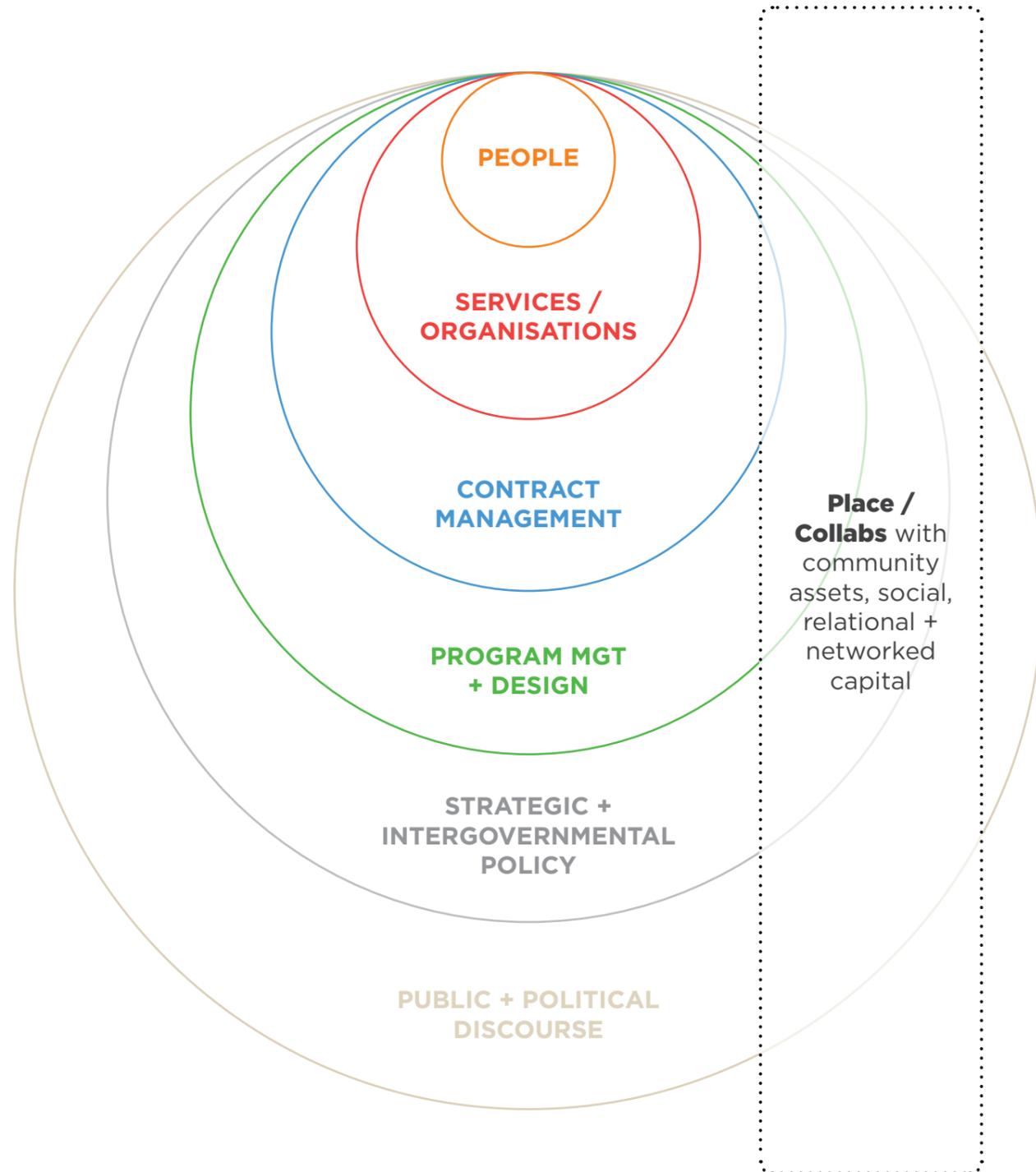




Specialist Homelessness Services Investment

Investing in Outcomes

Old Specialist Homelessness Services Investment System



Investment System Layers

PEOPLE

Outcomes are the positive changes that people achieve in their lives.

- People make positive changes in their lives at different speeds, in different areas, for different reasons.
- Change is not linear. It's informed by diverse range of resources, experiences and motivations, and cannot be standardised or time-boxed.
- Services are just one of many resources people draw upon in thinking about and making changes in their lives.

SERVICES / ORGANISATIONS

Providers work alongside people as a resource for positive change.

- Not-for-profit organisations and practitioners often have deep connections with place and people, with a social licence to operate.
- Their people are intrinsically motivated to support outcomes, especially when aligned with organisational mission, identity and values.
- Outcomes-focused organisations (and collaboratives) seek out qualitative and quantitative data to understand if that contribution is useful to people – so they can adapt and improve.

CONTRACT MANAGEMENT

Contract managers can build robust relationships + work alongside services to promote an outcomes-focus.

- Shared objectives and long-term relationships suit a Relational Contracting approach. Regionalised teams are well-positioned to support facilitation of the local investment system.
- Outcomes-focused contract management might best involve working alongside services to learn from lived experience, build relationships, connect resources and support learning for improvement and adaptation (beyond compliance to model).

PROGRAM MGT + DESIGN

Program activities create the conditions to focus on what's important.

- Program management can create foundations for the investment system to thrive, by constructively challenging each layer of the investment system to apply roadmap principles.
- A system stewardship approach will require a level of change in investment tools (and how they are used) to enable a genuine focus on outcomes, inclusive of a focus on people and a learning and improvement culture.

STRATEGIC + INTERGOVERNMENTAL POLICY

Reducing homelessness requires looking beyond the Homelessness Program.

- A wide range of individual and structural factors contribute to homelessness, and many of these have policy and investment responses which could be better coordinated or integrated to improve the outcomes ecosystem.
- A framework for measuring and publicly identifying elements would be useful for system stewardship and shaping public discourse.

Priorities



CREATE HEALTHY INVESTMENT SYSTEMS

Learning + improvement. Co-production + codesign (incl. lived experience). Commissioners as stewards + facilitators.



FOCUS TO EVIDENCE

Build, share + use all forms of evidence (incl. practice-based + qualitative data) in processes + decisions.



BUILD ADAPTIVE CAPABILITY + CAPACITY

Investing in relationships + people. Recognising genuine change takes time.



Specialist Homelessness Services Investment

Investing in Outcomes

Let's move towards an **outcomes-focus** together, by...



Amplifying lived experience. Implement processes (within + across layers) to understand outcomes from lived experience perspective. Explore with people how investment might have contributed to such change.



Listening to + partnering with Aboriginal and Torres Strait Islander leaders. Build relationships + work towards Aboriginal and Torres Strait Islander leadership in reviewing outcomes + making adjustments with investment over time.



Co-producing guiding frameworks at the levels of the service, place and program which are focused to outcomes that are important to people + are grounded in shared principles for action.



Co-producing indicators and measures at level of service and place that aid in understanding whether principles and actions are contributing to change in people's lives.



Embedding an **outcomes-focused culture of learning + continuous improvement.** Build processes into 'business as usual' – within + across layers. Focus on what learnings say about outcomes, rather than contract compliance. Adapt in response to findings.



Building on existing work to improve Homelessness Service Agreements, by incorporating outcomes-focused frameworks as they are designed. Accentuate lived experience, building + sharing evidence, learning + adaptation, adaptive capacity + capability.



Fostering stronger relationships across the investment system. Explore job-shadowing and embedded working opportunities within + across layers, as well as Relational Contracting approaches.



Acting to build capability and capacity across the system in commissioning + adaptive leadership. Drive an outcomes focus with capabilities to lead different ways of working in volatile, complex + ambiguous contexts.



Co-designing a Qld Monitoring + Evaluation Framework for homelessness, beyond the Homelessness Program. Include interconnections w housing, community services, health, justice, media + public discourse. Use to guide intergovernmental agreements + build case for integrated commissioning.



Developing a Community Services Workforce Strategy to attract + retain people with attributes + values best suited to working with marginalised cohorts. Build capabilities in practice, leadership, evaluation + business acumen.