⁹ Ms Bastien Wallace, Senior Policy Officer, People with Disability Australia, [Transcript of evidence](#), 12 September 2024 p 4.

¹²⁰ Ms Bastien Wallace, Senior Policy Officer, People with Disability Australia, [Transcript of evidence](#), 12 September 2024, p 4.

¹²¹ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 1.

¹²² [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 1.

NSW notes that the NSW Ombudsman made similar findings in its *Protecting children at risk* report published in July 2024.

- *Managing the affairs of people under financial management and/or guardianship orders* (2023) found that the NSW Trustee and Guardian did not track its performance with respect to service quality or the experiences and outcomes of its financial management or public guardianship clients.
- *Responses to homelessness* (2021) found the Department of Communities and Justice did not know how many people experiencing street homelessness who were provided temporary accommodation during the first year of the COVID-19 pandemic had returned to homelessness.¹²³

2.15 The Committee encourages the NSW Government to review the existing data to inform their consultation approach, both to prevent duplication when surveying for new data and also to identify any gaps that may exist. The use of a range of different data sources may assist the NSW Government to ensure all groups of people in NSW are represented.

Disaggregating data

- 2.16 Stakeholders called for the NSW Framework to measure both overall wellbeing, at a state level and its distribution across different groups.¹²⁴ The Committee heard that data should be presented as disaggregated data, or data that is broken down by relevant sub-categories. For example, data presented in categories by socio-economic status, Aboriginal identity, gender, or people with disability.
- 2.17 The NSW Government reported that being able to use disaggregated data to compare the experiences of different groups in society is a strength of the proposed NSW Framework. Information will be able to be broken down by factors such as age or gender and First Nations communities are considered specifically within the NSW Framework with performance indicators.¹²⁵
- 2.18 Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney observed that the wellbeing metrics in the NSW Framework are primarily whole of population or age specific indicators, with little reference to socioeconomic or regional factors, for example urban versus rural.¹²⁶
- 2.19 People With Disability Australia (PWDA) called for the NSW Framework to identify people with disability, accessibility issues and exclusion barriers in a disaggregated way. PWDA reported that statistics and data collection that is disaggregated to assess the barriers faced by people with disability aligns with

¹²³ [Submission 2](#), Auditor-General of New South Wales, p 1.

¹²⁴ [Submission 18](#), People with Disability Australia, pp 12-13; [Submission 24](#), NSW Council of Social Service, p 7; [Answers to supplementary questions](#), Prevention Research Collaboration, Charles Perkin Centre, The University of Sydney, 9 October 2024, p 3.

¹²⁵ [Submission 33](#), NSW Government, p 16.

¹²⁶ [Answers to supplementary questions](#), Prevention Research Collaboration, Charles Perkin Centre, The University of Sydney, 9 October 2024, p 3.

the requirements of the Australian Human Rights Commission's *Convention on the Rights of Persons with Disability*.¹²⁷

- 2.20 The Committee notes that the Performance and Wellbeing - Consultation Paper (the Consultation Paper) states 'Equity, inclusion and fairness are cross-cutting objectives that are relevant to all wellbeing themes'.¹²⁸
- 2.21 NSW Council of Social Service (NCOSS) argued that the indicators must be presented in a way that enables the analysis of 'wellbeing distribution' to include equity in the purpose of the NSW Framework. NCOSS believe that whenever possible the disaggregated data should be presented for various demographics.¹²⁹
- 2.22 Without disaggregated data, NCOSS stated there is a risk that the 'true picture' of wellbeing will be hidden, citing the result of their study *Mapping Economic Disadvantage in NSW*.¹³⁰
- 2.23 As an example, NCOSS noted that between 2016 and 2021 the NSW poverty rate only increased by 0.1%. NCOSS explained this statistic hides the true experience of poverty across NSW, including factors like a significant increase in poverty rates for older people, or increases in poverty for communities in certain areas like Western Sydney.¹³¹
- 2.24 The Consultation Paper states NSW agencies will work collaboratively to address the known limitations of the indicator approach¹³² and the difficulties in understanding the differences between different population groups and areas.¹³³
- 2.25 The Committee supports the NSW Government plan to use disaggregated data in the NSW Framework to compare the experiences of different groups in society. We recommend that where possible the NSW Government should publish disaggregated data for the visibility of the public.

Data development

Recommendation 9

The Committee recommends that the development of the Data Development Plan be prioritised for delivery with the NSW Performance and Wellbeing Framework.

- 2.26 The Consultation Paper acknowledges some limitations to the NSW Framework:

¹²⁷ [Submission 18](#), People with Disability Australia, pp 12-13.

¹²⁸ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 13.

¹²⁹ [Submission 24](#), NSW Council of Social Service, p 7.

¹³⁰ [Submission 24](#), NSW Council of Social Service, p 7; Y Vidyattama, L Brown, R Tanton and NSW Council of Social Service, [Mapping Economic Disadvantage in NSW, 2021](#), NATSEM, Faculty of Business, Government and Law, University of Canberra, March 2023.

¹³¹ [Submission 24](#), NSW Council of Social Service, p 7.

¹³² NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 9. The Consultation Paper stated the following on limitations to NSW Treasury's indicator approach: 'Possible indicators have been selected based on what can be measured with available information. But there are gaps where we do not measure, or frequently measure, things that may be important for performance and wellbeing.'

¹³³ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 19.

- There are gaps where the NSW Government either does not measure frequently, or does not measure at all things that might be important for wellbeing.
- External factors that may impact on outcomes or wellbeing themes are not accounted for.
- Things outside of government policies and programs which impact wellbeing are not isolated.¹³⁴

2.27 The Consultation Paper says that NSW agencies are working collaboratively to address these limitations.¹³⁵ In addition, the NSW Government will outline their approach for data development¹³⁶ in a Data Development Plan as part of the development of the NSW Framework. The NSW Government reported the current areas of focus for data development in the NSW Framework includes increasing its ability to understand performance in different places within New South Wales, or between different groups in the population.¹³⁷

2.28 Stakeholders provided a range of feedback on data development, including:

- To be effective, there needs to be a plan for how data will connect with action before deciding what data to collect.¹³⁸
- A wellbeing dashboard must include space for more indicators to be incorporated as available data improves, reflecting that there will be current data gaps in some areas, this will prevent priorities being determined by available data.¹³⁹
- The possibility of assigning weights to indicators to help with reporting on performance, informing policy decisions and program development.¹⁴⁰
- The NSW Framework should include clear guidance about how the data collected is used to report on service performance.¹⁴¹
- It is important to establish a framework about who should provide the data.¹⁴²
- The need for a review and consultation process with experts to identify possible instruments, and 'assess the available validation evidence to finalise the choice'.¹⁴³

¹³⁴ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 19.

¹³⁵ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 19.

¹³⁶ Data development is the process of improving data design, collection and use to achieve an objective.

¹³⁷ [Submission 33](#), NSW Government, p 24.

¹³⁸ [Submission 22](#), The Centre for Policy Development, p 8.

¹³⁹ [Submission 22](#), The Centre for Policy Development, p 8.

¹⁴⁰ [Submission 15](#), Centre for Health Economics Research and Evaluation, University of Technology Sydney, p 3.

¹⁴¹ [Submission 15](#), Centre for Health Economics Research and Evaluation, University of Technology Sydney, p 3.

¹⁴² [Submission 15](#), Centre for Health Economics Research and Evaluation, University of Technology Sydney, p 3.

¹⁴³ [Submission 15](#), Centre for Health Economics Research and Evaluation, University of Technology Sydney, p 2.

- 2.29 The Committee recommends that the Data Development Plan be prioritised for delivery with the NSW Framework to address any limitations of the indicator approach and ensure the data collection and use for the NSW Framework is appropriate for its goals.

Ongoing consultation and an iterative approach

Finding 5

The NSW Government is consulting on the proposed NSW Performance and Wellbeing Framework in 2024.

Recommendation 10

The NSW Government should conduct ongoing public consultation on the NSW Performance and Wellbeing Framework for the duration of its lifetime to ensure it remains relevant to the people of NSW.

- 2.30 The Committee is supportive of the consultation that has taken place to date on the NSW Framework. Stakeholders have highlighted that comprehensive community engagement is essential to the success of the Framework, and deeper consultation is needed.
- 2.31 The NSW Government should consider stakeholders feedback to ensure continuous and genuine consultation with the public in the ongoing development, implementation and review of the NSW Framework, including with experts across the community sector.
- 2.32 The Committee heard that the approach to ongoing consultation should consider a place-based approach where government engages with local government and community groups to develop localised strategies for the promotion of wellbeing.¹⁴⁴
- 2.33 The Government has committed to consultation on the proposed framework in 2024, and report that community consultation has been a focus for the implementation of the NSW Framework.¹⁴⁵ It is unclear what further consultation will take place after 2024.
- 2.34 Many stakeholders indicated their interest in participating in further consultation throughout the development of the NSW Framework.¹⁴⁶ The Committee recommends that the NSW Government engages these stakeholders as part of the NSW Framework development and implementation.

¹⁴⁴ [Submission 17](#), Centre for Western Sydney, pp 1-3.

¹⁴⁵ [Submission 33](#), NSW Government, pp 6, 27.

¹⁴⁶ For example: [Submission 34](#), Clubs NSW, p1; [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 3; [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, p 3; [Answers to supplementary questions](#), Australian National Development Index, 18 October 2024, p 5; [Answers to supplementary questions](#), WalkSydney, 10 October 2024, p 3; [Answers to supplementary questions](#), Advocate for Children and Young People, 9 October 2024, p 3; [Answers to supplementary questions](#), Prevention Research Collaboration, Charles Perkin Centre, The University of Sydney, 9 October 2024, p 7; [Answers to supplementary questions](#), People with Disability Australia, 2 October 2024, p 5.

Ongoing consultation on the proposed NSW Framework

- 2.35 MDAA told the Committee that continuous correspondence with those who have submitted a response to the Consultation Paper would be essential.¹⁴⁷
- 2.36 NCOSS told the Committee that the government should engage a diverse range of stakeholders in the ongoing development, implementation, and review of the NSW Framework, including experts across the community sector.¹⁴⁸
- 2.37 The Australian National Development Index (ANDI) reported that the timeline indicated in the Consultation Paper, including delivery of a complete NSW Framework in the 2025-26 Budget is 'unrealistic', noting their experience
- ... from work in many countries and with the OECD, is that the full cycle of developing an effective, community-engaged and 'built in' well-being framework is closer to 5-10 years than 18 months.¹⁴⁹

Learnings from other jurisdictions on community consultation and buy-in

- 2.38 The Committee heard that other jurisdictions didn't start with a large number of indicators and that deep and meaningful community engagement contributed to the success of the Wales and Canadian models. Mr Mike Salvaris, Director, Australian National Development Index advised that it is not feasible to have effective community engagement on the 120 indicators in the proposed NSW Framework.¹⁵⁰
- 2.39 Mr Salvaris further advised that the consultation processes in other countries likely didn't start with a 'huge bunch of indicators' or asking people 'is this the right indicator or not'.¹⁵¹
- 2.40 Mr Salvaris stated that 'what you need before you have indicators is a very clear definition of what you want to measure and what is important.'¹⁵² Mr Salvaris also said:
- You need to know what your values are; what are the key goals you want to set; what would be the concrete outcomes from those; and then, and only then, how you would measure them.¹⁵³
- 2.41 The Australian National Development Index noted that two of the most successful wellbeing models, Canada and Wales, started with extensive

¹⁴⁷ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 3.

¹⁴⁸ [Submission 24](#), NSW Council of Social Service, p 9.

¹⁴⁹ [Submission 30](#), Australian National Development Index, p 5.

¹⁵⁰ Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 35.

¹⁵¹ Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 35.

¹⁵² Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 36.

¹⁵³ Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 35.

community consultation. For example, Canada had a five-year consultation period starting with asking citizens simply 'What kind of Canada do we want?'.¹⁵⁴

2.42 Mr Salvaris highlighted that it took at least five years for Canada to get 'proper community engagement'. Mr Salvaris highlighted that critical aspects for a model to succeed include:

- recognising the time it takes,
- the need for extensive and inclusive community engagement, and
- the need for collaboration with other sectors like the community sector, and research, for example through universities or the Australian Bureau of Statistics.¹⁵⁵

2.43 Mr Salvaris clarified that Canada was actively working through their framework throughout that five-year consultation period:

... [Canada] didn't go five years and do nothing. What they did was release what they had. The plans for the development of this should be your next step. It's logical. "How are we going to do this, how it's going to be used, how it's going to be built for the Government, these are our main themes, these are some of the things we want discussion on, these are the things we feel confident about"—you can do that straightaway. You can do it budget by budget. You can make sure that there are more steps.

2.44 ANDI provided information from the examples of how successful models in Canada and Wales were developed, noting that the Wales model:

Like Canada, it began with an extensive process of community engagement community engagement and a gradual campaign to build a wellbeing and future generations approach into government, culminating in comprehensive legislation that requires all government agencies to plan, collaborate, document and evaluate their progress towards key state-wide goals.¹⁵⁶

2.45 In implementing a wellbeing framework, Western Australia has taken an iterative approach with five stages. Each stage has a deliverable which is reported on annually.¹⁵⁷

2.46 The CPD and the Public Service Association of NSW (PSA) noted the lack consultation¹⁵⁸ and cohesion¹⁵⁹ in New Zealand's implementation of its *Our Living Standards Framework*.

¹⁵⁴ [Submission 30](#), Australian National Development Index, pp 5-6.

¹⁵⁵ Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 34.

¹⁵⁶ [Submission 30](#), Australian National Development Index, p 6.

¹⁵⁷ Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 40.

¹⁵⁸ Ms Diane Bowles, Policy Adviser, Wellbeing Government, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 45.

¹⁵⁹ [Submission 10](#), Public Service Association of NSW, p 2.

2.47 Ms Diane Bowles, Policy Adviser, Wellbeing Government, CPD advised that New Zealanders have told CPD that they wish they had a 'national conversation' first:

It was just done by the Government. What that meant is there was no buy-in, there wasn't bipartisanship or multi-partisanship and that democratic mandate. That's really important, and that's why a lot of us are saying that's what we need here in New South Wales to make it sustainable and effective.¹⁶⁰

2.48 The PSA stated that the way in which concepts were implemented in practice and incorporated into New Zealand's budget and policy making processes failed. They advised the failure was primary due to a 'lack of cohesion between expenditure and policy objectives.'¹⁶¹

2.49 In comparison the success of the Welsh model is seeing voluntary buy-in from the non-government sectors. Mr Warwick Smith, Research Director, Wellbeing Economy, CPD said the Welsh model is influencing non-government agencies to take action on wellbeing issues:

In fact, more recently, as they see the Welsh people really start to embrace the framework, they've had private enterprises come to the Future Generations Commission to ask, "How can we align ourselves with the well-being of future generations Act?" It's good for business to be seen to be doing that.¹⁶²

2.50 The Committee notes that there is a risk of 'top-down' delivery without proper buy-in from the community, if diverse, ongoing and genuine consultation is not done.

2.51 PWDA called for the NSW Government to establish a co-design group which includes people with disability to ensure their needs are represented. This should include designing effective measurements, developing appropriate ways to gather data and developing a measurement framework.¹⁶³

2.52 Ms Bastien Wallace, Senior Policy Office, PWDA provided a positive example of government engaging in co-design that PWDA would like to see replicated for the NSW Framework:

I call out Transport for NSW. They have an advisory council composed of people with all sorts of disabilities and were able to provide input to inform the way that Transport does its work. That is a really constructive process, so when we have those opportunities for co-design and to provide that advice, we get better outcomes. It would be really good if that was incorporated here too.¹⁶⁴

¹⁶⁰ Ms Diane Bowles, Policy Adviser, Wellbeing Government, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 45.

¹⁶¹ [Submission 10](#), Public Service Association of NSW, p 2.

¹⁶² Mr Warwick Smith, Research Director, Wellbeing Economy, The Centre for Policy Development, [Transcript of evidence](#), 12 September 2024, p 46.

¹⁶³ [Submission 18](#), People with Disability Australia, pp 13-14.

¹⁶⁴ Ms Bastien Wallace, Senior Policy Officer, People With Disability Australia, [Transcript of evidence](#), 12 September 2024, pp 4-5.

- 2.53 Stakeholders told the Committee that the NSW Framework, including the vision, purpose¹⁶⁵ and process¹⁶⁶ should be iterative, and take into consideration ongoing feedback from stakeholders.

Setting targets and benchmarks

Recommendation 11

The NSW Government should include people and community-centred benchmarks and targets for wellbeing measures in the NSW Performance and Wellbeing Framework.

- 2.54 Stakeholders told the Committee that targets for the NSW Framework should be clearly defined and reported on to improve accountability.¹⁶⁷ The Committee recommends including information on benchmarks and targets in the NSW Framework to ensure the government is accountable to the community for wellbeing outcomes.
- 2.55 To improve accountability, NCOSS said that the NSW Framework should include targets for each metric, explaining
- While the desired trajectory is important, the Government should demonstrate to the community what its goals are when it comes to wellbeing. The community and the Government will only know we are being successful if we have clear targets, rather than simply relying on trends and relative improvements.¹⁶⁸
- 2.56 The Centre for Western Sydney also proposed that the NSW Framework should go beyond measurements and also set up targets. They stated 'It is imperative that benchmarks and targets are clearly defined for each wellbeing measure as well as strategies for how these targets will be achieved'.¹⁶⁹
- 2.57 The Public Service Association of NSW (PSA) highlighted the Welsh model where Ministers are required to set themselves targets, and then report on those targets. The PSA stated this leads to accountability being 'built in to the system'.¹⁷⁰
- 2.58 Dr Kate Sollis proposed setting targets for wellbeing indicators and assigning accountability to a designated Minister for achieving these targets.¹⁷¹
- 2.59 Mr Salvaris suggested that the NSW Government could consider the Western Australia approach, where progress is reported on in stages. Each of the one-year

¹⁶⁵ Ms Kate Fielding, Chief Executive Officer, A New Approach, [Transcript of evidence](#), 12 September 2024, p 36.

¹⁶⁶ Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 40.

¹⁶⁷ [Submission 24](#), NSW Council of Social Service, p 8; [Submission 17](#), Centre for Western Sydney, p 4.

¹⁶⁸ [Submission 24](#), NSW Council of Social Service, p 8.

¹⁶⁹ [Submission 17](#), Centre for Western Sydney, p 4.

¹⁷⁰ [Submission 10](#), Public Service Association of NSW, p 2.

¹⁷¹ [Submission 7](#), Dr Kate Sollis, p 3.

stages has a deliverable at the end of the year, with a report on progress to show the public.¹⁷²

- 2.60 PWDA also raised annual reporting and called for 'standard setting' based on the measurements' relevant accessibility. This would be accompanied by an audit framework to identify the current state and ongoing performance against the standards which would be published annually.¹⁷³ The Committee recommends that the NSW Government should include benchmarks and targets for wellbeing measures in the NSW Framework to support accountability of decision-making and transparency of the NSW Frameworks outcomes.

Supporting decision-making

Finding 6

The purpose of the NSW Performance and Wellbeing Framework should be to drive policy design and decision-making.

Recommendation 12

The NSW Government should ensure the NSW Performance and Wellbeing Framework is effectively embedded in budget and policy development processes.

Recommendation 13

The NSW Government should ensure there is direct involvement of the NSW Parliament with the NSW Performance and Wellbeing Framework, through consideration of how the framework will be incorporated into legislation, committee and parliamentary processes.

- 2.61 The Committee heard that there is a need to carefully consider how the Framework will support decision-making in practice.¹⁷⁴
- 2.62 Dr Sollis suggested looking at existing models like the Welsh model, which incorporates components such as principles for decision-making, governance structures, and reporting and accountability. Dr Sollis also suggested that the NSW Government should consider embedding the NSW Framework in the budget allocations and conducting wellbeing assessments for policy proposals.¹⁷⁵
- 2.63 The Centre for Health Economics Research and Evaluation (CHERE) reported it is important that the NSW Framework includes clear guidance about how the data collected is used to report on service performance and inform programs and policy to improve wellbeing.¹⁷⁶

¹⁷² Mr Mike Salvaris, Director, Australian National Development Index, [Transcript of evidence](#), 12 September 2024, p 40.

¹⁷³ [Submission 18](#), People with Disability Australia, pp 13-14.

¹⁷⁴ [Submission 7](#), Dr Kate Sollis, p 3; [Submission 24](#), NSW Council of Social Service, pp 6, 8; [Submission 15](#), Centre for Health Economics Research and Evaluation, pp 3-4.

¹⁷⁵ [Submission 7](#), Dr Kate Sollis, p 3.

¹⁷⁶ [Submission 15](#), Centre for Health Economics Research and Evaluation, pp 3-4.

- 2.64 A New Approach (ANA) and NCOSS reported that the NSW Framework should be used to guide government decision making.¹⁷⁷ SGS Economics highlighted the importance of integrating wellbeing outcomes into policy making and investment decisions.¹⁷⁸
- 2.65 ANA stressed the importance of including information in the Budget:
- Incorporating the wellbeing framework into the NSW Budget will be a meaningful step to prioritise wellbeing, including the contribution of arts and culture, in NSW Government decision making.¹⁷⁹
- 2.66 ANA encouraged the NSW Government to continue to pursue opportunities to include wellbeing into policy development and decision-making.¹⁸⁰
- 2.67 NCOSS emphasised that the purpose of the NSW Framework should be to drive policy design and decision making.¹⁸¹ NCOSS also stated it is critical that the Framework is embedded in the government's budget and policy development processes. They argued that this will better allow the NSW Framework to improve equity in policy making:
- This will better allow the Framework to be a tool for reducing disadvantage and inequality across communities, and improve equity in policy making. Without embedding the Framework in this way, it risks being a reporting dashboard that does not inform action. Existing and proposed expenditure should be assessed against the Framework, and clearly reported in the Budget Papers. It must not be a disconnected appendix to the Budget Papers.¹⁸²
- 2.68 The NSW Government should consider measuring the impacts of decision-making to ensure it is effective. The Committee for Sydney reported that the indicators should track progress across specific population cohorts, to ensure that any improvements across NSW delivered by government investment and decision-making are improving things for those who need it.¹⁸³
- 2.69 This position was supported by the Advocate for Children and Young People who recommended, 'that indicators and metrics be structured by demographic, to be able to identify good practice and allocate resources more effectively.'¹⁸⁴
- 2.70 The Welsh model provides an example of a data approach that uses disaggregated data to support consideration of equity. The Welsh Government publishes their national indicators accompanied by a technical document, *Well-being of Wales: national indicator technical descriptions and data links*. This contains supplementary technical information on each indicator including

¹⁷⁷ [Submission 24](#), NSW Council of Social Service, p 6; [Answers to supplementary questions](#), A New Approach, 30 September 2024, p 2.

¹⁷⁸ [Answers to supplementary questions](#), SGS Economics and Planning, 26 September 2024, p 2.

¹⁷⁹ [Answers to supplementary questions](#), A New Approach, 30 September 2024, p 2.

¹⁸⁰ [Answers to supplementary questions](#), A New Approach, 30 September 2024, p 2.

¹⁸¹ [Submission 24](#), NSW Council of Social Service, p 6.

¹⁸² [Submission 24](#), NSW Council of Social Service, pp 8-9.

¹⁸³ [Answers to supplementary questions](#), Committee for Sydney, 18 October 2024, pp 4-5.

¹⁸⁴ [Answers to supplementary questions](#), Office of the Advocate for Children and Young People, 9 October 2024, p 2.

proposed disaggregation by area and protected characteristic, which are set out in the Welsh Equality Act (2010).¹⁸⁵

- 2.71 The Committee is of the opinion that proper community engagement to inform targets for wellbeing measures will ensure that the community has an avenue to tell the government what is important to them and what kind of NSW they want. The Committee is supportive of publishing data to ensure accountability and transparency of the progress made towards these targets.

¹⁸⁵ Llywodraeth Cymru Welsh Government, [National indicators and national milestones for Wales](#), Policy and strategy, November 2022, p 4.

Chapter Three – Feedback on themes: Healthy

Recommendation 14

The NSW Government should consider the feedback on the NSW Performance and Wellbeing Framework’s themes gathered in this inquiry, as part of its ongoing review and implementation of a Wellbeing Framework.

Overview of Healthy



Figure 1: excerpt of proposed NSW Performance and Wellbeing Framework¹⁸⁶

- 3.1 The NSW Performance and Wellbeing Framework (NSW Framework) describes a healthy NSW as a society where people have good physical and mental health throughout their life and have equitable access to quality health and care services.¹⁸⁷
- 3.2 The NSW Framework proposes three outcomes and eleven indicators to illustrate how to the NSW Government can monitor and report on progress towards a Healthy NSW.¹⁸⁸ The proposed outcomes are outlined above in figure 1.

Feedback on Healthy

- 3.3 Stakeholders provided feedback on the Healthy theme, indicators and outcomes, identifying areas that could be strengthened. This included the indicators relating to mental health,¹⁸⁹ access to physical activity and recreational facilities,¹⁹⁰ and measures that consider the health specifically of young people.¹⁹¹
- 3.4 The NSW Government should consider the feedback on the Healthy theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.

¹⁸⁶ [Submission 33](#), NSW Government, p 15.

¹⁸⁷ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 23.

¹⁸⁸ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 23-25.

¹⁸⁹ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 2; [Submission 35](#), Australian Psychological Society (APS), p 3.

¹⁹⁰ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 6; [Submission 17](#), Centre for Western Sydney, p 5; [Submission 32](#), Prevention Research Collaboration, Charles Perkin Centre, The University of Sydney, p 2.

¹⁹¹ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, pp 5, 9.

Consideration of mental health

- 3.5 The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use (the Matilda Centre) stated that there is a 'distinct lack of consideration of mental health within the current metrics proposed',¹⁹² and called for better data collection on NSW residents' mental health.¹⁹³
- 3.6 The Matilda Centre highlighted that the National Survey of Mental Health and Wellbeing conducted in 2020-2022 found that in NSW an estimated two in five people aged 16-85 will have experienced a mental disorder in their lifetime.¹⁹⁴ The Committee notes that this is a significant portion of the NSW population.
- 3.7 The Matilda Centre noted the metric that appears to relate to mental health is *Acute re-admission within 28 days*. They also noted, however, this metric is not included in the proposed suite of 19 Wellbeing outcomes and there is no consideration of population mental health among the proposed outcomes.¹⁹⁵
- 3.8 The Matilda Centre argued that basing an assessment of the mental health of the NSW population solely on data of hospital re-admission within a 28-day period cannot provide a comprehensive picture of population-level mental wellbeing. Further, this metric will only capture the most severe cases and will not be representative of the larger population in NSW experiencing a mental health disorder.¹⁹⁶
- 3.9 The Matilda Centre reported that there is a current weakness in the existing data on mental health of NSW residents. While the existing National Study of Mental Health and Wellbeing¹⁹⁷ provides some useful data, it is are conducted too infrequently.¹⁹⁸
- 3.10 The Matilda Centre proposed a number of relevant measures that could better evaluate mental health. They suggest using existing measuring tools and surveys for individual psychological distress,¹⁹⁹ psychological wellbeing in large

¹⁹² [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 2.

¹⁹³ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 3.

¹⁹⁴ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 2.

¹⁹⁵ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 2.

¹⁹⁶ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 2.

¹⁹⁷ The National Study of Mental Health and Wellbeing is conducted every 10 years, and the Wellbeing and the NSW Population Health Survey is conducted every 2 years.

¹⁹⁸ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 3.

¹⁹⁹ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 3. The Matilda Centre suggested using the Distress Questionnaire-5 or the Kessler-6.

population samples,²⁰⁰ and social functioning,²⁰¹ that could all be leveraged by the NSW Government.

- 3.11 The Centre for Health Economics Research and Evaluation (UTS) (CHERE) also reported it is important that appropriate and 'psychometrically validated' instruments and measurement tools are used, noting that this information can be obtained from reviewing the existing evidence relating to the tools.²⁰² They stated there are many types of tools available which focus on different aspects of quality of life, and provided several options relevant to measuring health.²⁰³
- 3.12 Suicide Prevention Australia also supported including indicators for psychological distress, along with specific indicators for suicide deaths, suicidal behaviour and self-harm.²⁰⁴
- 3.13 Suicide Prevention Australia reported that it is critical that suicide is specifically addressed by the NSW Framework, due to the numbers of those in NSW impacted by suicides. In NSW, over 200 000 people attempt or seriously consider suicide, and over 900 people die by suicide each year.²⁰⁵
- 3.14 Suicide Prevention Australia noted that the NSW Framework currently touches on many of the determinants of suicide prevention, such as contact with the justice system and homelessness, but not 'in a specific enough manner to be meaningful for suicide prevention'.²⁰⁶

Indicators for young people

- 3.15 The Matilda Centre raised that young people should be an essential stakeholder group. They sought feedback on the NSW Framework from three young people who are members of the Youth Mental Health Advisory Team. All three young people included Healthy in their top three themes and told the Matilda Centre that there needed to be more of a focus on preventative measures.²⁰⁷
- 3.16 A member of the Youth Mental Health Advisory Team also told the Matilda Centre that performance indicators for the Healthy theme should explicitly address alcohol use in young people, alcohol-related harms in young people such as drink-driving accidents and alcohol use disorder in the general population.²⁰⁸

²⁰⁰ [Submission 16](#), p 3. The Matilda Centre suggested using the World Health Organisation-5 or the Short Warwick-Edinburgh Mental Wellbeing Scale.

²⁰¹ [Submission 16](#), p 3. The Matilda Centre suggested using the Work and Adjustment Scale (5 items).

²⁰² [Submission 15](#), Centre for Health Economics Research and Evaluation, University of Technology Sydney, p 2.

²⁰³ CHERE highlighted several tools including the EQ-5D, the SF-6Dv2, the EuroQol Health and Wellbeing and the PROMIS-29 which is already used in NSW.

²⁰⁴ [Submission 5](#), Suicide Prevention Australia, pp 2-3.

²⁰⁵ [Submission 5](#), Suicide Prevention Australia, p 2.

²⁰⁶ [Submission 5](#), Suicide Prevention Australia, p 2.

²⁰⁷ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, pp 5-10.

²⁰⁸ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 9.

- 3.17 The Office of Advocate for Children and Young People supported the consideration of children and young people for the NSW Framework. They provided survey data, collected in their *2024 Youth Week Poll* showing more than half of children and young people wanted to improve their skills in managing their physical and mental health:

When asked what wellbeing skills would be most helpful to build their abilities in, 55% said looking after their mental health and 57% said looking after their physical health. This strengthens the need to put children and young people at the center of a Wellbeing Framework designed to drive better outcomes.²⁰⁹

Aboriginal health indicators

- 3.18 The Matilda Centre reported that it is crucial that the NSW Framework is culturally appropriate and incorporates measurement of the First Nations concept of social and emotional wellbeing. The Matilda Centre identifies some existing data on connection to language, connection to culture, connection to family, and connection to body and behaviours which all contribute to wellbeing, however this data is limited and the surveys are conducted infrequently.²¹⁰
- 3.19 The Matilda Centre stressed that First Nations peoples should be consulted to identify an appropriate measuring approach for social and emotional wellbeing of First Nations people. The Matilda Centre identified the Transforming Indigenous Mental Health and Wellbeing group as a key stakeholder to consult with when determining appropriate indicators and measures on this item.²¹¹

Physical activity

- 3.20 The Centre for Western Sydney (CWS) commended the inclusion of the indicator around active lifestyles but noted that 'access to spaces and facilities play a key role in whether people are "enabled to lead active lifestyles" and that this access is spatially uneven across the state'. For example, they report that the residents of Western Sydney often have less access to sporting facilities compared to their counterparts in other areas of Sydney.²¹²
- 3.21 CWS propose an indicator that captures access to blue and green spaces²¹³ and facilities for sport and recreations.²¹⁴
- 3.22 The Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney reported that according to the World Health Organisation Physical Activity Guidelines, 'older adults (65 years and over) should undertake "varied multicomponent physical activity that emphasizes functional balance and

²⁰⁹ [Submission 3](#), Office of the Advocate for Children and Young People, p 2.

²¹⁰ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, pp 2-4.

²¹¹ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, pp 2-3.

²¹² [Submission 17](#), Centre for Western Sydney, p 5.

²¹³ Blue spaces are dominated by a watery element, such as a lakeside, river or coast. Green spaces may include a watery element but are characterised by predominantly 'green' elements such as grass or trees like a community garden, woodlands, hedges and food growing sites.

²¹⁴ [Submission 17](#), Centre for Western Sydney, p 5.

strength training at moderate or greater intensity, on 3 or more days a week". The submission noted there is no indicator that explicitly addresses participation in these components for older people.²¹⁵

- 3.23 The Matilda Centre reported that access to health activities may be impacted by people's different socioeconomic background. They proposed an additional indicator for the Healthy theme: 'More people access opportunities for physical activity and recreational sports'.²¹⁶

Consideration of disability

- 3.24 People with Disability Australia (PWDA) highlighted that people with disability have worse healthcare outcomes compared to their counterparts without disability, as well as lower life expectancy. This is due to a number of factors, including the barriers people with disability face when trying to access healthcare.²¹⁷

- 3.25 PWDA stressed the importance of properly considering how to include people with disability in the Healthy theme.

We need evaluation and measurement of the services and supports that promote health and wellbeing, in order to identify how best to improve inclusion and the health outcomes of people with disability. The lived experience of people with disability makes a critical contribution to inclusive, accessible healthcare, and should be measured and encouraged.²¹⁸

- 3.26 PWDA recommended using a co-design process with people with disability and their representative organizations 'to evaluate and report on the inclusion of people with disability in all of the health services and supports in NSW, both as recipients of care, and in the health care workforce'.²¹⁹

²¹⁵ [Submission 32](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, p 2.

²¹⁶ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 6.

²¹⁷ [Submission 18](#), People with Disability Australia, p 19.

²¹⁸ [Submission 18](#), People with Disability Australia, p 19.

²¹⁹ [Submission 18](#), People with Disability Australia, p 20.

Chapter Four – Feedback on themes: Prosperous, Skilled and Connected

Prosperous



Figure 2: excerpt of proposed NSW Performance and Wellbeing Framework²²⁰

Overview of Prosperous

- 4.1 The NSW Performance and Wellbeing Framework (NSW Framework) describes a prosperous society as having a dynamic and resilient economy, which provides opportunities for people. This includes everyone benefiting from a vibrant, diverse and resilient economy, equal opportunities to prosper across all generations and accessibility to jobs and opportunities.²²¹
- 4.2 Four outcomes and thirteen indicators have been proposed to show how the NSW Government can monitor and report on its performance towards a *Prosperous NSW*.²²² The proposed outcomes are outlined above in figure 2.

Feedback on Prosperous

- 4.3 The Committee heard that poverty has a pervasive impact on people's wellbeing. In turn stakeholders advocated for the NSW Framework to include a measure of poverty. The Committee also heard that the theme's outcomes should be broadened and that more should be done to recognise the diversity of ownership models with the NSW economy.
- 4.4 The NSW Government should consider the feedback on the Prosperous theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.
- 4.5 The NSW Council of Social Service (NCOSS) noted there is 'significant evidence linking poverty with negative life outcomes' across the Healthy, Skilled and Secure wellbeing themes. NCOSS argued that because of this, the NSW Framework should include a measure of poverty as a priority.²²³ Several other

²²⁰ [Submission 33](#), NSW Government, p 15.

²²¹ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 29.

²²² NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 29-31.

²²³ [Submission 24](#), NSW Council of Social Service, p 8.

stakeholders also called for a measure of poverty to be included in the NSW Framework.²²⁴

- 4.6 NCOSS also noted that there is no nationally agreed definition of poverty, and suggested that the NSW Government advocate that the federal government design an agreed national definition of poverty and commit to measuring it.²²⁵ As discussed in Chapter 2, the implementation of the proposed NSW Framework could be an opportunity to address gaps in existing measures and data.
- 4.7 NCOSS highlighted the importance of collecting disaggregated data on issues like poverty. They advised that without this transparency, collecting this data at a state level can hide the 'true experience of poverty across NSW'. For example, between 2016 and 2021 poverty rates:
- increased and concentrated in Western Sydney and South West Sydney
 - increased for older people
 - greatly differed for specific cohorts, like young people, between regional and metropolitan NSW.²²⁶
- 4.8 Given the Prosperous theme seeks to improve the equity of opportunities for people in NSW, a measure of poverty would be appropriate in this theme.
- 4.9 The Centre for Policy Development (CPD) noted that the Prosperous theme focuses on jobs rather than 'decent work' and that the term 'productive jobs' is difficult to interpret. CPD stated the lack of clarity could risk things like caring roles being seen as low in terms of productivity.²²⁷
- 4.10 The CPD recommended that the NSW Framework's wellbeing goals be broadened, and for the Prosperous theme, that this be done by:
- changing the definition of a prosperous society to include 'people have access to decent, fair work and opportunities' instead of 'people have access to jobs and opportunities', and
 - amending the outcome 'everyone has access to productive and rewarding jobs' to 'everyone has access to decent work and rewarding jobs'.²²⁸
- 4.11 The Business Council of Co-operatives and Mutuals (BCCM) agreed with the NSW Framework's description that 'a prosperous society is one which has a "vibrant, diverse and resilient economy that benefits everyone".²²⁹

²²⁴ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc, 9 October 2024, p 1; Mr Mike Salvaris, [Transcript of Evidence](#), 12 September 2024, p 38; [Submission 6](#), Dr Matt Fisher, pp 3-4; [Submission 20](#), Domestic Violence NSW, p 2.

²²⁵ [Submission 24](#), NSW Council of Social Service, p 8.

²²⁶ [Submission 24](#), NSW Council of Social Service, p 7.

²²⁷ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 3.

²²⁸ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 3.

²²⁹ [Submission 40](#), Business Council of Co-operatives and Mutuals, p 2.

- 4.12 BCCM recommended that at least one indicator and metric be included to 'measure the diversity of ownership models in the New South Wales economy, inclusive of co-operatives and mutuals.' BCCM stated that this could address gaps in the theme's indicators and measures by capturing the diversity of ownership models in the NSW economy. It would enable policymakers to 'recognise the value that is being generated by co-operatives, mutuals and other diverse ownership models'.²³⁰
- 4.13 The Multicultural Disability Advocacy Association of NSW Inc (MDAA) recommended that targeted financial and employment support be provided to individuals from CALD backgrounds to address 'the compounded challenges of disability, poverty and the rising cost of living'.²³¹

Skilled



Figure 3: excerpt of proposed NSW Performance and Wellbeing Framework²³²

Overview of Skilled

- 4.14 The NSW Framework describes a Skilled NSW as a society which:
- ... enables everyone to realise their potential through training and education. This includes children getting the best start in life and learning; and people having the education and skills to thrive throughout their life.²³³
- 4.15 Three outcomes and nine indicators have been proposed to show how the NSW Government can monitor and report on its performance towards a *Skilled NSW*.²³⁴ The proposed outcomes are outlined above in figure 3.

Feedback on Skilled

- 4.16 A number of stakeholders highlighted the importance and value of accessibility to education and skills for individuals and families. The Committee heard that the combination of Skilled indicators and Healthy indicators would help to ensure people's prosperity. Several stakeholders proposed amendments to this theme to recognise challenges faced by different communities and to plan for uncertainty in future workforce needs.

²³⁰ [Submission 40](#), Business Council of Co-operatives and Mutuals, p 3.

²³¹ [Submission 37](#), Multicultural Disability Advocacy Association of NSW Inc, p 6; [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc, 9 October 2024, p 4.

²³² [Submission 33](#), NSW Government, p 15.

²³³ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 26.

²³⁴ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 26-28.

- 4.17 The NSW Government should consider the feedback on the Skilled theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.
- 4.18 A young person highlighted the value they and their family place on education and the acquisition of skills. They noted their importance in improving their personal satisfaction and career development opportunities. The young person also spoke of balancing athletic training and academic pursuits to ensure they have a well-rounded character.²³⁵
- 4.19 The Centre for Policy Development (CPD) stated that the Skilled:

...theme description misses the importance of the broadness of education and educational opportunities that extend beyond specific focus on vocational training.²³⁶
- 4.20 The CPD highlighted that a broad educational base will be key to 'facing the changing and unknown nature of future jobs', and recommended amending the description of the Skilled theme. They proposed adding:

A well-educated population with broad educational opportunities throughout life that support adaptability which will be crucial when facing the changing and unknown nature of future jobs.²³⁷
- 4.21 In terms of the theme's outcomes, Mrs Alison Dench, who has significant experience in the government and not-for-profit sector, submitted that the following outcome should be considered:

Promotion of inclusive economic growth and job creation, ensuring opportunities for all residents to prosper, through accessible, high-quality education and lifelong learning opportunities that empower individuals and contribute to community development.²³⁸
- 4.22 Mrs Dench proposed that the following measures can support this outcome:
- education attainment levels
 - accessibility of vocational training access
 - participation in lifelong learning opportunities
 - employment rates and income levels across demographics
 - availability and use of education and training programs promoting economic mobility and community development.²³⁹

²³⁵ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, p 9.

²³⁶ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 3.

²³⁷ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 3.

²³⁸ [Submission 21](#), Mrs Alison Nancy Dench, p 4.

²³⁹ [Submission 21](#), Mrs Alison Nancy Dench, p 4.

- 4.23 People with Disability Australia (PWDA) reported that people with disability are twice as likely to be unemployed as other Australians. Parents are concerned about the learning outcomes of children with disability receiving insufficient attention, and resources being focused instead on behaviour management.²⁴⁰
- 4.24 To improve the wellbeing of people with a disability, through educational development, employment and fair wages, PWDA recommended that the NSW Government:
- 'Develop measures of education inclusion using a co-design process with people with disability and their [disability representative organisations], evaluate and report on the transition to inclusive education'
 - 'Develop measures, evaluate and report on the impact of learning supports on educational and wellbeing outcomes of children with disability'
 - 'Research the early learning and adult education support needs of people with disability, with the goal of developing appropriate measurement and supports to make education fully accessible over the life course'
 - 'Develop measures using a co-design process with people with disability and their DRO's, evaluate and report on the employment of people with disability at all levels with the NSW Government and its suppliers'²⁴¹
- 4.25 The Multicultural Disability Advocacy Association of NSW Inc. (MDAA) said the indicators within the Skilled and Healthy themes are priorities within the NSW Framework. Together these themes give people with disability the chance to prosper in the workplace.²⁴²
- 4.26 MDAA argued that people with disability must be included, with specific indicators to target unemployment as a result of poor planning or an employer's unwillingness or inability to provide reasonable adjustments.²⁴³
- 4.27 MDAA reported that the NSW Framework overlooks significant barriers faced by many people in accessing meaningful employment, in particular people from multicultural backgrounds with disabilities. MDAA stated that challenges like 'discrimination, lack of accessible work environments, limited support for skill development and cultural or linguistic challenges' are not adequately addressed in the NSW Framework.²⁴⁴

²⁴⁰ [Submission 18](#), People with Disability Australia, p 17.

²⁴¹ [Submission 18](#), People with Disability Australia, p 18.

²⁴² [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2.

²⁴³ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 2.

²⁴⁴ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc, 9 October 2024, pp 1-2.

- 4.28 MDAA made a number of recommendations regarding education.²⁴⁵ Of these, MDAA highlighted the importance of enforcing:
- 'guidelines for tailoring curriculum to the needs of children with disabilities', and
 - 'strict adherence to safety plans during medical emergencies, with immediate corrective actions for failures.'²⁴⁶
- 4.29 The Committee also heard that Government decision making on suicide risk can be better informed by reporting across a number of determinants. Suicide Prevention Australia noted that determinants of suicide risk are spread across multiple wellbeing themes, including the impact of educational disruption on suicide risk.²⁴⁷

Connected



Figure 4: excerpt of proposed NSW Performance and Wellbeing Framework²⁴⁸

Overview of Connected

- 4.30 The NSW Framework describes a Connected NSW as
- ... one where people can connect with family and friends as well as employment, services, economic and educational opportunities. Businesses can access markets for their goods and services. Both people and businesses should have ready access to government services, safe and reliable transport, and be digitally connected.²⁴⁹
- 4.31 Three outcomes and twelve indicators have been proposed to show how the NSW Government can monitor and report on its performance towards a *Connected NSW*.²⁵⁰ The proposed outcomes are outlined above in figure 4.

Feedback on Connected

- 4.32 The Committee heard that the Connected theme should be broadened to consider whether people have access to 'everyday needs' rather than focusing on access to 'government services'. In terms of this access, the Committee also

²⁴⁵ [Submission 37](#), Multicultural Disability Advocacy Association of NSW Inc., pp 4-5.

²⁴⁶ [Submission 37](#), Multicultural Disability Advocacy Association of NSW Inc., pp 4 - 5.

²⁴⁷ [Submission 5](#), Suicide Prevention Australia, p 2; Suicide Prevention Australia, [Socio-economic and Environmental Determinations of Suicide](#), August 2023, p 13.

²⁴⁸ [Submission 33](#), NSW Government, p 15.

²⁴⁹ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 42.

²⁵⁰ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 42-44.

heard about the need to track and understand 'waiting time' when people, including young people, try to access services.

4.33 The NSW Government should consider the feedback on the Connected theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.

4.34 WalkSydney, told the Committee that the Connected theme could be better defined as 'sustainable access to everyday needs', rather than limiting its scope to access to government services.²⁵¹

4.35 WalkSydney provided feedback on the proposed indicators and metrics, including that:

- The two indicators on 'road fatalities' and 'serious road injuries' should be replaced by the following three indicators, to ensure they are measured with reference to inequality:

Indicator	Direction
Fatal and serious injuries (FSI) by Socio-Economic Indexes for Areas (SEIFA) band	Flatten the SEIFA gradient or lowest two bands.
Fatal and serious injuries by victim mode	Reduce walk/cycle casualties as a proportion of all trips.
Fatal and serious injuries by age	Reduce FSI of under 18 and over 55.

- The 'service reliability of public transport' indicator should measure both reliability and frequency. Walk Sydney noted that Public Transport Accessibility Level (PTAL)²⁵² already measures availability in terms for frequency and reliability.
- The proposed metric on the proportion of housing within 30 minutes of a metropolitan centre could be complimented by a metric on local active transport to a local centre (within 10 minutes).
- The four metrics for passenger satisfaction are unreliable subjective measures. WalkSydney queried whether scores in subjective measures will lead to more equitable outcomes.
- Journey time reliability by road is a poor metric for wellbeing and should be removed as it favours one mode of transport and could lead to investment to solve the forecast "peak of peaks." WalkSydney propose either replacing this indicator with a broader 'journey time comparison, peak period' (by public or active transport versus car) or removing the indicator entirely.

²⁵¹ [Submission 13](#), WalkSydney, p 2.

²⁵² PTAL is a measure of connectivity by public transport, which has been used in a number of planning processes for a number of years. PTAL suggests how well a place is connected to public transport services. It does not include car trips.

- The indicator 'trust in the NSW Government to keep their personal data safe' is not well suited to the connected category.
 - The indicator on access to government services could be replaced by a more meaningful measure of local access to services like 'proportion of homes within walking access of a local centre, or fresh food (supermarket/grocery), or walkable access to primary education.'²⁵³
- 4.36 WalkSydney welcomed the proposed indicator on public and active transport mode share and said it is key to achieving net zero and giving those who cannot drive access to services.²⁵⁴
- 4.37 With regards to measuring how 'active' a community is, WalkSydney highlighted that the Australian Bureau of Statistics (ABS) has not collected survey data on Journey to Work, Shops and Schools since the mid-1990s. They stated that commissioning this data for NSW would be a valuable resource. They also argued that a lead indicator for walking could be the percentage of people within 10 minutes or 800 meters of a primary school, park, shops and public transport stop.²⁵⁵
- 4.38 The Advocate for Children and Young People highlighted that children and young people's 'need to be able to access any supports that were offered to them' was one of two key themes that has emerged alongside other issues over the past decade.²⁵⁶
- 4.39 A 2022 survey of children and young people, aged between 10-24 years, found those seeking the support of a psychologist or psychiatrist are likely to experience a much longer waiting time. This is compared to the survey's findings that around half of children and young people could access a mental health professional within a school, TAFE or university within two weeks or less. By comparison, one in five reported waiting four months or more to see a psychiatrist.²⁵⁷
- 4.40 The Committee notes that the NSW Framework's proposed indicators for the connected and healthy themes do not include the tracking of wait times to access government services.
- 4.41 PWDA outlined several issues faced by people with disability when trying to access voting, digital government services, transport and essential services and recreation.²⁵⁸
- 4.42 PWDA recommended that plans be developed to improve both the accessibility of voting, and more broadly the digital accessibility and inclusion for people with

²⁵³ [Submission 13](#), WalkSydney, pp 2-3.

²⁵⁴ [Submission 13](#), WalkSydney, p 2.

²⁵⁵ [Answers to supplementary questions](#), WalkSydney, 10 October 2024, p 3.

²⁵⁶ [Submission 3](#), Office of the Advocate for Children and Young People, p 3.

²⁵⁷ [Submission 3](#), Office of the Advocate for Children and Young People, p 6.

²⁵⁸ [Submission 18](#), People with Disability Australia, pp 22-23.

disability. PWDA said these plans should include processes to measure and report against these goals.²⁵⁹

- 4.43 PWDA also recommended the development and distribution of measurement tools to identify unmet accessibility and transport needs, in particular for people with disability. This information should then be used to inform the development of new services. PWDA also recommended a resource centre be created to share resources and best practice on how to address unmet needs.²⁶⁰

²⁵⁹ [Submission 18](#), People with Disability Australia, p 22.

²⁶⁰ [Submission 18](#), People with Disability Australia, p 23.

Chapter Five – Feedback on themes: Housed and Secure

Housed



Figure 5: excerpt of the proposed NSW Performance and Wellbeing Framework²⁶¹

Overview of Housed

- 5.1 The NSW Performance and Wellbeing Framework (NSW Framework) describes a Housed NSW as a 'society where residents and families secure stable living conditions through access to housing, and where communities and places are thriving.'²⁶²
- 5.2 Three outcomes and ten indicators have been proposed to illustrate how the NSW Government can monitor and report on progress towards a Housed NSW.²⁶³ The proposed outcomes are outlined above in figure 5.

Feedback on Housed

- 5.3 Stakeholders stressed the importance of housing security to people's wellbeing and hopes for the future. Several stakeholders gave feedback to strengthen the proposed indicators by recognising the importance of tenure security, improving the clarity of indicators by making them 'SMART', and adding more lead indicators. Stakeholders also highlighted the concerns of housing suitability and availability for people with disabilities and the suitability of existing and future housing stocks' energy efficiency and climate resilience.
- 5.4 The NSW Government should consider the feedback on the Housed theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.
- 5.5 Housing security is important to people's wellbeing. People with Disability Australia (PWDA) stated that housing is one of the most common issues driving people with disability to seek advocacy support.²⁶⁴ Suicide Prevention Australia

²⁶¹ [Submission 33](#), NSW Government, p 15.

²⁶² NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 32.

²⁶³ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 32-34.

²⁶⁴ [Submission 18](#), People with Disability Australia, p 15.

also submitted that issues like housing insecurity and homelessness is a driving factor of distress that can lead to suicide.²⁶⁵

- 5.6 PWDA explained that it applies a 'housing first' approach as they recognise that housing is 'an essential pre-requisite for health, safety and wellbeing'.²⁶⁶
- 5.7 The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use provided feedback from youth consultation on the NSW Framework. These young people raised concerns about meeting basic needs, including being able to afford their own home. One young person noted the increasing inaccessibility of housing, particularly to raise any child/ren they may want in the future.²⁶⁷
- 5.8 On the proposed indicators, Community Legal Centres NSW (CLCNSW) noted the lack of an indicator on the wellbeing impacts of tenure security. CLCNSW advised that 'being evicted or forced to move due to unaffordable rents or poor maintenance is a stressful, expensive and destabilising event'. They recommended including indicators that target reductions in evictions rates and rental stress and increases to lease terms.²⁶⁸
- 5.9 Homelessness NSW stated the proposed indicators should adhere to SMART criteria (specific, measurable, achievable, relevant, and time-bound).²⁶⁹ For example, the indicator on 'social housing dwelling standard' is too vague and will be difficult to effectively measure because no aspects of the standards are specified in the NSW Framework.²⁷⁰
- 5.10 Homelessness NSW endorsed the indicator focusing on social housing wait times on the NSW Housing register, but advised that the indicator should be expanded to cover all individuals not just those on the priority list. Ms Dominique Rowe, Chief Executive Officer, Homelessness NSW explained a 'broader measure would highlight the true extent of housing demand and give us a better sense of the challenges faced by people who may not meet the strict criteria for priority status but still experience significant housing difficulties'.²⁷¹
- 5.11 Homelessness NSW stated that the indicator 'proportion of people experiencing homelessness who are assisted by Specialist Homelessness Services' should be amended to 'proportion of people experiencing homelessness who are assisted by Specialist Homelessness Services into stable, long-term housing'. They also argued that the indicator is a measure of the 'adequacy of social housing supply' rather than the effectiveness of homelessness services and that the NSW Framework should be amended to recognise this. These changes may help to

²⁶⁵ [Submission 5](#), Suicide Prevention Australia, p 1.

²⁶⁶ [Submission 18](#), People with Disability Australia, p 15.

²⁶⁷ [Submission 16](#), The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, pp 6, 8 - 9.

²⁶⁸ [Submission 38](#), Community Legal Centres NSW, p 2.

²⁶⁹ [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, p 1.

²⁷⁰ Ms Dominique Rowe, Chief Executive Officer, Homelessness NSW, [Transcript of evidence](#), 12 September 2024, p 25; [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, p 1.

²⁷¹ [Submission 31](#), Homelessness NSW, p 3; Ms Dominique Rowe, Chief Executive Officer, Homelessness NSW, [Transcript of evidence](#), 12 September 2024, p 26.

better reflect the 'true demand for homelessness services in NSW' and provide more meaningful insight into housing and homelessness outcomes.²⁷²

5.12 Homelessness NSW also stated that more indicators could be added to provide a more comprehensive and accurate understanding of the housing and homelessness outcomes. Homelessness NSW 'strongly supported' the use of lead indicators, noting that they 'provide critical measures of whether budget allocations are sufficient to meet social housing needs and deliver effective homelessness services.'²⁷³

5.13 Homelessness NSW proposed two additional lead indicators. They expressed the view that the below indicators would enhance the government's ability to monitor and assess the effectiveness of actions in real time and ensure greater accountability in housing and homelessness initiatives.²⁷⁴

Proposed lead indicator	What the indicator would track and why
Number of social housing properties planned or under construction	Social housing stock growth to give an 'early indication on future improvements in housing availability'.
Funding allocated for social housing developments	Government investment in social housing to show the level of commitment to addressing the state's housing needs.

5.14 Homelessness NSW also highlighted the importance of lag indicators in the Housed theme, noting that:

Lag indicators are vital for evaluating budget allocations and measuring the outcomes of housing and homelessness initiatives, as they reflect the actual results of actions taken. By providing crucial data on the ongoing impact of policies, lag indicators allow for an accurate assessment of whether allocated resources are achieving the desired outcomes.²⁷⁵

5.15 Homelessness NSW supported the proposed number of lag indicators (six). However, they recommended that three of the proposed lag indicators be revised to align with SMART criteria, including:

- social housing dwelling standard
- priority social housing applicants and wait time, and
- proportion of people experiencing homelessness who are assisted by Specialist Homelessness Services.²⁷⁶

²⁷² [Submission 31](#), Homelessness NSW, p 3; [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, p 1.

²⁷³ [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, p 1.

²⁷⁴ [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, pp 1- 2.

²⁷⁵ [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, pp 1- 2.

²⁷⁶ [Answers to supplementary questions](#), Homelessness NSW, 16 October 2024, pp 2- 3.

- 5.16 The Centre for Policy Development recommended that a metric or two be added to measure 'the energy efficiency and climate resilience of existing housing stock.' The Centre noted that existing stock is 'poorly suited' to the current climate and 'even more poorly suited' to the 'climate extremes that will be experienced in coming decades.' The Centre noted that this metric is important as poor housing design may cause premature death and illness and that housing upgrades are critical to people's future wellbeing.²⁷⁷
- 5.17 Multicultural Disability Advocacy Association of NSW Inc. (MDAA) recommended that 'new social housing developments prioritise accessibility, particularly for people with disabilities.' MDAA recommended this should include:
- accessible entrances
 - wider doorways, and
 - bathroom modifications to accommodate wheelchair users.²⁷⁸
- 5.18 MDAA also recommended that the government conduct regular reviews and audits of the housing system to ensure houses meet accessibility standards and adequately address tenants' needs. MDAA indicated that this should include things like monitoring the condition of social housing and that whether there is timely and effective maintenance.²⁷⁹
- 5.19 PWDA stated that they have consistently raised concerns about the lack of housing accessibility, access to housing where people with disability live and with whom they live, and the design of housing to meet the needs of people with disability. PWDA made several recommendations in their submission to address these concerns.²⁸⁰
- 5.20 PWDA also called for an audit of all public and social housing stock to determine their level of accessibility with the results being published. This information would help housing support services to better identify options for people with disability.²⁸¹
- 5.21 Dr Vincent Ogu, Program Manager, Southern Sydney Regional Organisation of Councils, said that a place-based approach to planning will increase the availability of housing. This includes that the housings 'is well located, well designed, accessible, and affordable so everyone can feel safe and secure.'²⁸²

²⁷⁷ [Answers to supplementary questions](#), Centre for Policy Development, 9 October 2024, p 4.

²⁷⁸ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 3.

²⁷⁹ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW Inc., 9 October 2024, p 3.

²⁸⁰ [Submission 18](#), People with Disability Australia, p 16.

²⁸¹ [Submission 18](#), People with Disability Australia, p 16.

²⁸² Dr Vincent Ogu, Program Manager, Southern Sydney Regional Organisation of Councils, [Transcript of evidence](#), 12 September 2024, p 26.

Secure

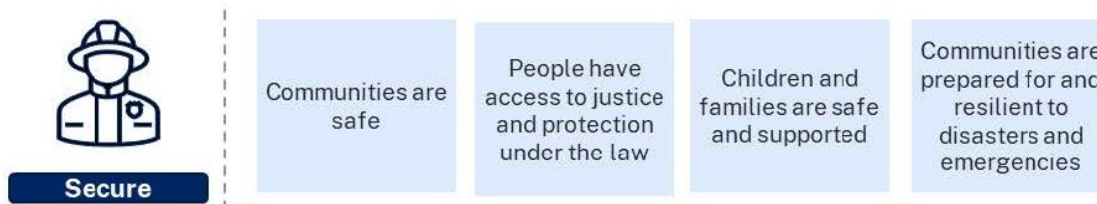


Figure 6: excerpt of the proposed NSW Performance and Wellbeing Framework²⁸³

Overview of Secure

5.22 The NSW Framework describes a Secure NSW as a

society where people live peacefully and are safe both at home and in their broader community. This includes communities being resilient to natural disasters and emergencies.²⁸⁴

5.23 Four outcomes and twenty-three indicators have been proposed to illustrate how the NSW Government can monitor and report on progress towards a Secure NSW.²⁸⁵ The proposed outcomes are outlined above in figure 6.

Feedback on Secure

5.24 Stakeholders provided a broad range of feedback on the Secure theme indicators, including:

- young peoples' perceptions of feeling safe,
- safety in institutions managed or regulated by the government,
- dispute resolutions times for NSW Civil and Administrative Tribunal proceedings,
- improving transparency on emergency response capabilities including responding to fires, and
- managing waste following disaster events.

5.25 The NSW Government should consider the feedback on the Secure theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.

5.26 The Office of the Advocate for Children and Young people advised that data from their *Strategic Plan* and *Youth Week Polls* could be used when measuring Secure theme indicators. Specifically they highlighted their data on young peoples' perceptions of feeling safe in different locations and experiences of hate speech,

²⁸³ [Submission 33](#), NSW Government, p 15.

²⁸⁴ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 35.

²⁸⁵ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 35-39.

and young people's access to basic needs and the impacts of the increase in the cost of living.²⁸⁶

- 5.27 CLCNSW noted several gaps in the NSW Framework's proposed indicators. To address these gaps they advised an indicator on 'safety in institutions' should be included. This indicator would assist the government in ensuring that institutions the government runs and regulates are safe (for example police stations, prisons, schools, hospitals and universities).²⁸⁷
- 5.28 CLCNSW also recommended the inclusion of an indicator on the timely resolutions of disputes before the NSW Civil and Administrative Tribunal. This would complement the measure already proposed for matters before the criminal, District and Local courts.²⁸⁸
- 5.29 CLCNSW outlined concerns about the reliability of data on abuse and mistreatment in custody. To address this, they said the Optional Protocol to the Convention Against Corruption should be implemented. CLCNSW also said that a National Prevention Mechanism should be established in NSW and appropriately resourced and empowered.²⁸⁹
- 5.30 CLCNSW advised that the performance indicators aimed at reducing the number of reports of elder abuse and abuse of adults with disability may be impacted by structural challenges. For example, CLCNSW stated that structural barriers to reporting suppress the number of reports. CLCNSW also stated that the capacity of oversight bodies to effectively receive and process complaints can be impacted by expenditure and regulatory decisions.²⁹⁰ These structural challenges should be considered as part of the data development strategy developed to support the NSW Framework's implementation.
- 5.31 On access to justice, the CLCNSW advised that there are areas in NSW where disadvantaged and vulnerable people have no or limited access to legal assistance. CLCNSW recommended that an indicator be included to monitor the accessibility of 'generalist and specialist free legal assistance from Community Legal Centres, Aboriginal Legal Services, Family Violence Prevention Legal Services, and Legal Aid.'²⁹¹
- 5.32 The Centre for Policy Development recommended that the outcome 'communities are prepared for and resilient to disasters and emergencies' be broadened to 'the impacts of natural disasters and emergencies on communities is minimised through prevention, preparedness, resilience and recovery.'²⁹²
- 5.33 The Fire Brigade and Employees' Union (FBEU) supported 'greater transparency of emergency response data to enhance government decision-making,

²⁸⁶ [Submission 3](#), Office of the Advocate for Children and Young People, p 4.

²⁸⁷ [Submission 38](#), Community Legal Centres NSW, pp 2-3.

²⁸⁸ [Submission 38](#), Community Legal Centres NSW, p 2.

²⁸⁹ [Submission 38](#), Community Legal Centres NSW, p 3.

²⁹⁰ [Submission 38](#), Community Legal Centres NSW, p 2.

²⁹¹ [Submission 38](#), Community Legal Centres NSW, p 2.

²⁹² [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 3.

accountability, and to improve outcomes across NSW.' As part of this, the FBEU advised that 'standards of fire cover' need to be adopted in NSW to ensure the NSW Framework can measure whether service delivery is improving.²⁹³

- 5.34 The FBEU stated that the standards should be supported by accepted scientific research and include a mandated response time for fire services responding to incidents. The FBEU highlighted that response times have been found to be 'critical to preventing fatalities' and that survivability in structural fires decreases significantly after 'four minutes from the point of fire ignition'.²⁹⁴
- 5.35 The FBEU also argued that more must be done to inform people about the standards of fire response available where they live. The FBEU highlighted that a response from the NSW Rural Fire Service to a fire incident may not be guaranteed for those living in rural fire districts. A guarantee on the number of qualified firefighters to an incident (as a weight of attack) also differs between rural and urban fire districts. The FBEU noted the importance of an appropriate response to ensure safe and effective firefighting operations.²⁹⁵
- 5.36 The FBEU raised several concerns about community safety and emergency response services, including:
- **Responses to road crash rescues:** agencies' inability to meet 'basic reporting expectations', and evidence of incident response times 'well below agreed industry standards'.²⁹⁶
 - **Non-government agencies:** an apparent lack of oversight when rescue services are provided by non-government agencies, like the Volunteer Rescue Association (VRA). The FBEU noted that it was unclear how the performance of the VRA is being evaluated due to information being assessed as 'matters of commercial confidence'.²⁹⁷
 - **Rescue personnel numbers:** personnel numbers remaining static within Fire and Rescue NSW over the last decade despite increasing populations, dwellings, hazards and State infrastructure.²⁹⁸
 - **Accuracy of volunteer numbers:** The FBEU recommended that the NSW Framework should identify and quantify the actual capacity of volunteers, while also noting government investment in 'spontaneous volunteering' versus investment in combat agencies like Fire and Rescue NSW.²⁹⁹
- 5.37 Southern Sydney Regional Organisation of Councils (SSROC) strongly recommended including an indicator on 'disaster waste aggregation and disposal preparedness' to monitor progress on the outcome 'communities are prepared

²⁹³ [Submission 28](#), Fire Brigade Employees' Union, p 1. Standard of fire cover describes the level of service provided by an emergency service agency for the control and suppression of a fire.

²⁹⁴ [Submission 28](#), Fire Brigade Employees' Union, p 2.

²⁹⁵ [Submission 28](#), Fire Brigade Employees' Union, p 2.

²⁹⁶ [Submission 28](#), Fire Brigade Employees' Union, p 3.

²⁹⁷ [Submission 28](#), Fire Brigade Employees' Union, p 3.

²⁹⁸ [Submission 28](#), Fire Brigade Employees' Union, p 3.

²⁹⁹ [Submission 28](#), Fire Brigade Employees' Union, pp 5-6.

and resilient to disasters and emergencies'. SSROC believed this indicator is important to prevent adverse impacts to public health, and ensure continuity of services and disposal capacity.³⁰⁰

- 5.38 SSROC suggested that that a metric on 'designated and planned local sites for temporary storage of waste after disasters' could provide high level information on how progress is tracking.³⁰¹

³⁰⁰ [Answers to supplementary questions](#), Southern Sydney Regional Organisation of Councils, 11 October 2024, p 4.

³⁰¹ [Answers to supplementary questions](#), Southern Sydney Regional Organisation of Councils, 11 October 2024, p 4.

Chapter Six – Community and Sustainable

Community



Figure 7: excerpt of the proposed NSW Performance and Wellbeing Framework³⁰²

Overview of Community

- 6.1 The NSW Performance and Wellbeing Framework (NSW Framework) describes a positive Community as
- ... a society that supports connections with family, friends and community, and promotes diversity and culture. This means people have strong social bonds; enjoy recreation and leisure; and have trust in institutions and government. It also means that our community values diversity, belonging and culture.³⁰³
- 6.2 Three outcomes and five indicators have been proposed to illustrate how the NSW Government can monitor and report on progress towards supporting community in NSW.³⁰⁴ The proposed outcomes are outlined above in figure 7.

Feedback on Community

- 6.3 The Committee heard general support for the proposed Community indicators. Stakeholders suggested that additional indicators should be added to address gaps, including social and cultural participation, isolation and loneliness, living with physical impairment, and trust in media.
- 6.4 The NSW Government should consider the feedback on the Community theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.
- 6.5 A New Approach (ANA) told the Committee that they welcome the inclusion of Community as a theme, particularly because it acknowledges the importance of cultural and creative industries to social bonds.³⁰⁵
- 6.6 ANA said the Community theme is supported by their focus group research, which has showed that middle Australians:

³⁰² [Submission 33](#), NSW Government, p 15.

³⁰³ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 40.

³⁰⁴ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 40-41.

³⁰⁵ [Submission 8](#), A New Approach, p 2.

- think that arts and culture are the building blocks of community, connection and place, and of social cohesion,
 - think arts and culture help people coming to Australia to understand our diverse identity, and
 - value First Nations cultural and creative practice.³⁰⁶
- 6.7 ANA suggested that additional indicators related to 'cultural and creative participation' should be included as they would complement proposed 'attendance' indicators.³⁰⁷ They referred to ANA research indicating that cultural participation is important to wellbeing outcomes because it strengthens communities, promotes societal development, and helps sustain urban and regional development.³⁰⁸ ANA considers that participation and attendance are 'lead indicators of engaged and cohesive communities'.³⁰⁹
- 6.8 ANA noted that there are existing indicators of cultural and creative participation which could be drawn upon. In particular, they suggested using indicators listed in the Australian Bureau of Statistics' Cultural Participation and Attendance Survey, and Creative Australia's National Arts Participation Survey. These indicators already meet the selection criteria set out in Treasury's consultation paper.³¹⁰
- 6.9 Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney (PRC) recommended that specific indicators for social isolation and loneliness should be included. Research has shown these factors are linked to decreased quality of life and impacts on health and productivity. They proposed that a new indicator 'Social isolation and loneliness' is added.³¹¹
- 6.10 The PRC indicated that current social isolation and loneliness measures are derived from Household Income and Labour Dynamics in Australia (HILDA) surveys. The PRC recommended the addition of the short forms of the Lubben Social Network Scale and the UCLA Loneliness Scale into the NSW Population Health Survey to measure the indicator.³¹²
- 6.11 The PRC also noted that while the NSW Framework contains an indicator 'Feeling part of the community', this indicator is distinct from the need to determine the strength and quality of 'immediate interpersonal relationships'.³¹³
- 6.12 Additionally, the PRC recommended that a 'Living with physical impairments' indicator is added. Mobility and functional independence impact social role performance, community participation, and quality of life. They suggest that

³⁰⁶ [Submission 8](#), A New Approach, p 2.

³⁰⁷ [Answers to supplementary questions](#), A New Approach, 30 September 2024, p 1.

³⁰⁸ [Submission 8](#), A New Approach, p 2.

³⁰⁹ [Answers to supplementary questions](#), A New Approach, 30 September 2024, p 1.

³¹⁰ [Submission 8](#), A New Approach, p 2; [Answers to supplementary questions](#), A New Approach, 30 September 2024, p 1.

³¹¹ [Submission 32](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, p 3.

³¹² [Submission 32](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, p 3.

³¹³ [Submission 32](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, p 3.

reported limitations to mobility and daily activities, captured by the HILDA survey, are a current measure for this indicator.³¹⁴

6.13 The Centre for Western Sydney (CWS) noted that the NSW Framework does not include an indicator around trust in media, and suggested that this should be developed.³¹⁵ CWS told the Committee that the 'Trust in institutions' indicator must also include trust in media.³¹⁶

6.14 The Multicultural Disability Advocacy Association of NSW (MDAA) noted there has been an 'erosion' of government communications, particularly to culturally and linguistically diverse communities.³¹⁷ This has impacted trust in government. As a result, MDAA suggested that government should increase 'funding for community spaces and efforts to rebuild trust through clear and culturally sensitive communication'.³¹⁸

Sustainable

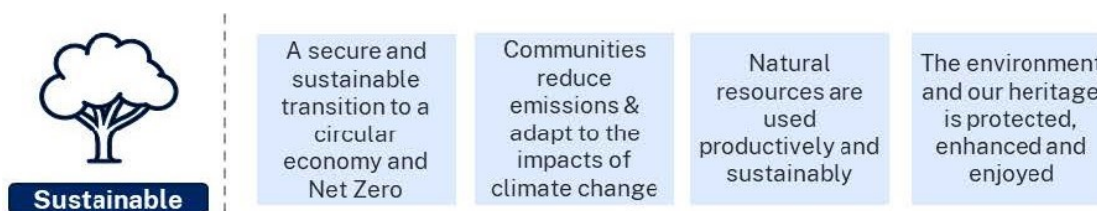


Figure 8: excerpt of the proposed NSW Performance and Wellbeing Framework³¹⁹

Overview of Sustainable

6.15 The NSW Framework describes a Sustainable NSW as

... a society that values its environment and heritage and manages natural resources responsibly. This means the environment and natural resources are managed so the interests of current and future generations are balanced; and energy systems are secure. A sustainable NSW is one where Aboriginal communities are supported to care for Country.³²⁰

6.16 Four outcomes and nine indicators have been proposed to illustrate how the NSW Government can monitor and report on progress towards a Sustainable NSW.³²¹ The proposed outcomes are outlined above in figure 8.

³¹⁴ [Submission 32](#), Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, p 4.

³¹⁵ [Submission 17](#), Centre for Western Sydney, Western Sydney University, pp 6-7.

³¹⁶ Dr Angela Smith, Postdoctoral Research Fellow, Centre for Western Sydney, [Transcript of evidence](#), 12 September 2024, p 19.

³¹⁷ [Submission 37](#), Multicultural Disability Advocacy Association of NSW Inc., p 5; Ms Yvonne Munce, Executive Director, Multicultural Disability Advocacy Association of NSW Inc., [Transcript of evidence](#), 12 September 2024, p 33.

³¹⁸ Ms Yvonne Munce, Executive Director, Multicultural Disability Advocacy Association of NSW Inc., [Transcript of evidence](#), 12 September 2024, p 33.

³¹⁹ [Submission 33](#), NSW Government, p 15.

³²⁰ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, p 45.

³²¹ NSW Treasury, [Performance and Wellbeing – Consultation Paper](#), 2024-25 NSW Budget, 2024, pp 45-47.

Feedback on Sustainable

- 6.17 Several stakeholders proposed additional measures for the Sustainable theme. These included indicators about waste management, the recycling and reuse of waste and the 'circular economy', access to nature, biodiversity, air quality and pollutants. Stakeholders also emphasised the importance of connection with the natural environment for promoting wellbeing outcomes, and noted that economic indicators do not successfully gauge environmental health and associated wellbeing benefits.
- 6.18 The NSW Government should consider the feedback on the Sustainable theme gathered in this inquiry, as part of its ongoing review and implementation of the NSW Framework.
- 6.19 Southern Sydney Regional Organisation of Councils (SSROC) strongly recommended the addition of four indicators to improve planning and investment in waste management infrastructure across different levels of government. SSROC noted a 'looming crisis' in the waste management capacity as Sydney's population grows. They reported that 'red lid bin' waste landfills are expected to be full by 2036 and other waste landfills by 2028. To address this SSROC proposed the following indicators be added to support the proposed NSW Framework outcome: 'a secure and sustainable transition to a circular economy and Net Zero'.³²²

Proposed indicator	Proposed metric	Direction
Local recovery, reprocessing and disposal infrastructure	Proximity to municipal density and growth or commercial precincts	Down
Resource recovery and cost control	Waste transfer and aggregation facilities located on city fringe	Down
Reuse and repair precincts, and second-hand purchasing	Reduction of waste generation per person	Down
Compliant, large-scale food organics composted and used in metropolitan lands rehabilitation	Annual use of resources generated from food organics - for playing fields, re-vegetation and contaminated lands remediation	Up

- 6.20 SSROC argued that the above indicators are important to support the capacity of waste disposal and processing facilities, to manage costs to communities and to support the reuse and recycling of waste.³²³
- 6.21 Dr Matt Fisher, Senior Research Fellow in the Stretton Institute at the University of Adelaide, noted that connection with and care for nature is one of the 'essential social conditions required to moderate stress arousal and promote wellbeing'.³²⁴ In discussing the role of active communities in improving indicators, Dr Fisher noted that local communities can do 'many things' to engage

³²² [Answers to supplementary questions](#), Southern Sydney Regional Organisation of Councils, pp 4-5.

³²³ [Answers to supplementary questions](#), Southern Sydney Regional Organisation of Councils, p 4.

³²⁴ [Submission 6](#), Dr Matt Fisher, pp 2-3.

community members to care for the natural environment within their locality or region.³²⁵

- 6.22 Ms Michelle Tjondro, Senior Associate, SGS Economics and Planning (SGS) told the Committee economic indicators such as gross domestic product (GDP), are not a 'satisfactory gauge of overall wellbeing'. Ms Tjondro argued that measures fail to account for human capital, environmental health, and social progress, all of which make 'a real difference to people's lives'.³²⁶
- 6.23 SGS also submitted that wellbeing is a subjective concept that is no longer reflected accurately by historically used 'hallmarks' of social progress and economic prosperity, such as GDP. As such, they suggest measures for wellbeing should focus on community based outcomes, not government activity or service performance.³²⁷
- 6.24 The Multicultural Disability Advocacy Association of NSW (MDAA) suggested that some indicators, such as sustainability, are less 'urgent' than indicators affecting day-to-day life, including housing insecurity, affordability and cost of living, and employment. They noted that the 'everyday person' perceives struggles impacting their day-to-day life as 'far more urgent than sustainability efforts'.³²⁸
- 6.25 In discussing sustainable performance, The Centre for Policy Development (CPD) recommended that NSW transition to a circular economy, noting that this will require 'much more than improved recycling'. This should include adding components addressing right to repair, increasing product lifespans, and reducing planned obsolescence to the NSW Framework.³²⁹ They also recommended the addition of an indicator to measure biodiversity loss, and noted that this metric should not be limited only to threatened species.³³⁰
- 6.26 The CPD made several recommendations about additional or modified sustainable metrics related to wellbeing. This included a proposed additional metric about access to nature and/or tree cover in urban areas, because these are highly correlated with wellbeing and urban cooling. They noted that urban greening linked with conservation has 'co-benefits for human and non-human flourishing'.³³¹
- 6.27 Another metric proposed by the CPD was equitable access to sustainable consumer goods. They said that sustainability 'should not be a luxury but a default'.³³²

³²⁵ Dr Matt Fisher, Senior Research Fellow, Stretton Health Equity School of Social Sciences, [Transcript of evidence](#), 12 September 2024, p 5.

³²⁶ Ms Michelle Tjondro, Senior Associate, SGS Economics and Planning, [Transcript of evidence](#), 12 September 2024, p 18.

³²⁷ [Submission 23](#), SGS Economics and Planning, p 2.

³²⁸ [Answers to supplementary questions](#), Multicultural Disability Advocacy Association of NSW, 9 October 2024, p 2.

³²⁹ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 4.

³³⁰ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 4.

³³¹ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 4.

³³² [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 4.

- 6.28 The CPD also proposed that the air quality metric should be broadened to include additional pollutants, such as PFAS, or that a new metric should be created to measure broader exposure to known pollutants.³³³

³³³ [Answers to supplementary questions](#), The Centre for Policy Development, 9 October 2024, p 4.

Appendix One – Existing datasets

Stakeholders advised that the following existing datasets may inform the NSW Performance and Wellbeing Framework.³³⁴

Australian dataset	Owner
.id	.id (.id consulting pty ltd)
Index of Relative Socio-economic Advantage and Disadvantage	Australian Bureau of Statistics
Cultural and Creative Activities	Australian Bureau of Statistics
Australian Digital Inclusion Index	Australian Digital Inclusion Index
Data.gov.au	Australian Government – Data.gov.au
Disaster Recovery Funding Arrangements (DRFA) Activation History	Australian Government – Data.gov.au
Australian Unity Wellbeing Index	Australian Unity
Co-operative Housing dataset	Business Council of Co-operatives and Mutuals
BCCM National Mutual Economy Database	Business Council of Co-operatives and Mutuals
Central Coast Wellbeing Survey	Central Coast Council
City of Sydney Wellbeing of our City Survey	City of Sydney
CSIRO Data Access Portal	Commonwealth Scientific and Industrial Research Organisation (CSIRO)
Data.nsw.gov.au	Data.NSW
Annual state-wide water quality reports	Department of Climate Change, Energy, the Environment and Water
Infoxchange.org	Infoxchange
National Coronial Information System	National Coronial Information System

³³⁴ [Answers to questions on notice](#), SGS Economics and Planning, 26 September 2024, pp 1-2; [Answers to questions on notice](#), Center for Western Sydney, 27 September 2024, p 1; [Answers to questions on notice](#), Office of the Advocate for Children and Young People, 9 October 2024, pp 1-2; [Answers to question on notice](#), Southern Sydney Regional Organisation of Councils, 11 November 2024, pp 5-6; [Answers to question on notice](#), Committee for Sydney, 18 October 2024, p 2.

Crime Statistics	NSW Bureau of Crime Statistics and Research
NSW Post-School Destinations and Experiences Survey	NSW Department of Education
Air Quality NSW - Air Quality Monitoring Network	NSW Environment and Heritage
Greater Sydney Region Tree Canopy	NSW SEED
Heat Vulnerability Index: OEH	NSW SEED
Urban vegetation cover	NSW SEED
Place Score	Place Score
Resilient Sydney	Resilient Cities Network
Australian Urban Observatory	Royal Melbourne Institute of Technology (RMIT)
Walkability index	Royal Melbourne Institute of Technology (RMIT)
SGS Cities and Regions Wellbeing Index	SGS Economics and Planning
SGS Rental Affordability Index	SGS Economics and Planning
Ausplay survey	The Clearinghouse for Sport
Traffic incidents - Centre for Road Safety	Transport for NSW
Service accessibility: Hugo Centre for Population and Migration Studies	University of Adelaide
Regional Wellbeing Survey	University of Canberra
International dataset	Owner
LG Inform	United Kingdom Government

Appendix Two – Terms of reference

- 1 That the Committee inquire into and report on an effective framework for reporting on the performance of NSW Government services and driving wellbeing outcomes for NSW residents, with particular reference to:
 - a) The process in the Budget that allows Government to examine the outcomes achieved through its resource allocations, and the extent to which it allows Government to observe:
 - i Outcomes and service levels
 - ii Evidence of the effectiveness of programs
 - iii Transparency of performance
 - iv how services are delivered and the outcomes achieved by Government
 - b) Opportunities, processes and governance arrangements to improve:
 - i the quality of performance information that align to targeted, meaningful outcomes for the people of NSW, to better inform government decision making
 - ii data collection and reporting to inform government decision making, enhance inter-Departmental collaboration and ensure accountability for cross-sector outcomes
 - iii measurements of quality of life and wellbeing in New South Wales, with particular reference to the Commonwealth 'Measuring What Matters' national wellbeing framework and the OECD 'Framework for Measuring Well-being and Progress'.
 - c) Draft outcomes and indicators in the 'Performance and Wellbeing – Consultation Paper' included in the NSW Budget Papers 2024-25
 - d) Approaches to the following strategic goals of the Government in establishing the Performance and Wellbeing Framework:
 - i Best-practice approaches to integrating decision-making and reporting on government programs, funding and new policy initiatives (between the NSW Budget and the Government's priorities as set out in the Framework)
 - ii Setting out approaches to build on the Framework to drive best-practice data governance and data literacy across government.
- 2 That the Committee report by November 2024.
- 3 Any other related matter.

Appendix Three – Conduct of inquiry

On 3 May 2024, the Minister for Finance, the Hon. Courtney Houssos MLC wrote to the Public Accounts Committee referring an inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW. The Committee adopted the inquiry on 6 May 2024. The terms of reference for the inquiry are at Appendix One.

The Committee called for submissions and wrote to key stakeholders inviting them to make a submission. The closing date for submissions was initially 26 July 2024, and subsequently the Committee resolved to extend the submissions period until 31 August 2024.

A '[Performance and Wellbeing – Consultation Paper](#)' was released as part of the NSW Budget 2024-25. When extending the submissions period, the Committee circulated the 'Performance and Wellbeing – Consultation Paper' to stakeholders involved in the inquiry for their comment.

A total of 40 submissions were received from various stakeholders including academics, government agencies, community organisations, research centres and wellbeing advocacy groups. A list of submissions is at Appendix Three. Submissions are available on the Committee [webpage](#).

Following further correspondence from the Minister for Finance with amended terms of reference, the Committee adopted the amended terms of reference for this inquiry including items 1 c) and 1 d) to consider the draft Performance and Wellbeing Framework on 12 September 2024. The terms of reference for the inquiry are at Appendix One.

The Committee held a public hearing at Parliament House on 12 September 2024. The Committee heard from a range of witnesses including academics, peak bodies, community organisations, unions, research organisations and wellbeing advocacy groups.

A list of witnesses is at Appendix Four. The transcript of evidence taken at the hearing is available on the inquiry [webpage](#).

Appendix Four – Submissions

No.	Author
1	Mr Grant Mistler
2	Auditor-General of New South Wales
3	Office of the Advocate for Children and Young People
4	Orygen
5	Suicide Prevention Australia
6	Dr Matt Fisher
7	Dr Kate Sollis
8	A New Approach
9	Bega Valley Data Collective
10	Public Service Association of NSW
11	Associate Professor Melissa Parsons
12	Sydney Bi+ Network
13	WalkSydney
14	Southern Sydney Regional Organisation of Councils
15	Centre for Health Economics Research and Evaluation (University of Technology Sydney)
16	The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use
17	Centre for Western Sydney
18	People with Disability Australia
19	Grief Australia
20	Domestic Violence NSW
21	Mrs Alison Nancy Dench
22	The Centre for Policy Development

23	SGS Economics and Planning
24	NSW Council of Social Service
25	Committee for Sydney
26	Spinal Cord Injuries Australia and Physical Disability Council of NSW
27	Etvia Corporation Pty Ltd
27a	Etvia Corporation Pty Ltd
28	Fire Brigade Employees' Union
29	Chartered Accountants Australia and New Zealand
30	Australian National Development Index
31	Homelessness NSW
32	Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney
33	NSW Government
34	ClubsNSW
35	Australian Psychological Society
36	Centre for Social Impact, University of New South Wales
37	Multicultural Disability Advocacy Association of NSW Inc.
38	Community Legal Centres NSW
39	Justice and Peace Office of the Catholic Archdiocese of Sydney
40	Business Council of Co-Operatives and Mutuals

Appendix Five – Witnesses

12 September 2024 - Parliament House, Macquarie Room, Sydney, NSW

Witness	Position and Organisation
Professor Philayrath Phongsavan	Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney
Professor Ben Smith	Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney
Ms Bastien Wallace	Senior Policy Officer, People with Disability Australia
Dr Matt Fisher	Senior Research Fellow – Stretton Health Equity School of Social Sciences
Ms Yvonne Poon	Board Member, WalkSydney
Ms Zoë Robinson	Advocate for Children and Young People, Office of the Advocate for Children and Young People
Ms Scarlett Smout	Research Associate, The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use
Dr Marlee Bower	Research Fellow, The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use
Miss Estelle Grech	Policy Manager, Fairness and Equity, Committee for Sydney
Ms Alison Holloway	Chief Executive Officer, SGS Economics and Planning
Ms Michelle Tjondro	Senior Associate, SGS Economics and Planning
Dr Angela Smith	Postdoctoral Research Fellow, Centre for Western Sydney
Ms Dominique Rowe	Chief Executive Officer, Homelessness NSW
Dr Vincent Ogu	Program Manager, Southern Sydney Regional Organisation of Councils
Mr Mark Nutting	Strategic Planning Manager, Southern Sydney Regional Organisation of Councils
Ms Cara Varian	Chief Executive Officer, NSW Council of Social Service
Ms Yvonne Munce	Executive Director, Multicultural Disability Advocacy Association of NSW Inc.

Ms Marwah Almomani	Systemic Advocate, Multicultural Disability Advocacy Association of NSW Inc.
Ms Kate Fielding	Chief Executive Officer, A New Approach
Dr Alan Hui	Director of Policy, A New Approach
Mr Mike Salvaris	Director, Australian National Development Index (ANDI)
Mr Warwick Smith	Program Director, Wellbeing Economy, The Centre for Policy Development
Ms Diane Bowles	Policy Advisor, The Centre for Policy Development
Dr Andy Asquith	Research Officer, Public Service Association of NSW
Associate Professor Melissa Parsons	Associate Professor in Physical Geography, Department of Geography and Planning, University of New England
Ms Sarah Marland	Executive Director, Community Legal Centres NSW
Ms Damiya Hayden	Advocacy and Policy Manager, Community Legal Centres NSW

Appendix Six – Extracts from minutes

Minutes of Meeting no. 12

1:04PM, 6 May 2024

Meeting room 1136 and videoconference

Members Present

In person: Mr Li (Chair), Mr Barr (Deputy Chair), and Mr Regan

Via videoconference: Dr Saliba

Apologies

Ms Leong and Mr Roberts

Officers Present

Leon Last, Charlie King, Madelaine Winkler, Divya Bhandari, Jennifer Gallagher, Yann Pearson, and Dhriti Bhattacharjee.

Agenda Item

1. ***

2. Confirmation of Minutes – Meeting no.11

Resolved on the motion of Mr Barr, seconded by Mr Regan: That the minutes of the meeting of 25 March 2024 be confirmed.

3. ***

4. ***

5. ***

6. ***

7. ***

8. ***

9. Referral from the Minister for Finance

The Committee discussed the referral from the Minister for Finance, the Hon. Courtney Houssos MLC for an inquiry into reporting on the performance of NSW Government services and driving wellbeing outcomes for NSW residents.

Discussion ensued.

Mr Barr moved:

- That the Committee conduct an inquiry into reporting on the performance of NSW Government services and driving wellbeing outcomes for NSW residents in accordance with the terms of reference referred by the Minister for Finance
- That the Committee call for submissions to be received by 26 July 2024 and that the secretariat prepare and circulate a list of stakeholders

- That Members can provide additional stakeholders to the proposed stakeholders list once provided
- That these stakeholders be invited to make a submission

Discussion ensued.

Question put.

The Committee divided.

Ayes: Mr Li, Mr Barr and Dr Saliba

Noes: Mr Regan.

Motion resolved in the affirmative.

10. Next meeting

The meeting adjourned at 3:31pm until Monday, 3 June 2024.

Minutes of Meeting no. 13

1:00PM, 3 June 2024

Meeting room 1136 and videoconference

Members Present

In person: Mr Li (Chair) and Mr Regan

Via videoconference: Mr Barr (Deputy Chair), Mr Roberts and Dr Saliba.

Apologies

Ms Leong

Officers Present

Leon Last, Alison Buskens, Charlie King, Divya Bhandari, Jennifer Gallagher and Yann Pearson.

Agenda Item

1. ***

2. Confirmation of Minutes – Meeting no.12

Resolved on the motion of Mr Regan, seconded by Mr Barr: That the minutes of the meeting of 6 May 2024 be confirmed.

3. ***

4. ***

5. ***

6. Correspondence

6.1 ***

6.2 Outgoing

The Committee noted the letter from the Chair to the Hon. Courtney Houssos MLC, Minister for Finance advising the Minister that the Committee adopted the referral for an

inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW, dated 13 May 2024.

7. ***

8. Inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW

The Committee considered a draft stakeholder list for the inquiry.

Resolved, on the motion of Mr Barr, and seconded by Mr Roberts: That the Committee write to the listed stakeholders inviting them to make a submission.

9. Next Meeting

The meeting adjourned at 2:59pm, until Tuesday 11 June 2024.

Minutes of Meeting no. 15

1:03PM, 5 August 2024

Meeting room 1136 and videoconference

Members Present

In person: Mr Li (Chair), Mr Barr (Deputy Chair), Ms Leong

Via videoconference: Mr Regan, Dr Saliba, Mr Roberts

Officers Present

Leon Last, Charlie King, Divya Bhandari, Madelaine Winkler, Jennifer Gallagher and Yann Pearson.

Agenda Item

1. ***

2. Confirmation of Minutes – Meeting no.14

Resolved on the motion of Mr Barr, seconded by Mr Roberts: That the minutes of the meeting of 11 June 2024 be confirmed.

3. ***

4. ***

5. ***

6. Inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW

6.1 Correspondence

The Committee noted the following correspondence received regarding the Committee's invitation to make a submission.

- Extension requests:

- NSW Treasury (for a whole-of-government submission) until 23 August 2024.
- Public Health Association of Australia, NSW Branch until 2 August 2024.
- Australian Psychological Society until 9 August 2024.
- Chartered Accountants Australia and New Zealand until 2 August 2024.
- Fire Brigade Employees' Union of NSW until 28 July 2024.
- Responses declining the Committee's invitation to make a submission:
 - Australia Red Cross.
 - Anti-Discrimination NSW.
 - Department of Finance.
 - Department of Infrastructure, Transport, Regional Development, Communication and the Arts.
 - Department of Social Services.
 - Actuaries Institute.
 - St Vincent de Paul NSW
 - Department of the Prime Minister

6.2 Submissions

The Committee noted that 11 submissions have been received as part of the inquiry:

1. Mr Grant Mistler
2. Audit Office of NSW
3. Office of the Advocate for Children and Young People
4. Orygen
5. Suicide Prevention Australia
6. Dr Matt Fisher
7. Dr Kate Sollis
8. A New Approach
9. Bega Valley Data Collective
10. Public Service Association of NSW
11. Ms Melissa Parsons

The Committee considered the publication status of these submissions.

Resolved on the motion of Mr Barr, seconded by Mr Roberts: That the Committee accept and publish submissions 1 to 11 in full on the Committee's website.

The Committee discussed the work by Treasury on a wellbeing framework. The Secretariat agreed to circulate the 2024-25 Budget paper, *Performance and Wellbeing - Consultation Paper*. The Chair informed the Committee that he was meeting with the Minister for Finance and would discuss this consultation process with her.

7. ***

8. ***

9. Next Meeting

The meeting adjourned at 3:40pm, until Tuesday 20 August 2024.

Minutes of Meeting no. 16

8:50AM, 20 August 2024

Macquarie room and videoconference

Members Present

In person: Mr Li (Chair), Mr Barr (Deputy Chair), and Dr Saliba.

Via videoconference: Mr Roberts, Ms Leong, and Mr Regan.

Officers Present

Leon Last, Alison Buskens, Charlie King, Divya Bhandari, Jennifer Gallagher and Yann Pearson.

Agenda Item

1. ***

2. Confirmation of Minutes – Meeting no.15

Resolved on the motion of Mr Barr, seconded by Mr Regan: That the minutes of the meeting of 5 August 2024 be confirmed.

3. ***

4. ***

5. Inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW

5.1 Submissions and circulation of 'Performance and Wellbeing – Consultation Paper'

Resolved on the motion of Ms Leong, seconded by Mr Barr: That the Committee note its agreement via email on 12 and 13 August 2024 to re-open submissions until 31 August 2024 and for the 'Performance and Wellbeing – Consultation Paper' to be circulated to stakeholders involved with the inquiry so that stakeholders have the opportunity to comment on the contents of the paper.

6. ***

7. ***

8. ***

9. Next Meeting

The meeting adjourned at 3:49pm, until 21 August 2024.

Minutes of Meeting no. 17

9:01AM, 12 September 2024

Macquarie room and videoconference

Members Present

In person: Mr Li (Chair), Dr Saliba, Ms Leong

Via videoconference: Mr Barr (Deputy Chair), Mr Regan, Mr Roberts

Officers Present

Rohan Tyler, Leon Last, Alison Buskens, Charlie King, Madelaine Winkler, Yann Pearson, Rhea Maggs.

Agenda Item

1. ***

2. Confirmation of Minutes – Meeting no.16

Resolved, on the motion of Mr Roberts, seconded by Mr Barr: That the minutes of the meeting of 20 August 2024 be confirmed.

3. Inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW

3.1 Correspondence

The Committee considered a letter dated 26 August 2024 from the Hon. Courtney Houssos MLC, Minister for Finance, Minister for Domestic Manufacturing and Government Procurement and Minister for Natural Resources, referring the draft Outcomes and Indicators in the Performance and Wellbeing Consultation Paper as part of the Committee's inquiry.

The Committee considered draft amended terms of reference for the inquiry.

Resolved, on the motion of Ms Leong, seconded by Dr Saliba: That the Committee amend the inquiry terms of reference in accordance with the Minister's updated referral received on 26 August 2024.

3.2 Submissions

The Committee considered submissions 12 to 38 and amended submission 2 for publication.

The Committee discussed submissions 16, 28 and 37.

Resolved on the motion of Mr Roberts, seconded Mr Barr:

- That the Committee accept and publish submission 2 in full on the Committee's website, replacing the original submission.
- That the Committee accept and publish submissions 12 – 15, 17 – 27a, 29 – 36 and 38 in full on the Committee's website.

- That the Committee accept and publish submission 16 as partially confidential on the Committee's website, keeping certain information on page 8 as confidential.
- That the Committee accept and publish submission 28 as partially confidential on the Committee's website, keeping paragraphs 5 and 6 on page 7 and pages 10 to 15, and consequential references on page 3 as confidential.
- That the Committee accept and publish submission 37 as partially confidential on the Committee's website, keeping certain information on pages 3 and 4 as confidential.

3.3 Pre-hearing procedural resolutions

The Committee considered the notice of the public hearing and witnesses for Thursday 12 September 2024.

Resolved on the motion of Mr Regan, seconded by Ms Leong:

- That the Committee invites the witnesses listed in the notice of the public hearing for Thursday 12 September 2024 to give evidence in relation to the inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW.
- That the Committee authorises the audio-visual recording, photography and broadcasting of the public hearing on 12 September 2024, in accordance with the Legislative Assembly's guidelines for the coverage of proceedings for parliamentary committees administered by the Legislative Assembly.
- That the Committee adopt the following process in relation to supplementary questions:
 - Members to email any proposed supplementary questions for witnesses to the secretariat by 4pm, Thursday 19 September 2024;
 - Secretariat to then circulate all proposed supplementary questions to the Committee, with members to lodge any objections to the questions within 24 hours. Questions will then be sent to witnesses.
- That witnesses be requested to return answers to questions taken on notice and supplementary questions within 14 days of the date on which the questions are forwarded to witnesses.

The deliberative meeting adjourned at 9:20am.

4. Public Hearing – A framework for performance reporting and driving wellbeing outcomes in NSW

Witnesses and the public were admitted. The Chair opened the public hearing at 9:22am and made a short opening statement.

Professor Philayrath Phongsavan, Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney was affirmed and examined.

Professor Ben Smith, Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney was sworn and examined.

Ms Bastien Wallace, People with Disability Australia, was affirmed and examined.

Dr Matt Fisher, Senior Research Fellow, Stretton Health Equity School of Social Sciences, via videoconference, was affirmed and examined.

Ms Yvonne Poon, Board Member, WalkSydney, was affirmed and examined.

Ms Poon, Ms Wallace, Professor Phongsavan, Professor Smith, and Dr Fisher made opening statements. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Ms Zoë Robinson, Advocate for Children and Young People, Office of the Advocate for Children and Young People, was affirmed and examined.

Ms Scarlett Smout, Research Associate and Dr Marlee Bower, Research Fellow, The Mentally Healthy Futures Project and the Matilda Centre for Research in Mental Health and Substance Use, The University of Sydney, were affirmed and examined.

Miss Estelle Grech, Policy Manager, Fairness and Equity, Committee for Sydney, was affirmed and examined.

Ms Smout, Dr Bower, and Miss Grech made opening statements. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

The Chair adjourned the hearing at 11:07am.

The Chair resumed the hearing at 11:23am.

Ms Alison Holloway, Chief Executive Officer, and Ms Michelle Tjondro, Senior Associate, SGS Economics and Planning, were affirmed and examined.

Dr Angela Smith, Postdoctoral Research Fellow, Centre for Western Sydney, Western Sydney University, was affirmed and examined.

Ms Holloway, Ms Tjondro, and Dr Smith made opening statements. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Ms Dominique Rowe, Chief Executive Officer, Homelessness NSW, was affirmed and examined.

Dr Vincent Ogu, Program Manager, and Mr Mark Nutting, Strategic Planning Manager, Southern Sydney Regional Organisation of Councils, were affirmed and examined.

Ms Rowe and Dr Ogu made opening statements. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

The Chair adjourned the hearing at 12:56pm.

The Chair resumed the hearing at 2:06m

Ms Cara Varian, Chief Executive Officer, NSW Council of Social Service, was affirmed and examined.

Ms Yvonne Munce, Executive Director, and Ms Marwah Almomani, Systemic Advocate, Multicultural Disability Advocacy Association of NSW Inc., were affirmed and examined.

Dr Alan Hui, Director of Policy, and Ms Kate Fielding, Chief Executive Officer, A New Approach, via videoconference, were affirmed and examined.

Mr Mike Salvaris, Director, Australian National Development Index, via videoconference, was affirmed and examined.

Ms Varian, Ms Munce, Ms Fielding, and Mr Salvaris made opening statements. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Mr Warwick Smith, Program Director, via videoconference, and Ms Diane Bowles, Policy Advisor, The Centre for Policy Development, were affirmed and examined.

Dr Andy Asquith, Research Officer, Public Service Association of NSW, was affirmed and examined.

Associate Professor Melissa Parsons, Associate Professor in Physical Geography, Department of Geography and Planning, University of New England, via videoconference, was affirmed and examined.

Ms Sarah Marland, Executive Director, and Ms Damiya Hayden, Advocacy and Policy Manager, Community Legal Centres NSW, were affirmed and examined.

Ms Bowles, Ms Marland, Ms Hayden, and Dr Asquith made opening statements. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

The public hearing concluded at 4:03pm

5. Post-hearing deliberative meeting

The Committee commenced a deliberative meeting at 4:09pm

5.1 Publication orders

Resolved, on the motion of Ms Leong, seconded by Mr Barr: That the corrected transcript of public evidence given today be authorised for publication and uploaded on the Committee's webpage.

5.2 Documents tendered

Resolved, on the motion of Ms Leong, seconded by Mr Barr: That the following documents tendered by The Centre for Policy Development at today's hearing be accepted by the Committee:

- Report entitled 'A national conversation on Measuring What Matters in Australia', August 2024.
- Report entitled 'Banking the Benefits', 2024.

6. Inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW

6.1 Late submission

The Chair informed the Committee that a late submission from the Justice and Peace Office, the Catholic Archdiocese of Sydney had been received.

The Committee noted the late submission would be considered for publication at a later meeting.

Resolved, on the motion of Ms Leong, seconded by Dr Saliba: That the Committee accept the late submission from the Justice and Peace Office of the Catholic Archdiocese of Sydney.

7. ***

8. Next meeting

The meeting adjourned at 4:30pm, until 9:00am on Monday 16 September 2024.

Minutes of Meeting no. 19

1:05PM, 14 October 2024

Meeting room 1136 and videoconference

Members Present

In person: Mr Li (Chair), Mr Barr (Deputy Chair), and Ms Leong

Via videoconference: Dr Saliba

Apologies

Mr Regan and Mr Roberts

Officers Present

Leon Last, Alison Buskens, Yann Pearson and Rhea Maggs.

Agenda Item

1. ***

2. Confirmation of Minutes – Meeting no. 17 and Meeting no. 18

Resolved on the motion of Mr Barr, seconded by Ms Leong: That the minutes of the meetings of 12 September 2024 and 16 September 2024 be confirmed.

3. ***

4. ***

5. Inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW

5.1 Correspondence

The Committee noted the following correspondence received:

- Letter, from Xuan Deng, Director, Performance Budgeting Framework, Centre for Evidence and Evaluation, NSW Treasury, with invitation to attend the NSW Government Performance and Wellbeing Framework roundtable on 1 October 2024, dated 15 August 2024.
Ms Leong briefed the Committee on her experience attending the roundtable.
- Email, from Mike Salvaris, Director, Australian National Development Index with advice on reports for the Committee to consider as part of its inquiry, received 16 September 2024.
- Email, from Jonathan Wright, Senior Organiser, Fire Brigade Employee's Union of NSW, regarding future public hearings, dated 17 September 2024.
- Email dated 24 September 2024, from Andrew Goodwin, Associate Director Data Reform & Strategy, Shaping Futures and Data Insights, The Cabinet Office regarding a proposal to brief the Committee on the below items.

- The data development approach to the Performance and Wellbeing Framework being led by The Cabinet Office, alongside NSW Treasury as policy owner.
 - Further information on the approach and how it relates to broader data development work already happening across government, as described within Section 5 of the NSW Government submission to the inquiry, and how it relates to the Terms of Reference, particularly d) ii) Setting out approaches to build on the Framework to drive best-practice data governance and data literacy across government.
 - Existing strategic data governance frameworks, constraints, and contextual information that may assist the Committee in shaping readily implementable recommendations.
- Email from Andrew Goodwin, Associate Director Data Reform & Strategy, Shaping Futures and Data Insights, The Cabinet Office regarding data development in NSW, dated 9 August 2024.

The Committee noted a briefing from The Cabinet Office was arranged for the Committee's meeting, regarding the emails dated 24 September 2024 and 9 August 2024, however due to illness this briefing will be rescheduled to a later date.

5.2 Submissions

The Committee considered submissions 39 to 40 for publication.

Resolved on the motion of Mr Barr, seconded by Ms Leong: That the Committee accept and publish submission 39 and submission 40 in full on the Committee's website, with contact details redacted.

The Committee considered page 15 of submission 28.

Resolved on the motion of Mr Barr, seconded by Dr Saliba: That the Committee publish Appendix B on page 15 of Submission 28 on the Committee's website.

5.3 Responses to questions on notice

The Committee considered answers to question taken on notice at public hearing on 12 September 2024, received from:

- The Mentally Healthy Futures Project, The Matilda Centre for Research in Mental Health and Substance Use, The University of Sydney on 20 September 2024
- Australian National Development Index on 20 September 2024
- People with Disability Australia on 24 September 2024
- SGS Economics and Planning on 26 September 2024
- Centre for Western Sydney on 27 September 2024

Resolved on the motion of Ms Leong, seconded by Mr Barr: That the Committee accept the responses to questions taken on notice from The Mentally Healthy Futures Project in the University of Sydney's Matilda Centre for Research in Mental Health and Substance Use, Australian National Development Index, People with Disability Australia, SGS

Economics and Planning and Centre for Western Sydney and publish them on its website, with contact details redacted.

5.4 Responses to supplementary questions

The Committee considered answers to supplementary questions received from A New Approach on 30 September 2024.

Resolved on the motion of Ms Leong, seconded by Mr Barr: That the Committee accept the responses to supplementary questions from A New Approach and publish them on its website, with contact details redacted.

6. ***

7. ***

8. ***

9. Next meeting

The meeting adjourned at 3:10 until 11 November 2024.

Minutes of Meeting no. 20

1:04PM, 11 November 2024

Meeting room 1136 and videoconference

Members Present

In person: Mr Li (Chair), Mr Barr (Deputy Chair), Ms Leong, and Mr Regan

Apologies

Dr Saliba and Mr Roberts

Officers Present

Leon Last, Alison Buskens, Divya Bhandari, Charlie King, Madelaine Winkler, Yann Pearson and Rhea Maggs.

Agenda Item

1. ***

2. Confirmation of Minutes – Meeting no. 19

Resolved on the motion of Mr Barr, seconded by Ms Leong: That the minutes of the meetings of 14 October 2024 be confirmed.

3. ***

4. ***

5. **Inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW**

5.1 Correspondence

The Committee noted receipt of correspondence from A New Approach regarding questions on notice received 9 October 2024.

5.2 Response to questions on notice and supplementary questions

The Committee considered publication orders for answers to questions on notice, received from:

- Office of the Advocate for Children and Young People on 9 October 2024
- Multicultural Disability Advocacy Association of NSW Inc on 9 October 2024
- Southern Sydney Regional Organisation of Councils on 11 October 2024
- The Mentally Healthy Futures Project, The Matilda Centre for Research in Mental Health and Substance Use, The University of Sydney on 15 October 2024
- Committee for Sydney on 18 October
- NSW Council of Social Service on 18 October 2024

Resolved, on the motion of Mr Barr, seconded by Ms Leong: That the Committee accept the responses to questions taken on notice from the Office of the Advocate for Children and Young People, Multicultural Disability Advocacy Association of NSW Inc, Southern Sydney Regional Organisation of Councils, The Mentally Healthy Futures Project, The Matilda Centre for Research in Mental Health and Substance Use, The University of Sydney, Committee for Sydney, NSW Council of Social Service and publish them on its website, with contact details redacted.

The Committee considered answers to supplementary questions, received from:

- SGS Economics and Planning on 2 October 2024
- People with Disability Australia on 2 October 2024
- Dr Matt Fisher on 3 October 2024
- Multicultural Disability Advocacy Association of NSW Inc on 9 October 2024
- Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney on 9 October 2024
- Office of the Advocate for Children and Young People on 9 October 2024
- Centre for Policy Development on 9 October 2024
- WalkSydney on 10 October 2024
- Southern Sydney Regional Organisation of Councils on 11 October 2024
- Public Service Association of NSW on 16 October 2024
- Homelessness NSW on 16 October 2024
- The Mentally Healthy Futures Project, The Matilda Centre for Research in Mental Health and Substance Use, The University of Sydney on 16 October 2024. ***
- Australian National Development Index on 18 October 2024

- Committee for Sydney on 18 October

Resolved, on the motion of Mr Regan, seconded by Mr Barr:

- That the Committee accept the responses to supplementary questions from SGS Economics and Planning, People with Disability Australia, Dr Matt Fisher, Multicultural Disability Advocacy Association of NSW Inc, Prevention Research Collaboration, Charles Perkins Centre, The University of Sydney, Office of the Advocate for Children and young People, Centre for Policy Development, WalkSydney, Southern Sydney Regional Organisation of Councils, Public Service Association of NSW, Homelessness NSW, Australian National Development Index and Committee for Sydney and publish them on its website, with contact details redacted.
- That the Committee accept the responses to supplementary questions from The Mentally Healthy Futures Project, The Matilda Centre for Research in Mental Health and Substance Use, The University of Sydney and publish them on its website, with contact details redacted and *** kept confidential to the Committee.

5.3 Briefing from The Cabinet Office regarding the Performance and Wellbeing Framework

Resolved, on the motion of Mr Barr, seconded by Mr Regan: That Frances Foster-Thorpe, Executive Director, Shaping Futures and Data Insights, The Cabinet Office, Andrew Goodwin, Associate Director Data Reform & Strategy, Shaping Futures and Data Insights, The Cabinet Office and Xuan Deng, Director, Performance Budgeting Framework, NSW Treasury be invited to the Committee meeting to brief the Committee on data development related to its inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW.

Frances Foster-Thorpe, Executive Director, Shaping Futures and Data Insights, The Cabinet Office, Andrew Goodwin, Associate Director Data Reform & Strategy, Shaping Futures and Data Insights, The Cabinet Office and Xuan Deng, Director, Performance Budgeting Framework, NSW Treasury were admitted to the meeting at 1.35pm.

Representatives from The Cabinet Office and NSW Treasury briefed the Committee on data development.

Representatives from The Cabinet Office and NSW Treasury left the meeting at 2.31pm.

6. Next meeting

The meeting adjourned at 2:35pm until 22 November 2024.

Minutes of Meeting no. 21

11:06PM, 28 November 2024

Meeting room 1254 and videoconference

Members Present

In person: Mr Li (Chair), Ms Leong, Mr Regan, and Mr Roberts.

Via videoconference: Dr Saliba.

Apologies

Mr Barr (Deputy Chair).

Officers Present

Leon Last, Alison Buskens, Charlie King, Madelaine Winkler, Yann Pearson and Rhea Maggs.

Agenda Item

1. ***

2. Confirmation of minutes – Meeting No. 20

Resolved on the motion of Mr Roberts, seconded by Ms Leong: That the minutes of the meeting of 22 November 2024 be confirmed

3. ***

4. Next Meeting

The Committee agreed to meet next week to consider the Chair's draft report for the inquiry into a framework for performance reporting and driving wellbeing outcomes in NSW.

The meeting adjourned at 9:48am, with the next meeting to be determined

Unconfirmed Minutes of Meeting no. 22

11:06PM, 28 November 2024

Meeting room 1254 and videoconference

Members Present

Via videoconference: Mr Li (Chair), Ms Leong, Mr Roberts and Dr Saliba

Apologies

Mr Barr (Deputy Chair) and Mr Regan.

Officers Present

Rohan Tyler, Alison Buskens, Charlie King, Madelaine Winkler, Yann Pearson and Rhea Maggs.

Agenda Item

1. ***

2. Confirmation of minutes – Meeting No. 21

Resolved on the motion of Mr Roberts, seconded by Ms Leong: That the minutes of the meeting of 22 November 2024 be confirmed.

3. ***

4. A framework for performance reporting and driving wellbeing outcomes in NSW - Consideration of Chair's draft report

4.1 Resolution permitting recording of meeting

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That the Committee agrees to record the meeting for the purposes of committee staff preparing the minutes and report amendments, and that the recording be deleted when the report is tabled.

4.2 Consideration of the Chair's draft report

Resolved, on the motion of Ms Leong: That the draft report be considered in globo.

The Committee noted the proposed amendments circulated by Ms Leong.

Discussion ensued.

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That a new finding be inserted above Recommendation 5 that reads: 'Finding 4: There was a view among stakeholders that a limited number of holistic, integrated goals is more effective in driving interagency collaboration and whole of government responses.'

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That the words 'and community' be inserted into Recommendation 2, after the words 'is people'.

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That the words 'NSW Treasury should include' be deleted from Recommendation 3, and replaced with the words 'The NSW Government, in consultation with the community, should establish a holistic vision and'.

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That the words ', as well as local community and neighbourhood centres,' be inserted into Recommendation 4, after the words 'should consult with local Government'.

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That the words 'if there should be a smaller number of themes, outcomes and indicators to drive better interdepartmental and agency collaboration to break down silos,' be inserted into Recommendation 5 as a new sub-point after the sub-point ending with the words 'lead and lag indicators,'.

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That the words 'how indicators and metrics are assessed and analysed across different thematic or geographic areas to ensure a holistic approach and no unintended consequences,' be inserted into Recommendation 5 as a new sub-point after the sub-point ending with the words 'agency collaboration to break down silos,'.

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That the words 'people and community-centred' be inserted into Recommendation 11, after the words 'should include'.

Resolved on the motion of Ms Leong, seconded by Mr Roberts: That a new recommendation, be inserted after Recommendation 12 that reads: 'Recommendation 13: The NSW Government should ensure there is direct involvement of the NSW Parliament with the NSW Performance and Wellbeing Framework, through consideration of how the framework will be incorporated into legislation, committee and parliamentary processes.'

Resolved on the motion of Mr Roberts, seconded by Ms Leong:

- That the draft report, as amended, be the report of the Committee and that it be signed by the Chair and presented to the House.
- That the Chair and Committee staff be permitted to correct stylistic, typographic and grammatical errors.
- That, once tabled, the report be published on the Committee's webpage.

The Committee discussed proposed report covers.

5. Next meeting

The meeting adjourned at 11:44 am, until a time and date to be determined.