

Housing and homelessness peak and industry bodies specifications

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Acknowledgement of Country

We respectfully acknowledge the Aboriginal and Torres Strait Islander Traditional Owners and Elders of the lands and seas on which we meet, live, learn and work. We recognise it is our collective efforts, and responsibility as individuals, communities and governments, to ensure equality, recognition and advancement of First Nations peoples across all aspects of society and everyday life. This document acknowledges Queensland is home to many unique and distinct First Nations cultures – Aboriginal peoples and Torres Strait Islander peoples – and uses the term First Nations peoples to reflect the diversity of all Aboriginal and Torres Strait Islander peoples residing in Queensland. Use of ‘peoples’ recognises individual and collective dimensions as affirmed by the United Nations Declaration on the Rights of Indigenous Peoples and also the diverse cultural identities within these collective terms.

Acknowledging the sector’s contribution to the specifications content

The Department of Housing and Public Works gratefully acknowledges the valuable insights from sector partners, supporting efforts to provide greater clarity on the roles of peak and industry bodies. It is intended that this document will evolve and be updated over time to reflect changes to government and agency policies and strategies. If you have any feedback or suggested changes, please contact: Policy, Performance and First Nations at insightsathousing@housing.qld.gov.au .



Embodied design created by First Nations design agency [Iscariot Media](#).

1 Introduction

The Housing and homelessness peak and industry bodies specifications (the specifications) is designed to strengthen collaboration between the Queensland Government and peak and industry bodies. The department partners with non-government stakeholders, including peak and industry bodies, to drive continuous improvement and innovation in the housing and homelessness service system, support coordinated engagement with the sector, and optimise resources to grow housing supply and capability of the sector. This document seeks to create a more unified and consistent approach to the funded work of peak and industry organisations by providing clarity on each entity's funded activities and performance evaluation measures.

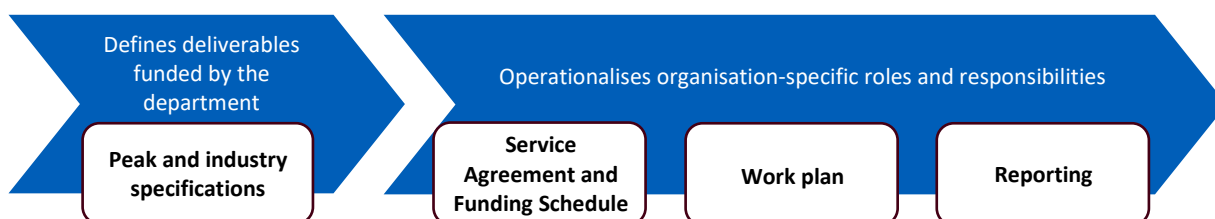
The Queensland Government is committed to supporting the housing and homelessness sector to deliver contemporary professional services. Peak and industry bodies play a vital role in enabling a capable service system that adapts and responds to the diverse and changing needs of Queenslanders. The specifications provides a framework to enable better collaboration to enhance housing and homelessness strategies, policies, and programs through input and engagement with the sector and people with lived experience.

The development of the specifications was informed by research on best practice approaches to strengthening the respective roles and responsibilities of peak and industry bodies. This approach provides clarity on deliverables, fosters mutual accountability, and improves methods for tracking and assessing performance, thereby advancing the quality and scope of services offered.

1.1 Purpose of the specifications

This document is designed to support, develop, and strengthen the department's partnership approach and ways of working with peak and industry bodies, ensuring that each organisation can optimally contribute towards shared outcomes.

The diagram below illustrates how the deliverables defined in the specifications are operationalised through service agreements, funding schedules, work plans and reporting.



2 Vision

The specifications establish a forward-looking, whole-of-department approach to collaborating with peak and industry bodies to strengthen and enhance Queensland's housing and homelessness systems. This partnership-driven vision ensures clear roles and responsibilities for all stakeholders, fostering a well-coordinated, innovative, and dynamic approach to addressing housing challenges and contributing to increased housing supply. By leveraging the expertise, networks, and collective influence of peak and industry partners, the specifications will drive effective, practical, and sustainable solutions.

3 Funding intent

To deliver high-quality services within the housing and homelessness sector, the Queensland Government recognises the need for a service system that is sustainable, efficient and effective. Consequently, the department invests in services and initiatives (e.g. professional development of staff, training and education, research, and place-based service delivery enhancements) to strengthen organisations delivering housing and homelessness services funded by the Queensland Government.

The Queensland Government values partnerships with peak and industry bodies to foster a capable and diverse housing and homelessness sector that is:

- grounded in evidence-based practices
- harnesses industry expertise and innovation
- responsive to evolving needs

Peak bodies are funded to play an active role in supporting the delivery of government priorities while representing the collective views of the sector to the Queensland Government. Their funded activities include assisting service providers to adapt and respond to emerging challenges and opportunities, strategic leadership, capacity building, and strategic engagement. Through these efforts, peak bodies communicate government priorities to the sector and support their implementation, helping to foster alignment and collaboration across the sector towards shared goals.

Industry bodies are funded to deliver specialised services that directly align with departmental objectives, focusing on achieving tangible outcomes for their respective sectors. Unlike peak bodies, which primarily provide sector-wide coordination, industry bodies leverage their specific expertise, sector networks, and connections with clients or people with lived experience to drive targeted initiatives. Their role is to provide practical, outcome-focused support that complements the broader functions of peak bodies through delivering sector-specific projects and supporting the adoption of best practices to address emerging challenges and opportunities.

Non-funded sector stakeholders have a role as subject matter experts and are consulted to inform and strengthen strategies, policy, program and service developments.

3.1 Context

The specifications establish clear expectations about the scope of peak and industry bodies' funded deliverables. It provides practical guidance to inform the selection of core work streams, service user groups, outcomes and outputs, performance measures and reporting requirements for each organisation.

Through the specifications, peak and industry organisations deliver a range of activities across three core work streams:

- strategic leadership
- capacity building
- strategic engagement

4 Core work streams and activities

The core work streams define the areas of work that can be included in service agreements and funding schedules between the department and funded organisations. The department engages peak and industry bodies to deliver activities across one or more of these core work streams.

A periodic work plan, developed through negotiation between the department and the funded organisation, will detail the timeline, key actions, and milestones. The work plan is a required contractual document and forms the basis for monitoring progress against contracted deliverables.

The department may update the specifications, in its entire discretion, over time to reflect emerging evidence and evolving needs, which may involve expanding core work streams.

4.1 Work stream one (WS1): strategic leadership

- WS1.1** Contribute to the development, improvement and implementation of government policy, reform, and/or service delivery.
- WS1.2** Collaborate and partner to support commissioning activities aimed at delivering specific government priorities, programs, and/or projects.
- WS1.3** Contribute to or conduct research to support innovation and evidence-based practice including preparing research reports, papers, and case studies.

4.2 Work stream two (WS2): capacity building

- WS2.1** Develop and implement strategies supporting community housing providers, specialist homelessness service providers, and other stakeholders to assist in maximising investment opportunities through government procurements (state and federal), investors, and philanthropic ventures to deliver new housing supply.
- WS2.2** Assess and/or respond to the current and future needs of the housing and homelessness service system.
- WS2.3** Enhance the capability of service providers operational management skills in areas such as governance, financial management, legal compliance, workforce management, and continuous improvement through data, reporting, and evaluation.
- WS2.4** Build housing and homelessness sector workforce capability to identify and respond to the diverse needs of clients.
- WS2.5** Respond to requests for information, support and advocacy from service providers to address the needs of the service provider and/or the people they are providing services to.

4.3 Work stream three (WS3): strategic engagement

- WS3.1** Deliver engagement, consultation, and/or co-design with the housing and homelessness sector, people with lived experience, and other stakeholders on needs, challenges and opportunities, and to inform government policy, program development, and commissioning of services.
- WS3.2** Represent the voice of the sector, community, and service users and offer expertise during strategic discussions with government, working groups, committees, and other engagement opportunities.

WS3.3 Disseminate information to the housing and homelessness and other sector stakeholders to support improved and consistent understanding of government policy, program and reforms including through newsletters, events, research and online platforms.

5 Service user groups

The term ‘service user’ in this document (See table 1) refers to organisations and agencies involved in the delivery of housing and homelessness services and new housing supply. However, service users may also include the clients receiving services from the housing and homelessness sector, who ultimately benefit from a more robust housing and homelessness system and integration of lived experience expertise in service delivery.

TABLE 1: Service user groups for housing and homelessness peak and industry bodies

Service user (SU) codes	Service user group
SU100	Generalist
SU200	Local, state and federal government agencies
SU300	Property investors, developers and building industry
SU400	Community and affordable housing service providers
SU500	Specialist homelessness service providers
SU600	Indigenous community housing service providers and homelessness service providers
SU610	Specialist Indigenous services (non-housing and non-homelessness)
SU700	Non-government organisations (NGOs) including peak and industry bodies, social service providers, and philanthropic organisations
SU800	Workforce including paid workers and volunteers
SU900	People with lived experience and priority cohorts
SU910	Housing tenants and clients
SU920	Aboriginal and Torres Strait Islander peoples
SU930	People with disability
SU940	People from culturally and linguistically diverse backgrounds (CALD)
SU950	People who identify as lesbian, gay, bisexual, transgender, intersex, queer and other gender identities and/or sexual orientations (LGBTIQ+)
SU960	People who are experiencing domestic and family violence
SU970	Young people
SU980	Older people

6 Service deliverables and performance measures

The deliverables required from services are articulated as outcome and output targets:

- Outcomes are the results or goals that are to be achieved through the delivery of funded outputs
- Outputs are quantities of services to be delivered

Where possible, all outcome and output measures are aligned to data already collected by services. Minimum service targets for outcomes and outputs are set out in the service agreement and funding schedule. Targets are informed by evidence collected from existing services and are monitored and reviewed over time based on service delivery requirements.

Failure to achieve the minimum targets without adequate mitigating circumstances may trigger a compliance response from the department.

6.1 Outcome measures (OCM)

6.1.1 Outcome measure: strategic leadership

OCM01 Description of the times You provided contribution to the development and/or implementation of departmental policy, reform and/or programs.

Outcomes sought:

- Improved effectiveness and alignment of the sector with government policies, reforms, and service delivery, evidenced by measurable progress towards strategic objectives.
- Increased adoption of evidence-based practices and innovative approaches in policy, service delivery and delivery of housing supply, as demonstrated by the completion and utilisation of research reports, papers, or case studies in decision-making processes.

6.1.2 Outcome measure: capacity building

OCM02 Number and percentage of service users reporting increased capacity and/or capability.

Outcomes sought:

- Increased capacity to deliver new housing supply and capability to deliver evidence-based services to meet community needs to grow a diverse and sustainable housing and homelessness service system.
- Increased capability of the housing and homelessness sector to:
 - identify and respond to the diverse needs of clients
 - improve quality and consistency in service delivery
 - deliver inclusive services that address the needs people with disability, young people, and other vulnerable communities
 - deliver culturally appropriate services that address the needs of Aboriginal and Torres Strait Islander peoples
 - respond to shifting community needs, government priorities, and national and state reforms.

6.1.3 Outcome measure: strategic engagement

OCM03 Description of sector, people with lived experience, and other stakeholder participation facilitated to support effective partnership and collaboration between government, the housing and homelessness sector, and other stakeholders.

OCM04 Description of times You provided input into strategic departmental reforms, policy, program development and design when requested.

OCM05 Number and percentage of service users reporting better understanding of departmental reforms, policies, and programs and the implications for their organisation and/or its workers and clients.

Outcomes sought:

- Increased and more effective communication, collaboration and engagement between government, peak and industry bodies, and other stakeholders including property investors, developers and building industry, and not-for profit philanthropic organisations.
- Increased voice of the housing and homelessness sector, communities, and lived experience expertise included in policy and program development and housing supply design.

6.2 Output measures (OPM)

6.2.1 Output measure: strategic leadership

OPM01 Number of activities and partnerships that achieved project milestones and delivered outcomes.

OPM02 Number of research items/resources produced (e.g. reports, publications, frameworks, submissions) that meet industry standards and best practices including:

- free of grammatical and spelling errors, with a clear and concise writing style
- all sources are correctly cited and referenced
- demonstrates a broad and deep integration of relevant literature
- shows a high level of knowledge and understanding, with strong analysis, critical evaluation, and reflective insights.

6.2.2 Output measure: capacity building

OPM03 Number of strategies, initiatives, or support activities delivered to assist in maximising investment opportunities to deliver new housing supply.

OPM04 Number of projects, analysis, recommendations and/or reports delivered to assess and/or respond to current and future needs.

OPM05 Number of training and development events held (e.g. online/in person training, workshops, community of practice) and number of service users in attendance.

OPM06 Number of training and development resources produced (e.g. practice tools, guidelines, templates).

6.2.3 Output measure: strategic engagement

OPM07 Number of planned and on demand engagement, consultation, or co-design You supported, facilitated or delivered (e.g. forums, focus group, surveys).

OPM08 Number of planned and on demand communication materials You delivered to inform the sector (e.g. newsletter, social media post, media release, webinar).

7 Reporting requirements

This document is designed to reflect the collective impact of peak and industry bodies towards achieving long-term goals through performance and evaluation measures. The outcome and output measures outlined in this document provides the foundation for contract reporting to assess progress on deliverables. Contract reporting will guide both current and future contracted activities, contributing towards continuous improvement, mitigate duplication of efforts, and ensure value for public funds.

Funded peak and industry organisations are required to adhere to the reporting requirements of the *Service Agreement – Standard Terms* referenced in clause 5. Specific data to be collected for reporting is detailed in each respective contract and may encompass both quantitative and qualitative information. The frequency and timing of contract reports are specified in the service agreement and funding schedule.

Appendix 1: Glossary of terms

Terms	Meaning
Client	A client is a person who directly receives a service to address specific needs.
Commissioning	Commissioning refers to the strategic process of planning, procuring, and managing services to address housing needs and prevent or reduce homelessness.
Generalist	Generalist refers to any stakeholder and may include any or all service user groups.
Older people	People who are over the age of 60 years of age but with consideration to other people who may be experiencing, at an earlier age, the health and living restriction that ageing brings.
Outcome	An outcome is the impact of a funded output. An outcome may be achieved for an individual, organisation, or community.
Output	An output is a service delivered to achieve a desired outcome. Peak and industry organisations transfer inputs (resources) into outputs (services).
People from culturally and linguistically diverse backgrounds (CALD)	People who are born overseas or who identify as a member of a cultural community based on language, ancestry, birthplace, religion and ethnic background.
People who are experiencing domestic and family violence	Individuals alone, or with children, who require a place of safety because of a situation of domestic and family violence (as defined in the <i>Domestic and Family Violence Protection Act 2012</i>), including those who are homeless or living in unsafe or inadequate accommodations, for example where domestic and family violence or abuse threatens the person's safety.
Service providers	Organisations delivering services to clients to address specific needs.
Service user group	The target group/s for funded services delivered by peak and industry organisations. The term may be used interchangeably with the term 'service user'. Service user group may also encompass people receiving services from service providers. Consultation efforts prioritise and integrate the perspectives and needs of people with lived experience and priority cohorts, recognising them as the service users in this process rather than focusing solely on data collection.
Young People	Young people aged between 16-25 years.