

Outcomes Framework



Acknowledgement of Country

DHS acknowledges and respects Aboriginal peoples as the state's first peoples and nations and recognises them as traditional owners and occupants of land and waters in South Australia.

Further, it acknowledges that the spiritual, social, cultural, and economic practices of Aboriginal peoples come from their traditional lands and waters, that they maintain their cultural and heritage beliefs, languages and laws which are of ongoing importance, and that they have made and continue to make a unique and irreplaceable contribution to the state.

The *Cultural Maintenance* illustration was created by Allan Sumner in 2017.



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What is the Outcomes Framework?

This Framework sets out the high-level outcomes the Department of Human Services (DHS) seeks to achieve, as well as the indicators for those outcomes. The Outcomes Framework is intended to be used as a tool for optimised commissioning for outcomes, better understanding service system capability and opportunities for improvement, and strategic decision making about departmental priority investment.

The Outcomes Framework was developed by DHS, with reference to feedback from human services sector leaders and service delivery practitioners, and DHS executives and policy, contract management and procurement staff.

Why an Outcomes Framework?

In recent years there has been a move across government and non-government organisation (NGO) sectors, both in Australia and internationally, toward focusing on outcomes and social impact generated by public investment in human services.

DHS recognises that focussing on outputs – the activities that are delivered by the programs and services it funds – doesn't tell the story about the impact of those activities. Focussing on outcomes enables DHS to think about the extent to which its funded programs and services contribute to the positive change they are designed to support.

Strategic context

Wellbeing and social impact

The Outcomes Framework is situated in relation to a renewed focus, at both state and federal levels, on wellbeing as a key element of economic prosperity for South Australia's current and future generations. This is evident in the Australian Government's Measuring What Matters framework, which aims to set out the wellbeing outcomes that matter to people beyond traditional economic measures.¹ It is also reflected in the South Australian Government's Economic Statement, with its vision "for an economy that is *fit for the future*, improving the wellbeing of all South Australians".²

DHS recognises that the wellbeing of South Australians is at the core of its strategic aims.

In 2021, it published the Social Impact Framework (SIF), which outlines five social impact objectives which are foundational elements of a person's quality of life:

- Creating safe environments and wellbeing
- Connecting with opportunities to engage and participate
- Aspiring towards economic, social, and civic empowerment
- Building resources and skills for self-direction and a fulfilling life
- Belonging to communities that are inclusive, equitable and resilient.³

The SIF explains that DHS can maximise its positive social impact across these domains if the programs and services it funds are:

- Aligned to clearly defined purposes and outcomes
- Able to meet best-practice service design criteria, and
- Developed through a partnership with service providers.⁴

The Outcomes Framework delivers on the first of these core elements by providing a set of **clearly defined outcomes** that spell out the positive social impact that DHS strives to enable for South Australian people, families and communities.

1 Measuring What Matters: Australia's First Wellbeing Framework, p.8
2 South Australian Economic Statement, p.7
3 Department of Human Services Social Impact Framework, p.10
4 Department of Human Services Social Impact Framework, p.2

Closing the Gap

Under the National Agreement on Closing the Gap (Closing the Gap), DHS is committed to transforming the way it works. Closing the Gap has four Priority Reforms that commit DHS to:

1. Formal partnerships and shared decision-making
2. Building the community-controlled sector
3. Transforming government organisations
4. Shared access to data and information at a regional level.⁵

Guided by the Closing the Gap Framework (and Policy) and Spectrum of Working with Aboriginal Peoples, this includes building genuine, sustained and formal partnerships to inform program development and service system strategy, as progress toward Aboriginal self-determination.

The Outcomes Framework is designed to clearly show how the Closing the Gap Targets and Socioeconomic Outcomes DHS is responsible for are embedded within its outcomes themes and outcomes clusters. Throughout the stages of commissioning set out in the Commissioning Framework, DHS will consider the connection of funded programs to Targets/Socioeconomic

Outcomes and ensure that, where a funded program contributes to a Target, these are measured to enable progress to be tracked. Similarly, the outcomes enablers, which describe the way in which the service system works to support outcomes for people, families and communities, include Priority Reform elements, providing a mechanism for measuring the transformational change critical to Closing the Gap.

The Outcomes Framework works with Closing the Gap as a strategic umbrella, with the intention that all DHS's funded programs will consider how they contribute to the Priority Reforms and Targets/Socioeconomic Outcomes. Embedded in this approach is the belief that enabling equity under Closing the Gap will contribute to a more socially just society for all South Australians.

⁵ National Indigenous Australian Agency National Agreement on Closing the Gap, p. 5–13

How the framework will be used

The Outcomes Framework will be used across three levels: service system, department, and program, and will speak to and reflect the department's commitment to enabling outcomes across its diverse range of portfolio areas. Crucial to this will be using the Outcomes Framework to embed the Closing the Gap Priority Reforms. Framework uses are summarised below, and more detailed guidance is provided in the Commissioning Handbook.

Figure 1: Outcomes Framework uses

Level	Uses
Service system	<ul style="list-style-type: none">• Understanding where the focus needs to be to improve the system, including action on Closing the Gap Priority Reforms• Supporting in-depth conversations about impact across the service system
Department	<ul style="list-style-type: none">• Understanding DHS investment distribution across outcomes themes• Prioritising investment in a resource constrained environment• Adopting a proactive approach to investment
Program	<ul style="list-style-type: none">• Linking program - and priority-cohort-level outcomes to broader departmental impact goals• To enable targeted definition of program outcomes and support better identification of complementary service partner opportunities• Building evidence for what maximises social impact• Comparing outcomes across like programs

Key concepts

The Outcomes Framework is founded on two key concepts: **wellbeing** and **people**.



Wellbeing

The Outcomes Framework uses wellbeing to describe and measure the outcomes DHS aspires to enable for people, families and communities in South Australia.

This is a useful approach because:

- Wellbeing is a multidimensional aspect of people's lives, referring to how we experience life across different domains like physical and mental health, and being part of communities
- Wellbeing is a common measure of success across a range of human services (and other government) programs and can help us look across and compare those with different aims, that are delivered by different organisations, or that target different groups
- Asking people how they feel about different aspects of their lives is a powerful, democratic way of understanding how programs affect people
- Assessing wellbeing can surface unexpected insights about the impact and interrelation of different programs

Wellbeing is determined by the complex connections of a range of factors along three dimensions common to numerous models of wellbeing: the objective conditions under which people live, their subjective assessment of their own lives, and the intersubjective relationships they are involved in and which shape the terms of their social participation.⁶

In other words, wellbeing is about people's life circumstances, how they feel about their lives, and how they live in relationship with other people. Wellbeing is conceptualised in a range of ways, with varying emphasis on the three dimensions across different models.⁷

⁶ For a broad overview of wellbeing factors and relevance for public health see (Adler and Seligman 2016; Coulter et al. 2018; Disbato et al. 2016; Eger and Maridal 2015; World Health Organisation 2023)

⁷ For more specific Wellbeing models see literature on PERMA (Ryan et al. 2019), GENIAL (Kemp et al. 2022), and Aboriginal and Torres Strait Islander SEWB (Butler et al. 2019; Gupta et al. 2020).

Key concepts

An important model for DHS is Aboriginal and Torres Strait Islander Social and Emotional Wellbeing (SEWB), in which wellbeing is defined as the networked relationships of people with family, kin and community, as well as “connection to land, culture, spirituality and ancestry”.⁸

SEWB elements are included in the outcomes indicators within the model, enabling program logics to identify where programs aspire to support Aboriginal peoples’ wellbeing and measure their impact.

The Outcomes Framework uses the word “wellbeing” to describe the elements of objective, subjective and intersubjective human experience in a way that is not only consistent with different wellbeing models, including SEWB, but also the work that DHS delivers at program level.

In this way the Outcomes Framework uses “wellbeing” as a collective, common language concept for the aspirational goals of the department’s programs and services while allowing for the flexibility to accommodate need, demographics, place, and service conditions. This enables targeting of specific outcomes in recognition that there are multiple ways in which different programs contribute to the wellbeing of South Australians.



The Outcomes Framework sets out the social impact aspirations of a department with a broad range of portfolio areas and priority populations including:

- Aboriginal and Torres Strait Islander Peoples
- Culturally and linguistic diverse peoples
- People with disability and/or neurodivergence
- Children
- Older people
- Families
- Carers
- LGBTIQ+
- Women
- Young people

The Outcomes Framework uses **people** as a broad term that captures all these social groups and their intersectionality, and which is adaptable to any context or program designed to enable positive social impact and improve the lives of people, families, and their communities, particularly where historical and structural disadvantages pose barriers to people’s wellbeing.

Framework structure

The Outcomes Framework has two main sections: **Outcomes**, and **Outcomes Enablers**. These elements are further broken down to enable more detailed outcomes measurement. These elements sit at a high-level and intentionally describe the broad scope of DHS-funded programs, beneath which more specific program and cohort-level outcomes can be articulated.

Figure 2: Outcomes Framework structure

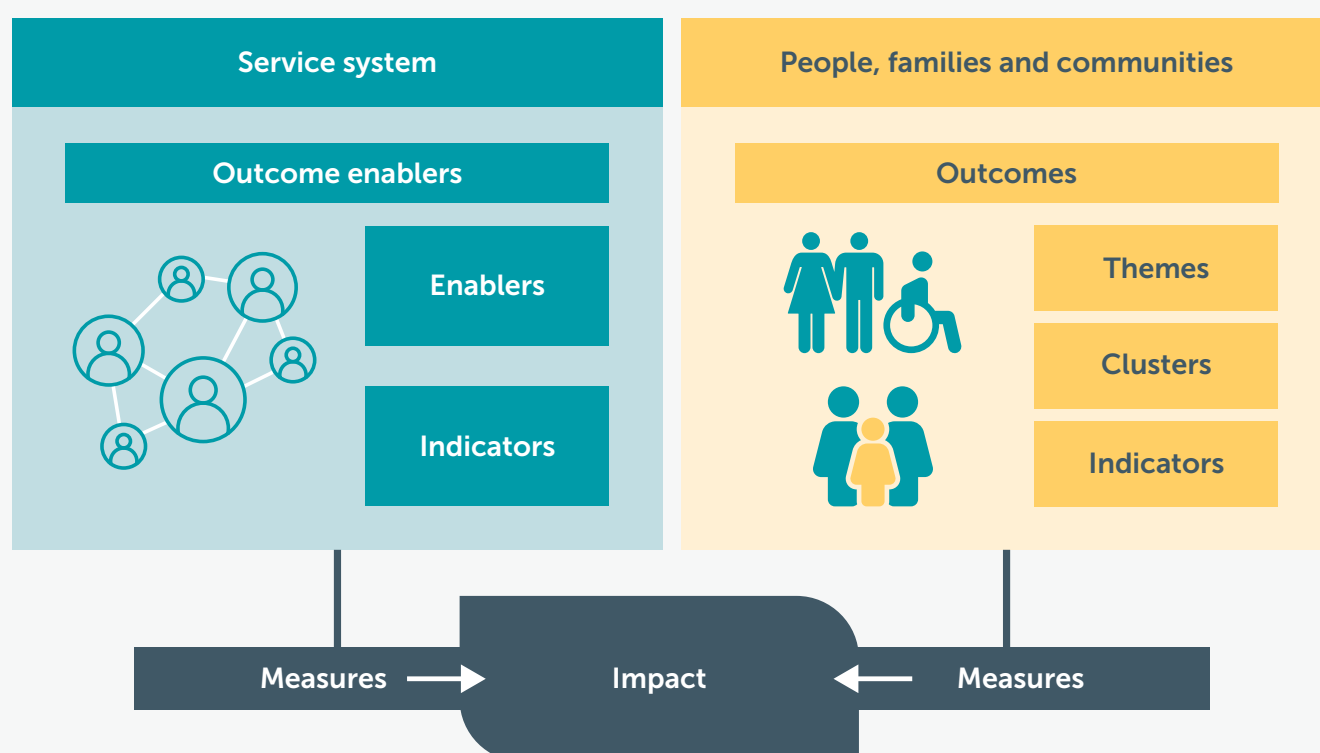


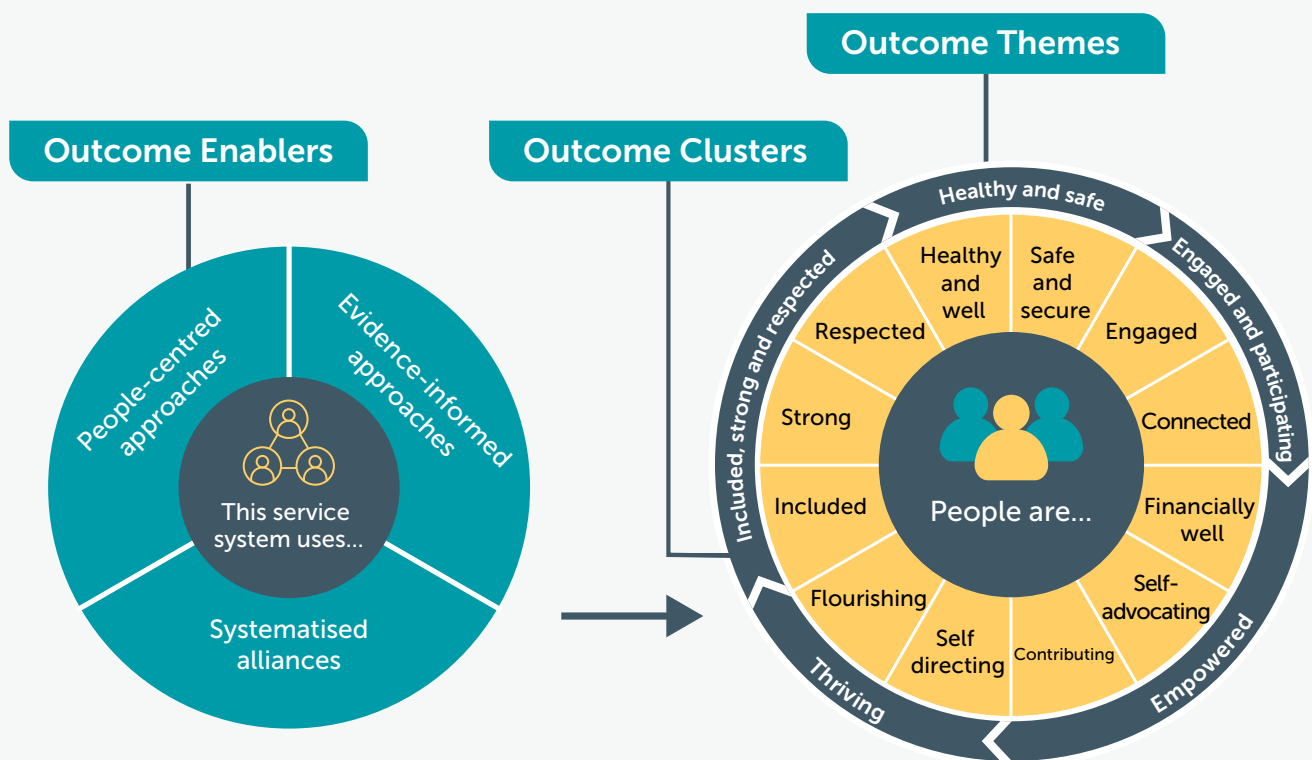
Figure 3: Outcomes Framework elements

Element	Description
People, families, and communities	
Outcomes	Results that show the impact of human services on the lives of people and communities. Outcomes describe the positive social impact DHS aspires to enable for people, families and communities. At the highest level this is described as wellbeing
Themes	The high-level groupings of wellbeing outcomes which describe the areas in which DHS invests for social impact
Clusters	The mid-level groupings of wellbeing outcomes that enable more detailed description of the elements of outcomes themes and to which outcomes measures can be mapped
Indicators	The information that signals the extent to which a program or service is effecting the change it aims to enable for its target population(s)
Measures	The data points that quantify whether a program or service has contributed to its intended outcomes
Systems	
Outcomes enablers	The elements of the service system which, when highly developed, equip it to deliver the outcomes identified in the Outcomes Framework
Enablers	The high-level groupings of outcomes enablers that describe the service system elements that optimise the system to deliver outcomes
Indicators	The information that signals the service system maturity in exhibiting the elements that position it to deliver maximum social impact
Measures	The data points that quantify the level of service system maturity in enacting the elements that enable outcomes for people and communities

Our Outcomes Framework

The Framework

Figure 4: DHS Outcomes Framework



Outcomes indicators

Figure 5: Outcomes indicators

Outcomes Theme	Outcomes Cluster	Outcomes Indicators
Healthy and safe	Healthy and well	People have access to support to meet their fundamental needs for living
		People can meet their fundamental needs for living
		People are connected to mind, body and emotions
	Safe and secure	People are safe and secure in their homes
		People are safe and secure in their families
		People are safe and secure in their community
Engaged and participating	Engaged	People are involved with their families and kin
		People are involved with their communities
		People participate in activities in the wider community
	Connected	People are connected to their culture and community
		People have meaningful and mutually supportive relationships with others

Our Outcomes Framework: Outcomes indicators

Outcomes Theme	Outcomes Cluster	Outcomes Indicators
Empowered	Financially well	People can pay for the things they and their families need
		People can access employment to suit their needs
		People can find financial support when they need it
	Self-advocating	People can cope with change and difficulties in their lives
		People can advocate for what they need
		People are reaching their potential
	Contributing	People undertake roles within their community that are valuable and worthwhile to them
		People are satisfied with their accomplishments
Thriving	Self-directing	People can undertake daily living activities
		People can choose how to live their life
		People can choose the support they need
	Flourishing	People have opportunity to learn and develop new skills
		People have a sense of purpose and meaning in their life
		People are connected to spirit, spirituality and ancestors
		People are positive about their life and future

Our Outcomes Framework: Outcomes indicators

Outcomes Theme	Outcomes Cluster	Outcomes Indicators
Included, strong and respected	Included	People are valued and heard in their communities
		People have a sense of belonging to their culture
	Strong	Communities are accessible and supportive
		Communities are strong
		Communities are prepared for change
		People are connected to country
	Respected	People's human and legal rights are respected
		People's cultural rights are respected

Outcomes enablers

Figure 6: Outcomes enablers

Outcomes enabler theme	Outcomes enabler cluster	Outcomes enabler indicator
People-centred approaches	Empowering lived experience	Services prioritise experience and voice of people and their communities, including shared decision-making with ACCOs and Aboriginal peoples
	Supporting Aboriginal and community self-determination and governance	Services share data and decision-making with Aboriginal peoples and local communities
		Data collected and analysed on, or about, Aboriginal peoples reflect their priorities, values, cultures, world views and diversity
	Child and family focussed	Services consider individual and family context
		Services are strength-based and leverage the protective elements of family and community
	Trauma-informed	Services are delivered by a skilled workforce equipped to recognise the impact of trauma on people's lives
	Culturally safe and respectful of diversity	Services are culturally safe, inclusive and responsive

Our Outcomes Framework: Outcomes enablers

Outcomes enabler theme	Outcomes enabler cluster	Outcomes enabler indicator
Evidence-informed approaches	Informed by community and practice wisdom	Services are informed by evidence from community
		Services involve and employ people from community with lived experience
		Services are informed by provider knowledge
	Prioritising place-based analysis of need and building on evidence of what works	Service design and delivery is driven by analysis of population data, priority groups, and regional service provision
		System design is informed by best-practice and proven approaches
Systematised alliances	Defined by collaboration and partnership	Service providers frequently communicate with each other from a basis of mutual trust
	Informed by culture	The Aboriginal community-controlled sector, and community, are engaged in planning
		Services for Aboriginal peoples are delivered by the Aboriginal community-controlled sector
		Service providers embed cultural leadership and actively build and sustain their Aboriginal workforce
	Integrated and strategically aligned	Services consider individual needs in context and connect people to relevant service partners
	Responsive to need	Services can collectively respond to changing or emerging needs and service gaps

Outcomes themes, clusters, and indicators

Healthy and safe

South Australian people and communities are healthy, safe, and secure in their homes and communities, and can find support to meet these fundamental needs for living.



Healthy and well

People have access to the support they need to meet their fundamental needs for living, and experience high levels of mental and physical health and wellness.

Why is this important?

Without their fundamental needs for food, shelter, air, and sleep being met, people will not be able to thrive. These physical and psychological needs are the building blocks of wellbeing and crucial to people and communities flourishing.

Indicators

Outcomes Cluster	Outcomes Indicators
Healthy and well	People have access to support to meet their fundamental needs for living
	People can meet their fundamental needs for living
	People are connected to mind, body and emotions



Safe and secure

People are safe and secure in all circumstances including in their homes, families, and communities.

Why is this important?

When people are safe and secure at home, in their families and their communities, they are free from danger, or the risk of physical or psychological harm, which is a fundamental human right.⁹

Indicators

Outcomes Cluster	Outcomes Indicators
Safe and secure	People are safe and secure in their homes
	People are safe and secure in their families
	People are safe and secure in their community

⁹ UN Universal Declaration of Human Rights, Article 3: "Everyone has the right to life, liberty and security of person". [un.org/en/about-us/universal-declaration-of-human-rights](https://www.un.org/en/about-us/universal-declaration-of-human-rights)

Engaged and participating

People are involved with their families, are participating in their communities, and experience strong connection to culture and meaningful relationships with others.



People are involved with their families and participate in activities in the wider community.

Why is this important?

Being part of a family or community in a meaningful way is a key part of human wellbeing. Positive, healthy relationships with families and others in communities is a protective factor in the prevention of a range of adverse health and life outcomes.

Indicators

Outcomes Cluster	Outcomes Indicators
Engaged	People are involved with their families and kin
	People are involved with their communities
	People participate in activities in the wider community



People experience strong connection to their culture and community and have meaningful and mutually supportive relationships with others.

Why is this important?

Positive relationships between people are the threads that create the fabric of a strong and supportive community and society. Connection to culture and community creates belonging, which is a key element of social and emotional wellbeing.

Indicators

Outcomes Cluster	Outcomes Indicators
Connected	People are connected to their culture and community
	People have meaningful and mutually supportive relationships with others



Empowered

People aspire to economic, social, and civic empowerment.

Financially well

People are financially secure, have access to employment that meets their needs, and can find financial support when they need it.

Why is this important?

When people have enough money to pay for the things they and their families need and can find financial support in circumstances where they need it, they are less likely to experience negative impacts on their health (stress, anxiety, lack of access to enough food), and safety (housing stress and insecurity). When people are adequately employed and resourced, they also have increased capability to participate in their communities and experience the protective benefits of social connection.

Indicators

Outcomes Cluster	Outcomes Indicators
Financially well	People can pay for the things they and their families need
	People can access employment to suit their needs
	People can find financial support when they need it



People can advocate for their own needs, are reaching their potential and can cope with change.

Why is this important?

The ability for people and communities to self-advocate enables them to self-determine, which increases the likelihood that they will experience improved life outcomes.

Indicators

Outcomes Cluster	Outcomes Indicators
Self-advocating	People can cope with changes and difficulties in their lives
	People can advocate for what they need
	People are reaching their potential



Contributing

People undertake roles within their communities that are valuable and worthwhile to them, and they experience high levels of satisfaction with their accomplishments.

Why is this important?

Beyond having enough money to live, wellbeing is also influenced by the extent to which people feel that the work they do – either through employment, volunteering or caring – is meaningful and satisfying. It's about people having a sense that their contributions to society have value.

Indicators

Outcomes Cluster	Outcomes Indicators
Contributing	People undertake roles within the community that are valuable and worthwhile to them
	People are satisfied with their accomplishments

Thriving

People and communities have the resources and skills for self-direction and a fulfilling life.



Self-direction is about a person having choice and being able to make decisions about their life – in their daily activities, broader goals, and aspirations, and about the support that they need to exercise this autonomy.

Why is this important?

Freedom is a universal human right.¹⁰ Giving people the freedom to make decisions about their own lives is an important manifestation of this right and is vital to wellbeing.

Indicators

Outcomes Cluster	Outcomes Indicators
Self-directing	People can undertake daily living activities
	People can choose how to live their life
	People can choose the support they need

¹⁰ UN Universal Declaration of Human Rights, Article 3: "Everyone has the right to life, liberty and security of person". [un.org/en/about-us/universal-declaration-of-human-rights](https://www.un.org/en/about-us/universal-declaration-of-human-rights)



People have opportunity to reach their potential through formal and informal learning and skills development, have a sense of purpose, meaning and spirituality in their life, and feel positive about their life and future.

Why is this important?

Meaning and purpose are foundational to wellbeing, along with having a sense of hope for the future. When people have opportunities to learn and develop their skills this creates the conditions for optimism about life.

Indicators

Outcomes Cluster	Outcomes Indicators
Flourishing	People have opportunity to learn and develop new skills
	People have a sense of purpose and meaning in their life
	People are connected to spirit, spirituality and ancestors
	People are positive about their life and future

Included, strong and resilient

People belong to communities that are inclusive, equitable and strong.



Included

People feel that they have a voice in and are valued by their communities and have a sense of belonging to their culture.

Why is this important?

Feeling a sense of inclusion and belonging is critical to social cohesion, connectedness, and identity.

Indicators

Outcomes Cluster	Outcomes Indicators
Included	People are valued and heard in their communities
	People have a sense of belonging to their culture



People are part of communities that are accessible, supportive, strong, and prepared for change.

Why is this important?

The ability of people and communities to provide spaces that are accessible to all and supportive of difference is a significant factor in the extent to which they can cope with uncertainty and change. Communities can deal with adverse events and recover more quickly if they are strong and supportive.

Indicators

Outcomes Cluster	Outcomes Indicators
Strong	Communities are accessible and supportive
	People are connected to country
	Communities are strong
	Communities are prepared for change



Respected

People's human, legal and cultural rights are respected, and communities embrace and celebrate diversity.

Why is this important?

When people are respected, they can live with dignity, and when diversity is not just respected but celebrated this builds pride in individual and collective identity.

Indicators

Outcomes Cluster	Outcomes Indicators
Respected	People's human and legal rights are respected
	People's cultural rights are respected
	Communities embrace diversity

Outcomes enablers

People-centred approaches

DHS-funded programs are developed with reference to and prioritisation of the experience and voice of people and their communities, consider individual and family context and needs, are strength based and develop individual agency, and are trauma informed, culturally appropriate and responsive.

Why is this important?

Putting people at the centre of everything it funds is critical for DHS delivering positive social impact with its investment resources. Placing people and communities at the centre of service design, delivery, and evaluation not only leads to better targeted programs, but involving people in the design and evaluation of those programs – or empowering communities to self-determine what and how programs should be delivered – contributes directly to improved wellbeing outcomes.

Indicators

Outcomes enabler cluster	Indicator
Empowering lived experience	Services prioritise experience and voice of people and their communities
Supporting Aboriginal and community self-determination and governance	Services share data and decision-making with Aboriginal peoples and local communities
	Data collected and analysed on, or about, Aboriginal peoples, reflect their priorities, values, cultures, world views and diversity
Child and family focussed	Services consider individual and family context
	Services are strength based and leverage the protective elements of family and community
Trauma informed	Services are delivered by a skilled workforce equipped to recognise the impact of trauma on people's lives
Culturally safe and respectful of diversity	Services are inclusive, culturally appropriate and responsive

Evidenced-informed approaches

Program design is informed by evidence of all kinds, including lived experience and community, provider and advocate knowledge, and research on best practice approaches. It also leverages analysis of data relating to place, priority cohorts, and need, and makes space for innovation.

Why is this important?

By leveraging prior learning for future program strategy, design and delivery, funding can be better aligned to approaches that have been proven to work in specific settings and for particular populations and maximise the social impact that DHS can make with its funding resources. It also means that we can continuously adapt to best practice as we learn from those on the ground and those with lived experience.

Indicators

Outcomes enabler cluster	Indicator
Informed by community and practice wisdom	Services are informed by evidence from community
	Services involve and employ people from community with lived experience
	Services are informed by provider knowledge
Prioritising place-based analysis of need and building on evidence of what works	Service design and delivery is driven by analysis of population data, priority groups, and regional service provision
	System design is informed by best practice and proven approaches

Systematised alliances

Collaboration between system partners is intentionally designed and resourced, and programs and services are delivered using strong referral partnerships that prioritise continuity for people and communities, with well-facilitated connection into community that delivers sustainable outcomes. This is supported by strong alliances across the human services sector and leverages existing place-based networks and assets.

Why is this important?

A strong, connected system can more successfully deliver people-centred programs as it can more effectively consider the broad needs of people in their family, cultural and community context. This includes alliancing at all levels – strategically, in the advocacy work of Peak Bodies, and operationally, in the networks that support best practice service delivery to people and their communities.

Indicators

Outcomes enabler cluster	Indicator
Defined by collaboration and partnership	Service providers frequently communicate with each other from a basis of mutual trust
	The Aboriginal community-controlled sector, and community, are engaged in planning
Informed by culture	Services for Aboriginal peoples are delivered by the Aboriginal community-controlled sector
	Service providers embed cultural leadership and actively build and sustain their Aboriginal workforce
Integrated and strategically aligned	Services consider individual needs in context and connect people to relevant service partners
Responsive to need	Services can collectively respond to changing or emerging needs and service gaps

Additional resources

- Outcomes Bank of Measures (to be developed)
- Commissioning Framework
- Commissioning Handbook (to be developed)
- Evaluation Framework (in development)
- Evaluation Handbook (in development)
- Place-Based Partnerships Framework (in development)
- Closing the Gap Framework Policy
- Closing the Gap Framework and Spectrum of working with Aboriginal Peoples
- Social Impact Framework
- Social Impact Framework Assessment Tool



Glossary of terms

Terms	Definitions
Commissioning	The process by which governments plan for, design, deliver, monitor, and evaluate the programs and services they fund
Community	A group of people that live in the same place or share common characteristics, cultural identity, or interests
Cultural safety	Cultural safety means that Aboriginal culture is respected, acknowledged, and celebrated. It is providing a safe environment for all Aboriginal people to be themselves and to express their identity and culture, knowing that this will be respected. Cultural safety is the extension of allyship accountability and cultural lens application
Evaluation	The systematic and objective assessment of the design, implementation, or results of a program or service for the purposes of continuous improvement, accountability, and decision-making
Family	A group of two or more people that are related by blood, marriage (registered or de facto), adoption, step or fostering, and who usually live together in the same household or are connected by kinship, or a shared commitment to support each other
Human services	Programs designed to support people to meet their fundamental health, welfare, and wellbeing needs
Social impact	The effect of programs, services or policies on people and communities
Monitoring	A continuous process of collecting, analysing, and reporting on KPIs for a particular program or service to provide an indication of its performance against stated objectives
Outcomes	Results that show the impact of human services upon the lives of people and communities
Outputs	Products of activities by human service agencies to achieve outcomes
People	Collective noun to describe groups of humans. The Outcomes Framework uses people as a broad term that captures the department's priority cohorts and their intersectionality, and which is adaptable to any context or program designed to improve the lives of people, families, and their communities

Glossary of terms

Terms	Definitions
Program	A set of activities that are managed in a coordinated way over a sustained period and share a common, large-scale goal related to delivering an outcome or outcomes for people, families and communities
Service	A set of actions (outputs) by a government agency or delivery partner to benefit people or communities in some way
Stakeholders	Individuals or groups who have an interest in something (e.g., a project, program, initiative, or other activity)
Systematised alliances	Collaborative connections between service system partners that are designed and resourced, deliver strong referral pathways, are regionally responsive to needs and service gaps, prioritise service continuity, and connect with community to enable sustainable outcomes

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