

Midtown MacPark Evaluation Report 2026

Establishment and Early Implementation

The journey towards a cohesive and inclusive community
where people are welcome, feel connected and share a
sense of belonging

**MISSION
AUSTRALIA**

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List of Abbreviations and Acronyms

CHIA	Community Housing Industry Association
FTE	Full time equivalent
MA	Mission Australia
MAH	Mission Australia Housing (referred to in the report as MA)
NDIS	National Disability Insurance Scheme
NRSCH	National Regulatory System for Community Housing
PWI	Personal Wellbeing Index
SHOP	Social Housing Outcomes Plan
SHS	Specialist Homelessness Services
TSCS	Tailored Support Coordination Service

Acknowledgement of Country

We acknowledge the traditional custodians of the land throughout Australia, in particular the Wallumedegal people of the Dharug Nation on which Midtown is located. We pay our respects to the Elders past, present and future for they hold memories, culture and dreams of the Aboriginal and Torres Strait Islander people. We recognise and respect their cultural heritage, beliefs and continual relationship with the land and we recognise the importance of the young people who are our future leaders.

Contributions

Our thanks to the Mission Australia Midtown team who shared their experiences of establishing Midtown and the early implementation. It was clear through the evaluation process the dedication to building hope and possibility for Midtown residents. Our thanks also extend to our partners Homes NSW and Frasers Property Australia who support us to create a thriving community that is integrated, connected and cohesive, where people from all walks of life can flourish and reach their potential.

A special thank you to the people living at Midtown who generously shared their experiences with us. Their insights are invaluable to understand the importance of integrated housing and support models and the benefits of offering mixed tenure developments.

About Mission Australia

At Mission Australia, we believe in hope and possibility for all. With more than 165 years of experience meeting human need, we are one of the largest and most trusted for-purpose community services and housing providers in the country.

As a national non-denominational Christian charity, our values of respect, compassion, integrity, perseverance and celebration are at the heart of all we do. Every day, we deliver homelessness services, provide social and affordable housing, help families, children and young people thrive, improve mental health and wellbeing, support people with disability, provide pathways to employment and financial stability, strengthen communities, offer alcohol and other drug support, and more.

Executive Summary

Midtown MacPark (Midtown) represents a bold and innovative response to Australia's housing and homelessness crisis. Delivered through a long-term funding partnership between Mission Australia/Mission Australia Housing (MA), Frasers Property Australia and Homes NSW, the vision for Midtown was to transform the former public housing Ivanhoe Estate into a vibrant, mixed-tenure, master-planned community in Macquarie Park. Over 10–12 years, the development will deliver approximately 3,300 homes, including 954 social and 130 affordable dwellings alongside private housing, with Stage 1 completed in 2024.

The independent process evaluation was conducted by Mission Australia's Centre for Evidence and Insights. It assesses the establishment, early implementation and first year of service delivery, from October 2023 to October 2025, of Midtown's integrated housing and support model, as articulated in the Social Housing Outcomes Plan (SHOP). Using a mixed methods approach, the evaluation assessed how well the Midtown was set up to succeed, how the model has operated in practice, the barriers and enablers of implementation and the early outcomes for residents and the community.

Key Evaluation Findings

How well was Midtown set up to succeed?

Midtown was not simply constructed as a housing development; it was intentionally designed as an integrated master planned and mixed tenure community. The strength of this foundation is evident in the quality of establishment and early implementation.

- **Strong cross-agency partnerships**, clear governance, a shared vision, extensive planning and co-designed guiding principles meant that Midtown was implementation-ready and positioned to deliver a highly relational, resident-centred community from day one.
- **SHOP funding** from Frasers, alongside MA co-contributions, enabled the design and delivery of an integrated model, including onsite asset and tenancy management, a Tailored Support Coordination Service (TSCS), a newly developed Compass service to support pathways to independence, community development and community chaplaincy.
- **A highly intentional, person-first allocation approach**, meant social housing targets were met, and a diverse, mixed tenure resident community was successfully established.
- **A strong relational approach** underpinned allocation, viewing, leasing and move-in processes, ensuring residents felt welcomed, informed and supported.

Midtown's early implementation was described by staff as a fast-paced, highly coordinated operation – 580 residents were successfully supported to move in within nine months. This included the rapid housing of many social housing tenants mostly from the “priority” section of the waitlist who had a range of complex intersecting needs. The success was made possible through the strong commitment and the collaborative approach of the Midtown team. However, early resourcing did not match the scale and pace of the rollout, meaning staff worked above and beyond their remit with high workloads during this period.

How did the Midtown model work in practice?

There is strong evidence that Midtown's integrated housing and support model was operating effectively in its first year of service delivery, continuing to be underpinned by strong collaboration, a relational approach and diverse partnerships. A key factor in the successful delivery of the model was the multi-disciplinary team made possible due to the SHOP funding. Unlike traditional community or public housing models, where support and community development rely on rental income, this funding enabled more staff, higher levels of support and community development activities from the outset.

- **Residents at Midtown were highly satisfied** with their early experiences, condition of their home and tenancy management. Results were consistently higher than other MA and industry benchmarks. They highlighted that the design, presentation and overall standard of housing played a significant role in shaping their early experiences of Midtown.
- **Midtown created a rich ecosystem of local partnerships** that provided formal and informal support to social and affordable housing residents when they needed it.
- **There were high levels of engagement in support**- just over one in three social housing tenancies received support from TSCS and Compass, with high levels of engagement compared to benchmarks. However, there is a small cohort of residents with complex needs who did not want, or did not feel able, to engage in formal services. Consequently, this placed strain on the capacity of housing staff to manage core tenancy management whilst also supporting residents with complex needs.
- **Community development has created a wide range of meaningful opportunities** for residents to participate in activities and connect with other residents, as well as the broader community. While there were high levels of awareness and self-reported participation in community events some residents reported engagement barriers.
- **The Community Chaplain provided vital pastoral care**, building trust through daily presence and informal support.



What early outcomes have emerged?

While long-term outcomes will take time to materialise, the emerging evidence is promising. It shows that Midtown is already achieving strong early outcomes, with access to safe, modern and affordable housing and support if needed, transforming residents' daily lives and creating a growing sense of community.



Safe and stable housing

- Midtown has enabled **613 residents, including 111 children**, to rebuild routines, improve their wellbeing and regain a sense of safety and dignity.
- Residents were effectively supported to remain living in their homes with very **high levels of tenancy stability**, only one eviction and low levels of arrears.
- Almost nine in ten residents agreed that their **life had improved** since living at Midtown, significantly higher than the NSW benchmark.
- Self-reported ratings of satisfaction with **standard of living** were also very high throughout the first year of operation.



Pathways to independence

- Early signs of increased independence are evident, with almost one in ten tenancies – mainly young people and the Opportunity Stream – **successfully transitioning out** of social and affordable housing, most commonly into private rentals.
- The Compass Program also appears to be an effective pathway for residents with employment, education and financial goals, with some residents **gaining work or commencing study**.



Enhanced health & wellbeing

- Residents frequently described improved **mental health and stronger social connections**.
- However, self-reported satisfaction with **wellbeing and personal safety dipped** slightly during the first year. This is a typical pattern evidenced in literature and may also reflect the high proportion of social housing residents with complex needs.
- Residents who engaged with TSCS or Compass reported improved satisfaction with their overall **wellbeing, safety and relationships**.



Community resilience & strength

- Midtown had successfully fostered a **sense of community** through intentional community-building strategies.
- There was strong satisfaction with the **neighbourhood as a place to live** and community **connections**. Although connections appeared to be **stronger among social and affordable housing residents** compared to homeowners.
- Nine out of ten residents **felt safe** in their homes and walking in daylight. However **nighttime safety concerns persisted**, and a small number of residents had negative perceptions of individuals with complex needs.



What have we learnt from Midtown?

This evaluation identified **15 key learnings** which will guide MA's future operations at Midtown. They also have broader implications for the design and delivery of large-scale mixed tenure developments and for public policy on social and affordable housing.

What does it take to establish a successful master-planned mixed tenure community?

1. **Fully funded investment** in all elements of an integrated model is critical to meet the complex needs of residents in a high-density mixed tenure community.
2. **Strong, values-led partnership** are foundational to redevelop public and social housing sites and transform them into vibrant high-density mixed tenure communities
3. **High-quality, safe and modern housing** is a powerful catalyst for life changes and fundamental to tenancy sustainment, satisfaction and wellbeing.
4. **Up front resourcing** is needed for large-scale developments, including dedicated establishment teams, specialist roles and front-loading of resources.
5. **On-site presence** builds trust, a sense of safety and enables responsive early intervention support.
6. **Local partnerships** are essential for early engagement and effective coordinated support to meet resident's needs.
7. **Community building** must be intentional and start early; it is a constant practice that needs adequate resourcing, planning and community engagement.
8. **A person-centred allocation** strategy is key to establish a cohesive mixed tenure community.

What are the practices that build a cohesive community?

9. **Intentional culture building**, involving shared values, principles and ways of working, enables integration, collaboration and a "one team" approach.
10. **Relational practice builds trust and drives outcomes**. It requires working with people holistically, recognising that success may look different for each individual and celebrating moments along their journey.
11. **Relational practice needs to be balanced with housing first principles**. Clear role boundaries, strong coordination, skilled staff and high levels of resourcing are essential to sustain tenancies and engage residents at their own pace.
12. **Innovation thrives with autonomy and shared purpose**. It is important to give frontline teams permission, flexibility and support to innovate to meet local and emerging needs.

What aspects require careful consideration and long-term planning for Midtown?

- 13. Community cohesion and safety require ongoing attention.** It is important that community development continues to be embedded and funded appropriately across the life of the precinct to ensure harmony within the neighbourhood.
- 14. Good systems and data quality** are core to assessing service quality and impact, as well as learning and continuous improvement.
- 15. An investment in a multi-year impact evaluation is critical to evidence** long-term wellbeing, independence and outcomes and understand the value-add of SHOP compared to other social, community and public housing models.

What are the implications for social policy and advocacy?

With a rising need for social and affordable housing the following key policy recommendations must be implemented.

Adequate investment in integrated models of housing and support

A high proportion of social housing tenants have complex support needs that extend beyond housing and, if left unmet, will adversely impact their ability to thrive and community harmony. Governments' social housing policy, program designs and contracts with community housing providers must incorporate adequate and sustained funding levels for tenancy management, tenancy support services and community development.

Commitment to co-design and relational approach

Future state/territory government redevelopments of public housing stock, particularly in the case of large estates, require co-design and relational approaches with residents as standard practice.

Funding for long-term independent impact evaluations

Social housing contracts should include specific provisions and funding for long-term independent impact evaluations, to build a strong and robust evidence base.

Conclusion

Midtown presents a promising and thoughtfully designed model, with early evidence of positive outcomes alongside very high resident satisfaction. At the same time, Midtown is still in its formative phase. As the precinct grows toward 954 social housing dwellings and a larger, more diverse, community the demands on the integrated model will increase significantly. Sustained and increased investment is therefore essential to ensure that Midtown's early success translates into long-term, community-wide impact.

"I'm very grateful to be part of the Midtown community. It's a place that truly supports people from all walks of life and encourages kindness, understanding, and growth. I appreciate the efforts of everyone involved in making Midtown such a welcoming and supportive environment. It's made a real difference in my life."

– Resident

Section 1: Background

1.1 Context

The need for homelessness services and social and affordable housing across Australia is growing. Inadequate income support payments, low wages, skyrocketing rental stress and low rental vacancies, rising cost of living and a shortage of social and affordable housing have escalated Australia's housing and homelessness emergency. National research has shown that up to 3.2 million people in Australia are at risk of homelessness and are often just one life shock, such as a rent increase, job loss or eviction, away from losing their home.¹

In 2022, between 2.7 and 3.2 million Australians were at risk of homelessness, a 63% increase from 2016.

The private rental market is not meeting housing needs. The 2025 Rental Affordability Snapshot found that affordability across Australia has crashed to record lows and there are practically no rental properties available which low-income households can afford.² While over 67,000 households languish on the NSW Housing Register,³ analysis by the UNSW City Futures Research Centre estimates that unmet need for subsidised housing is even greater at 144,700 households in Greater Sydney.⁴

Social and affordable housing is important infrastructure in Australia. It acts as a safety net when the private market fails to provide for people and serves both a social and economic purpose.⁵ For many people who are experiencing or at risk of homelessness, social and affordable housing is the only affordable, long-term housing option.

1.2 About Midtown MacPark

Midtown MacPark (Midtown) will see the transformation of an 8.2-hectare social housing estate in Macquarie Park, in Sydney's northwest, into a vibrant master-planned community with a mix of social, affordable and private homes.⁶ Over 10-12 years, the project will deliver around 3,300 new dwellings, including 954 community and 130 affordable, alongside private market housing.

The first stage was completed in early 2024 with a mix of 259 social units and 130 affordable dwellings. These joined the first of Frasers Property's 269 market apartments (MAC residences) and second development of 107 residences (SOUL) which were launched in 2020 and 2021 respectively.

¹ Jackson, A. and Blane, E. (2024). *Call Unanswered. Unmet Demand For Specialist Homelessness Services*. Impact Economics: Homelessness Australia. [Impact-Economics-Call-Unanswered.pdf](#)

² Anglicare Australia (2025). Rental Affordability Snapshot: national Report 2025 (16th Edition). 2025: Rental Affordability Snapshot - Anglicare Australia

³ NSW Department of Communities and Justice (2026). Social Housing Waitlist Data. Social housing waiting list data | Communities and Justice

⁴ Australian Community Housing (2026). <https://www.communityhousing.com.au/wp-content/uploads/2022/11/CHIA-housing-need-national-snapshot-v1.0.pdf?x14633>

⁵ *Infrastructure Australia (2019)* Australian Infrastructure Audit 2019: Chapter 6, Social Infrastructure.

⁶ The development included the demolition and relocation of residents from the 259-unit Ivanhoe Estate built in early 1990, with those residents given the opportunity to return upon completion of stage 1 of the Midtown development.

Midtown is being delivered through a long-term partnership between Mission Australia Housing and Frasers Property Australia (hereafter referred to as Frasers) and Homes NSW.⁷

- **Homes NSW:** Midtown was the first major project under the NSW Government's Communities Plus strategy. Communities Plus is a major social housing initiative, working with private and community partners to redevelop existing Land and Housing Corporation sites, fast track development and create integrated communities with new social, affordable and private housing aimed to increase housing supply, improve social diversity and link residents to education and jobs.
- **Mission Australia Housing** (hereafter referred to as MA), as a Tier One Community Housing Provider and community services provider, provides an integrated model of housing and support.
- **Frasers Property Australia** is responsible for the design and construction of the master-planned community. They also provided a monetary contribution, alongside MA co-contribution, to fully additional resources to deliver the Midtown model.

What makes Midtown distinctive and unique?

- Midtown is a **master-planned community** that will deliver essential amenities such as open spaces, retail shops, cafes and restaurants, skate park and playground, childcare centres, a primary school, a commercial pool and gym, Community Hub, running and walking loops, Social Enterprise and a playground. Over a third of the site is open space and amenity.
- Midtown is a **mixed tenure community** including private market, social housing and affordable housing dwellings. It works on the principle of blind tenure which means there is no distinction between tenure type of housing, affordable housing or private market. In community this means all people who live in Midtown are treated as residents and are not differentiated based on where they live.
- There is a strong **focus on community building** to establish a cohesive, inclusive, empowered and resilient community, integrated with the wider local community.
- There is a **commitment to achieving better outcomes** for social housing residents including an emphasis on wellbeing, independence and creating pathways for people to move out of social housing- this means a strong focus on education, training and employment pathways.

⁷ The entity which commissioned and oversaw the early stages of Midtown was the Land and Housing Corporation of NSW (LAHC). In February 2024, the LAHC became Homes NSW, a division within the Department of Communities and Justice. This report uses the current name Homes NSW throughout.

1.4 Midtown Social Housing Outcomes Plan

The Social Housing Outcomes Plan (SHOP) was co-developed by MA, Frasers and Homes NSW. It outlines Midtown's commitment to achieve positive outcomes for residents, aligned to the *Human Services Outcomes Framework* and the *Future Directions for Social Housing in NSW*. SHOP funding from Frasers for \$20.08 million, alongside MA co-contributions, enabled the design and delivery of an integrated model, including onsite asset and tenancy management, a Tailored Support Coordination Service (TSCS), a newly developed Compass service to support pathways to independence, community development and community chaplaincy. The focus areas were:

- **Provide Stable Housing:** Housing meets residents' needs and is safe, affordable, accessible, appropriate and secure.
- **Create Pathways to Wellbeing:** Better outcomes for residents including health and wellbeing, capacity and participation.
- **Create Pathways to Independence:** Connection to opportunities for education, training and employment and housing independence.
- **Build a Thriving Community:** Work alongside community to build an integrated, connected and cohesive community.

Key outcome areas, outlined in the Theory of Change (Figure 1) include:

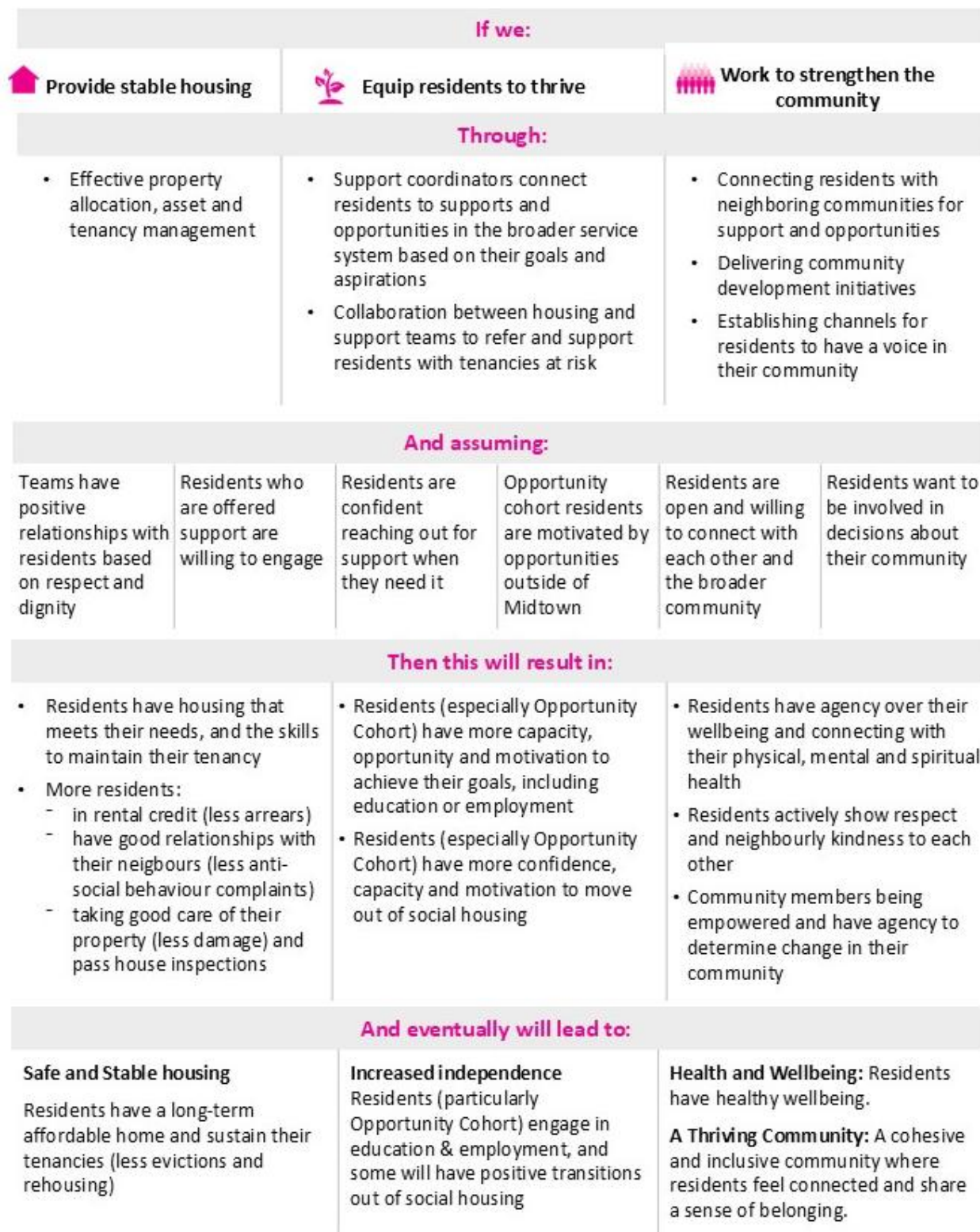
- **Safe and Stable Housing:** Residents have long-term safe and affordable housing and sustain their tenancies.
- **Increased Independence:** Residents have increased economic independence, and have positives transitions out of social housing.
- **Enhanced Health and Wellbeing:** Residents have healthy wellbeing.
- **A Thriving Community:** A cohesive and inclusive community where residents feel connected and share a sense of belonging.



Figure 1: Midtown High-level Theory of Change

Our vision

To create a cohesive and inclusive community where people are welcome, feel connected and share a sense of belonging. Midtown will be a place of opportunities, where people from all walks of life can participate, flourish and reach their potential.



1.4 About the Evaluation

MA places evidence, evaluation and learning at the core of its work, ensuring services are shaped by data, people's experiences, research and insights from frontline practice. This commitment underpins service design, delivery improvements and advocacy.

A long-term commissioned impact evaluation was planned as part of the SHOP deliverables; however, this was delayed due to changes in funding. Given MA's commitment to continuous improvement, the organisation proceeded with an internally resourced evaluation undertaken by MA's Centre for Evidence and Insights. The timeframe for the evaluation was Jan 2023 to October 2025.

The purpose of the evaluation was to:

- Assess the establishment, early implementation, and innovation of Midtown.
- Capture and document lessons by identifying enablers and barriers to establishment and implementation.
- Identify emerging outcomes for residents and the community.

Key evaluation questions

1. How well was the initiative set up to succeed?
2. How has the Midtown model worked in practice?
3. What are the emerging outcomes?
4. What have been the enablers and barriers?

Methodology

The evaluation used a mixed methods approach by combining both **quantitative** and **qualitative** data to triangulate evaluation findings. A summary of the data sources and samples is described below and aligned to the key evaluation questions in Table 1.

- **Document review** of approximately 50 documents including plans, manuals, policies and procedures, as well as meeting minutes.
- **Asset and tenancy management** data captured in a cloud-based platform and used to describe resident characteristics, tenancy management and transitions out of Midtown. Data was available for 613 residents (all people in a household) and 413 tenancies (head tenant).
- **Support services** data for residents that engaged in a support service recorded in MA's Client Record Management System. Data included demographics of these residents, types of support provided, resident goals, reasons for completing support and housing outcomes. Data was available from February 2024 to October 2025, which included 96 residents.
- **Impact Measurement Surveys completed** as part of formal support at the start of the service, every three months and on exit. The survey measures the self-perceived impact of the service on the SHOP outcomes. Stories of change were also captured through open ended questions. Matched entry and follow-up/exit responses from February 2024 to October 2025 for 29 residents (30% response rate).

- **Community Housing Industry Association (CHIA) 2024 survey** to understand residents' experiences, satisfaction and compare aggregate data against other community housing providers and benchmarks. The survey was administered in Midtown from July to August 2024 and 82 residents (21% of all tenancies) completed the survey. Where possible data from this survey is used to compare Midtown to other MA properties (excluding social housing management transfers), and the CHIA NSW and industry national benchmarks.
- **Great Neighbourhood Survey 2025** is anonymous survey distributed by Frasers to gauge residents (social, affordable and homeowners) perceptions of community connections, safety and events. In 2025, 47 renters and 26 homeowners at Midtown completed the survey.
- **Resident evaluation survey** was made available to residents (anonymous online and paper-based) for six weeks from September to October 2025 to measure early experiences and outcomes. Residents were entered into a raffle to receive a \$100 voucher. A total of 76 survey responses were analysed (estimated 12% of social and affordable residents and 6 homeowners).
- **Impact log** completed by Midtown staff to capture change qualitatively evidence (n=28).
- **Face-to-face and semi-structured interviews** were conducted with 15 residents to understand their experiences and emerging outcomes. In addition, eight interviews with Midtown staff members (a mix of face-to-face and online), seven online interviews with MA leaders, and nine online interviews with partner organisations were undertaken. These interviews explored the factors impacting establishment and early implementation and emerging outcomes.

A face-to-face evaluation summit was held in November 2025 with Midtown staff and other MA stakeholders to facilitate interpretation and validation of findings.

Table 1: Data sources analysed to answer each Key Evaluation Question

	KEQ1	KEQ2	KEQ3	KEQ4
Document review	✓	✓	✓	✓
Asset and tenancy management data	✓	✓	✓	
Support services data		✓	✓	
Impact Measurement surveys				
CHIA survey 2024	✓		✓	
Resident survey 2025		✓	✓	
Neighbourhood Survey 2025		✓		
Impact Log			✓	
Interviews	✓	✓	✓	✓

Limitations

Based on the scope, methods and timing, the key **limitations of this evaluation** that should be acknowledged are:

- **Small and uneven sample sizes:** Small sample sizes for matched entry/exit Impact Measurement Surveys limit the generalisability of the results for all residents engaged in formal support services.
- **Self-selection and response bias:** Survey and interview participants may be skewed towards residents who were engaged, available, or who had had extremely positive or negative experiences of Midtown.
- **Data system and reporting gaps:** Systems limitations, constrained the ability to consistently capture community development activities, community participation, and relational support.
- **Broader residents' perspectives:** Except for the Great Neighbourhood survey and a small number of homeowners who completed the resident survey in 2025, findings are limited to social and affordable housing residents.

These limitations were mitigated by the mixed methods approach, including triangulating data across multiple data sources and synthesising data to enhance the depth of interpretation and answer the key evaluation questions.

Measuring the long-term impact of Midtown

This evaluation focused on the establishment and early implementation of Midtown. It is acknowledged that many of the intended outcomes of the Midtown SHOP, particularly long-term wellbeing, independence and transitions out of social housing, will take longer to measure. While this evaluation provided important evidence of early outcomes, a sustained long-term investment in evaluating Midtown is essential to understand the value-add compared to other social, community and public housing models. Investment is needed to undertake a quasi-experiment impact evaluation design, drawing on linked administrative government data assets. This will help to isolate the impact of the Midtown model and generate a deeper understanding of long-term outcomes such as housing stability, education, health and employment.

1.5 Structure of this report

The report findings are structured around the following sections:

- **Section 2 Midtown Establishment and Early Implementation** describes how well Midtown was set up to succeed (establishment) and how the model has worked in practice (early implementation).
- **Section 3 Emerging Outcomes** provides an analysis of early outcomes including safe and stable housing, increased independence, health and wellbeing and building a thriving community.
- **Section 4 Enablers, barriers and future considerations** identifies key learnings which will guide MA's future operations at Midtown and the design and delivery of future large-scale mixed tenure developments.



Section 2: Establishment and Early Implementation

This section explores how well Midtown was set up to succeed (establishment) and how the model has worked in practice (early implementation).

This section describes the establishment and early implementation phase of Midtown. It covers:

- Key timeframes and activities
- Establishment (Jan – Oct 2023)
- Early Implementation (Nov 2023- Sep 2024)
- Delivery of the Integrated Model (Oct 2024- Oct 2025)

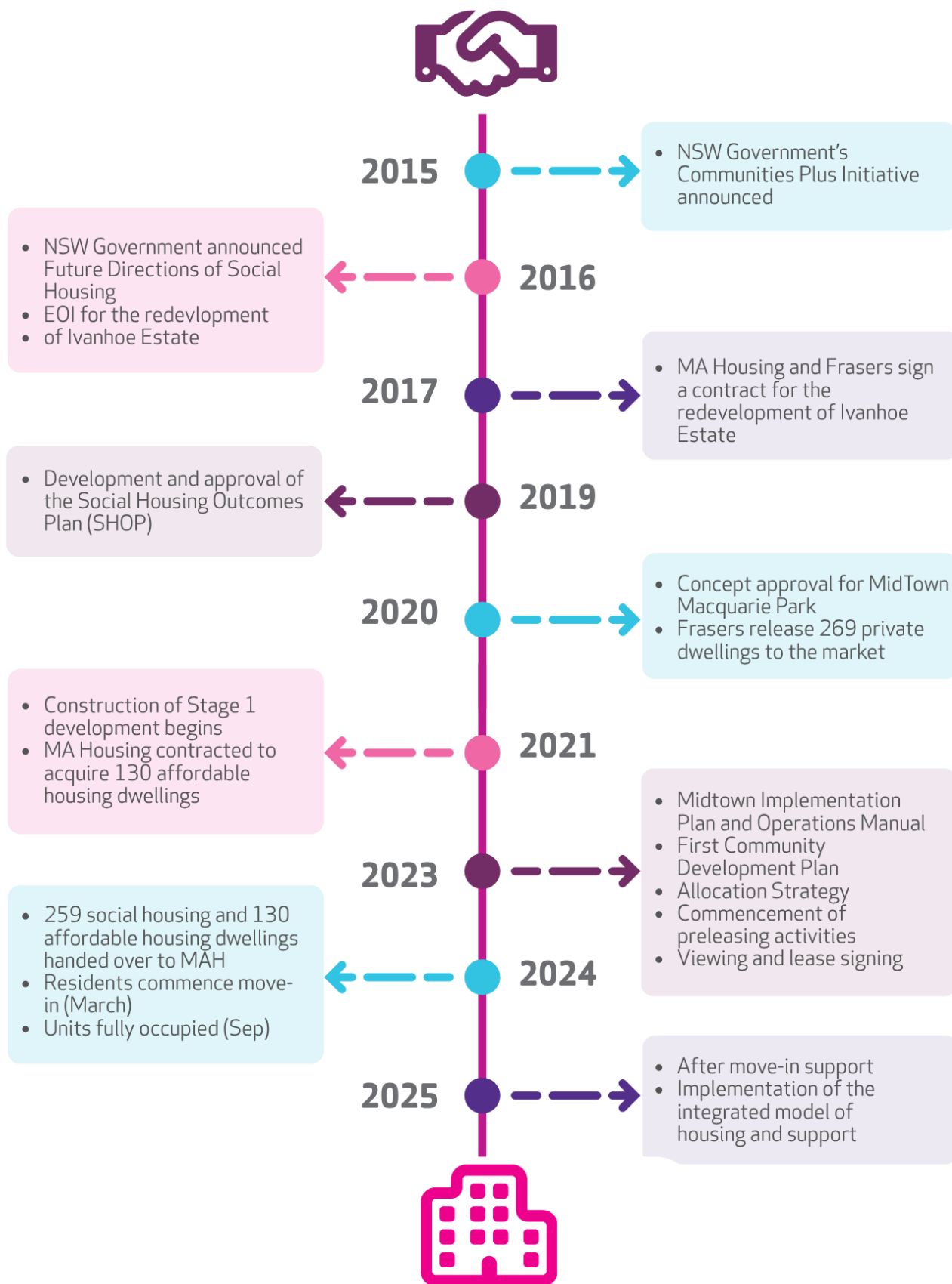
2.1 Key timeframes and activities

A timeline of key activities and outputs are outlined in Figure 2. In summary:

- Early planning for Midtown began in 2015 as part of the NSW Government’s Communities Plus program and led to a partnership between MA, Frasers and Homes NSW.
- MA and Frasers signed a contract for the redevelopment of Ivanhoe Estate (now Midtown) in August 2017.
- The Social Housing Outcomes Plan was approved in October 2019.
- Preleasing activities commenced in October 2023, including engagement with previous Ivanhoe residents and planning for tenant engagement, allocation/relocation strategy, viewing units and leasing obligations.
- 259 social housing dwellings were completed at part of Stage 1 Midtown development. The first dwellings were handed over to MA in February 2024 and 130 affordable housing dwellings followed in March 2024.
- The first residents moved in March 2024, and the units were fully occupied by September 2024.



Figure 2: Midtown establishment and early implementation timeline



2.2 Midtown Establishment Process

Key findings: How well was the initiative set up to succeed?

The establishment phase set Midtown up to succeed through strong cross-agency partnerships and a robust governance framework, which enabled clear communication. A common vision provided consistent messaging and ways of working which positioned the Midtown team to deliver a highly relational, resident-centred community from day one. Extensive planning, demonstrated by the development of more than 200 operational tools and strategies, co-designed principles and an integrated service model created the conditions for a cohesive start-up.

This section describes the establishment phase of Midtown from Jan 2023 to the commencement of preleasing activities in October 2023. It describes:

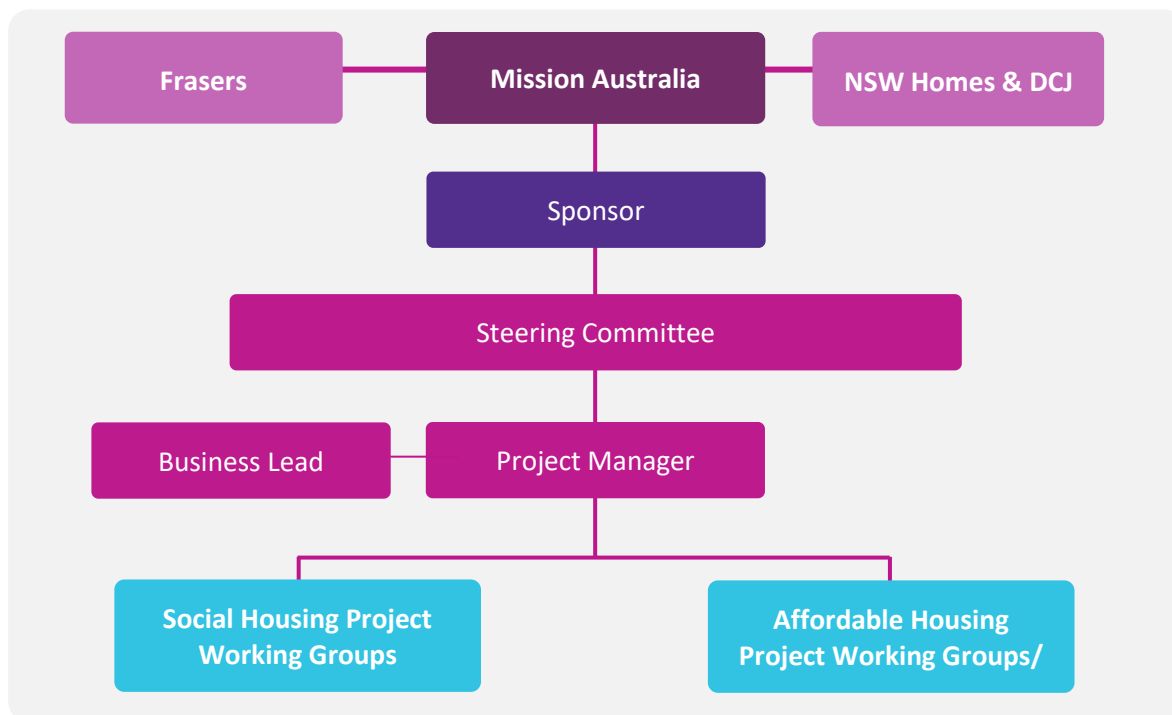
- Governance
- Midtown Vision
- Guiding Principles and Ways of Working
- Strategic and Operational Planning
- Resourcing
- Midtown Service Model

Governance

Strong collaborative partnerships between MA, Frasers and Homes NSW were established early to foster a shared purpose and vision centred on people and community. This was underpinned by robust governance, coordinated joint planning and transparent communication. Joint Working Groups and Project Control Groups with MA, Frasers and Homes NSW ensured continued alignment and provided a forum for promptly identifying and addressing issues. An internal MA Steering Committee was also established to provide overall oversight including risk identification, issue escalation and clear visibility of project progress.

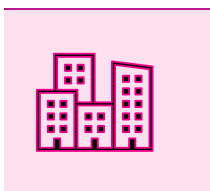


Figure 3: Midtown governance structure



Midtown was set up to succeed through strong cross-agency partnerships and a robust governance framework, which enabled clear communication.

Midtown Vision



The vision for Midtown MacPark is to create a cohesive and inclusive community where people are welcome, feel connected and share a sense of belonging. Midtown will be a place of opportunities, where people from all walks of life can participate, flourish and reach their potential.

Early on, the need for a common vision statement was established as pivotal for the Midtown team and partners. It provided consistent communication and ways of working within the Midtown community. The Midtown Vision was initially drafted and then refined with the community to reflect their hopes, dream, priorities and language.

A common vision provided consistent messaging and ways of working which positioned the Midtown team to deliver a highly relational, resident-centred community from day one.

Guiding Principles and Ways of Working

Sixteen guiding principles (see Appendix) describe how Midtown works towards creating a thriving, inclusive and connected community. They recognise that Midtown is first and foremost residents' home and community. They place people at the centre of all ways of working. The principles promote equity, integration with the wider community, inclusiveness, trauma-informed and person-centred approaches, and self-determination. They value resident voice and collaboration across teams and partners, community-strengthening practices, respecting confidentiality and consent. They commit to contractual obligations, continuous learning and adaptation, and measuring the impact of Midtown.

A set of key community messages were also iteratively developed. These messages were embedded throughout all communications and activities across the Midtown community.

At Midtown.....

- Everyone is welcome and belongs here. Whatever their connection to Midtown, everyone is welcome and has a place here.
- We know our neighbours and know there are people we can count on.
- We respect everyone's right to enjoy living at Midtown.
- We speak with kindness. We act with empathy and understanding.
- We celebrate our diversity and learn from each other's experience of life.
- We celebrate people's strengths and value the different things each person brings to our community. We offer our best and look for the best in others.

Midtown is grounded in value-led principles and ways of working.



Strategic and Operational Planning

The establishment phase included a huge body of work to develop key strategic and operational documents, alongside robust and flexible implementation planning. This included:

- Assessing complex contracts and compliance with the various obligations and regulations.
- Reviewing existing policies and procedures.
- Developing a Building Management Plan and Midtown Operations Manual.
- Service models for Tailored Support Coordination Service and Compass.
- Developing Stage 1 Social Housing Detailed Allocations Strategy and tools and resources to manage the allocation process.
- Developing a Community Development Approach and Community Development Strategy, in collaboration with Frasers. The original strategy was developed in 2017 as part of the SHOP, with comprehensive community strategy in place by 2023. This has continued to be refined and updated regularly to ensure it is aligned to the needs and priorities of the Midtown community.
- Establishing and implementing a recruitment strategy to establish an integrated Midtown operational team.
- Leasing and setting up of the on-site 'Cottage' temporary office.

Overall, over 200 new operational documents, processes and procedures were developed and iterated throughout the establishment and early implementation phases. This ensured that Midtown was project-ready and well equipped to support effective early implementation.

Social Housing Allocation Strategy

The Midtown Local Allocation Strategy was a key document developed to ensure that social housing allocations were aligned to the SHOP and relevant policies and procedures. It included:

- **Previous residents** of Ivanhoe Estate who were relocated to be allocated a dwelling at Midtown if they wish to return.
- **Opportunity Stream** of residents who were likely at some time in the future to be able to move into independent housing options, for example people who have capacity to engage with education, training or employment. The target allocation was approximately 30% of residents.
- **Compass** residents who, with support, were likely to move into independent housing options within 2-3 years, for example young adults experiencing homelessness, people at risk of homelessness and families escaping violence or experiencing family breakdown. These residents also form part of the opportunity stream and are 15% of allocations over the life of the project, equal to 39 units in Stage 1.
- **Safety Net Stream** residents who may require social housing for an extended period.

Resourcing

A monetary contribution from Frasers of \$20.08 million, alongside MA co-contributions, fully funded the design and delivery of Midtown's integrated model to meet the needs of a high-density mixed tenure community and deliver the ambitious SHOP outcomes. The Frasers contribution through the SHOP grant provided additional resources for a dedicated full-time community development position and two full-time support staff. MA's co-contributions included the community chaplaincy program and specialist back-office support. All other operating costs were funded entirely through rent and Commonwealth Rent Assistance, consistent with Mission Australia Housing's standard financial model.

National research highlights that community housing providers face a persistent funding gap because rental income alone is insufficient to cover the full cost of delivering housing, support coordination, and community-building activities. Low rental returns constrain the sector's ability to fully fund support services, necessitating additional government or philanthropic investment.⁸ Similarly, analysis of supportive housing models underscores that on-site support and community development work require dedicated external funding, as these activities cannot be financed through tenant rent without undermining service quality or scale.⁹

Collectively, this evidence reinforces the significance of Midtown's resourcing approach. Funding the integrated housing and support model entirely through the SHOP grant enabled a level of integrated, relational support that is not viable under traditional rent-funded models. However, under the current funding model, the service support level of two FTE and one full-time community development position will not increase alongside the eventual expansion to 954 social housing units in stage 9 (2031-2032).

Midtown's funding of an integrated housing and support model was a significant departure from usual practice where support and community development rely on rental income. It enabled a strong relational approach with much higher staff numbers from the outset.

⁸ National Housing Finance and Investment Corporation (NHFIC). *Delivering More Affordable Housing: An Innovative Solution* (2021); National Housing Finance and Investment Corporation (NHFIC). *Community Housing Financing and Funding Gap Modelling* (2021).

⁹ Australian Housing and Urban Research Institute (AHURI). *Common Ground Housing Model Practice Manual* (2022).

Midtown Service Model

Building on the vision, and MA's experience as a community housing provider,¹⁰ an integrated housing and support model was developed aligned to the SHOP objectives and outcomes (Figure 4).

Figure 4: The Midtown integrated model of housing support



The core components of the on-site model included:

- **Assets Management** of the dwellings and common areas, including responsive repairs, cyclical maintenance, and planned maintenance.
- **Tenancy Management** including signing leases, helping new residents to settle in, regular property inspections, managing rental payments, providing information advice, and connection to supports.
- **Community Development** to identify community needs and priorities, developing partnerships and encouraging community engagement, participation and voice.
- **Support services** for residents, including referrals and connection to additional services, networks and wider opportunities.
- **Community Chaplaincy** to strengthen the personal and spiritual wellbeing of residents, whatever their beliefs or faith, through engagement, pastoral listening and spiritual resources.

¹⁰ Mission Australia is one of the few organisations that provide both housing (as a Tier 1 Community Housing Provider) and support services.

Support Coordination Service Models

Two models were developed to provide goal-based support to residents who want to engage in formal services:

- **Tailored Support Coordination Service:** focused on connecting residents with supports and opportunities that will help them achieve their goals to improve wellbeing, independence and maintain their tenancies
- **Compass Program:** goal-based support coordination to provide opportunities to achieve longer term housing options beyond social housing, prioritising education and employment and pathways to independence.

Other key foundational pillars of the model were:

- **Partnerships** with other stakeholders to provide support for residents, for example local council, First Nation groups, educational institutions, employment services, service providers, faith-based communities, other community housing providers and local community members.
- **Collaboration** with a multidisciplinary team that draws on expertise to provide responsive, person-centred support and a range of support pathways.
- **Relationships** where staff work with people holistically using a person-centred relational approach.



2.3 Early Implementation Process

Key findings: How well was the initiative set up to succeed?

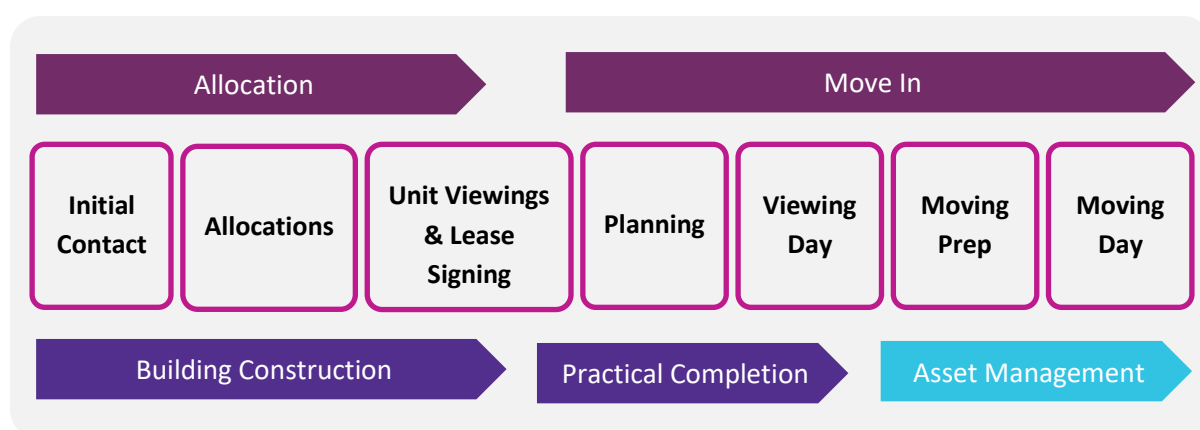
Midtown's early implementation was described by staff as a fast-paced, highly coordinated operation. Through the strong partnerships with the developer and builder, MA negotiated the early completion of display units to support prospective residents to familiarise themselves not only with their future home, but also the Midtown team and community. By July 2024, 250 leases had been signed, with the remaining properties allocated. Within nine months 580 residents were successfully supported to move in. With a person-first allocation approach and thoughtful consideration the social housing allocation targets were met, successfully establishing a diverse, mixed tenure, resident community.

A strong relational approach underpinned the early stages of allocation, viewing, leasing and move-in, ensuring residents felt welcomed, informed and supported. The success of early implementation was made possible through the strong commitment and collaborative approach of the Midtown team. However, early resourcing did not match the scale and pace of the rollout, meaning staff worked above and beyond their remit with high workloads during this period.

This section describes the early implementation of Midtown from the commencement of preleasing activities in October 2023 to when all dwellings were fully occupied in September 2024. It describes:

- Initial Contact with Residents
- Allocations
- Unit Viewings and Lease Signing
- Moving In

Figure 5: Overview of Midtown early implementation process and resident move-in journey



Initial Contact with Residents

Returning residents

Preleasing activities commenced in September 2023 with contacting former Ivanhoe residents to identify if they were interested in returning to live at Midtown. A range of engagement strategies were used including making initial contact through Community Housing Providers or Homes NSW, sending introductory letters, phone calls and morning teas. By December 2023, twenty-nine former residents opted to return to live at Midtown.

New residents

A second stage of preleasing was undertaken between November 2023 and March 2024, focused on contacting potential new residents. A nuanced approach was used, tailored to the different resident groups.

The Midtown team undertook the following actions across each stream:

- **Compass Participants:** Worked closely with other Mission Australia services and referring agencies to ensure housing needs and suitability were assessed for the program. By March 2024, all 39 Compass places had been allocated.
- **Opportunity Stream:** Reviewed and shortlisted applicants from the Housing Register, alongside needs assessment and documentation to assess suitability. The team also collaborated with other Community Housing Providers to identify people on the waitlist who might fit the criteria.
- **Safety Net Stream:** Utilised the standard allocation process through the Housing Register.
- **Affordable housing:** Offered through normal real estate channels subject to meeting eligibility criteria.

During this, time drop-in weekly information sessions with morning tea were also facilitated three times a week for all potential new residents.

An intentional focus on relationships underpinned all stages of early implementation.

Allocations

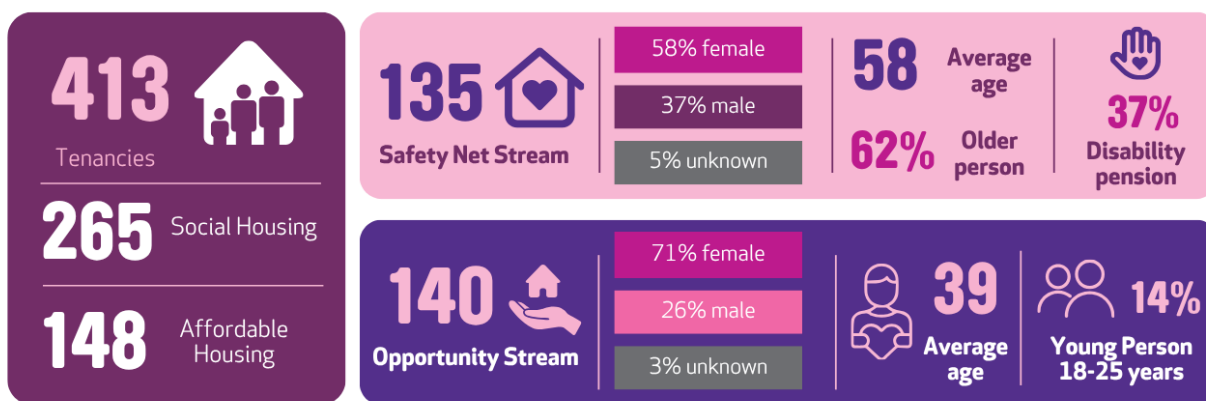
The new build presented Midtown with a unique opportunity to adopt a deliberate and strategic approach to social housing allocation, intentionally shaping a cohesive and harmonious community. Taking a people-first approach, thoughtful consideration (outlined in the Allocation Strategy and other processes), was given to achieving a balanced allocation across the broader community, within each building and at the building floor level. The process accounted for individual applicant circumstances, demographic mix, housing needs and the specific needs of residents sharing each floor.

“We were incredibly mindful of every allocation ...trying to create a community and a sub-community between floors or between buildings.”- Staff interview

For example:

- Children living on the floor and their ages.
- Cultural similarities, such as language or backgrounds.
- Suitable neighbours for older women living alone.
- Women who have escaped family and domestic violence.
- Individual tenants with known needs that may impact on neighbour relations.

Through the person-first allocation approach the social housing allocation targets were met, successfully establishing a diverse, mixed tenure resident community.



Unit Viewing and Lease Signing

During interviews, the Midtown staff shared that unit viewings were approached as a relationship building opportunity for prospective residents to familiarise themselves not only with their future home, but also the team and community. Guided by the Midtown principles and ways of working, the process supported residents to engage meaningfully and at their own pace.

Through the strong partnerships with the developer and builder, MA negotiated the early completion of display units. This enabled prospective residents to visualise layouts and finishes, despite Midtown remaining an active construction site. Group viewings were also introduced to streamline operations, whilst maintaining flexibility to respond to individual needs. Residents were offered time in the unit to consider measurements, furniture needs and personalisation, reinforcing a sense of ownership and choice from the outset.

Beyond logistics, unit viewings were recognised by the Midtown team as emotionally significant moments for residents, particularly for returning residents or people experiencing vulnerability, making them a critical step in fostering trust and engagement. The display units drew people in, sparked curiosity and provided meaningful opportunities for staff to share information about Midtown and the community. These discussions supported informed decision-making and helped foster ownership of the Midtown vision.

*"...so many of the practicalities are quite innovative. To be able to plan and facilitate, 169 building site tours across an active building site to be able to view different size units was a daunting challenge and so exciting to be able to do this to give people a view of units so early in their moving journey."
– Staff interview*

By July 2024, 250 leases had been signed, with the remaining properties allocated. Reviewing, progressing, and finalising a high volume of lease applications was a substantial undertaking, made possible through the strong commitment and collaborative approach of the Midtown team. Despite time pressures the lease signing sessions were also used as an opportunity to provide early messaging about Midtown, helping to set expectations and support early resident engagement.

Moving In

The move-in phase was described by staff as being a large-scale, fast-paced and highly coordinated operation. This included 211 units tenanted in the first 3 months from March to May 2024 alone and the successful move in of 580 residents over the first nine months. This was a huge achievement that took place in a dynamic environment of strict regulations and ongoing site construction.¹¹

Staff commitment during the move-in period was particularly strong, with some working extended hours to ensure residents were warmly welcomed and supported to settle in. Individualised Move-in Plans were developed to coordinate practical supports such as removalists, wellbeing services and financial and other assistance where required. Staff presence during move-ins also ensured residents had immediate access to support.

“We gave welcome packs and we were very intentional with wording which gave them that very warm sense of being part of something bigger, you’re part of this community.” – Staff

Resident Experiences of Move-In Day

For residents, move-in day marked a long-anticipated transition into a new home and community. The Midtown team structured the day to provide a welcoming environment from the outset. Upon arrival, residents completed final paperwork and were then given access to and shown around their unit so removalists could start to unload.

Residents then gathered at the community garden Welcome Space, shifting the focus from logistics to connection. Here, they received the remainder of their keys along with a welcome gift of Midtown Honey, an Invite a Friend Coffee Card and a Welcome Letter. These gestures, particularly the symbolic jars of honey and story of rehomed bees, reinforced feelings of care and belonging, emphasising that residents were joining a community rather than simply moving into a building.

“...I wasn’t sure when I move in...And then I arrived and went down to the cottage itself, I really understood that there was a community vibe...we are a little community who are going to take care of you.” – Resident Interview

The viewing and moving in phase was a highly coordinated process. The Midtown team created a welcoming environment through symbolic gestures, celebrations, and personalised support.

¹¹ Tight timing and logistical pressures were largely driven by social housing regulations requiring vacant properties to be filled within 14 days. After building handover on a Thursday, tenants began moving in by the following Tuesday, with staggered schedules of five move-ins per day.

Resident Welcome Letter

Dear Resident,

Welcome to Midtown MacPark

Today is the first day in your new home.

We hope you feel a sense of home as you find your way through the gardens and walkways, and into the lobby of your building. And a sense of warmth and welcome as you take the lift to your floor and open the door to your unit and breathe in the greeting of freshly painted walls and new carpet. We hope you feel a sense of inspiration at such beautiful buildings – with such quality in the design and finishes.

As you start to unpack your furniture and your belongings to make your unit your own space, may you feel a comradeship alongside your neighbours as they do the same.

For those of you who previously lived at Ivanhoe, may you remember those times, feel value and importance and also look forward to the new chapter that is Midtown.

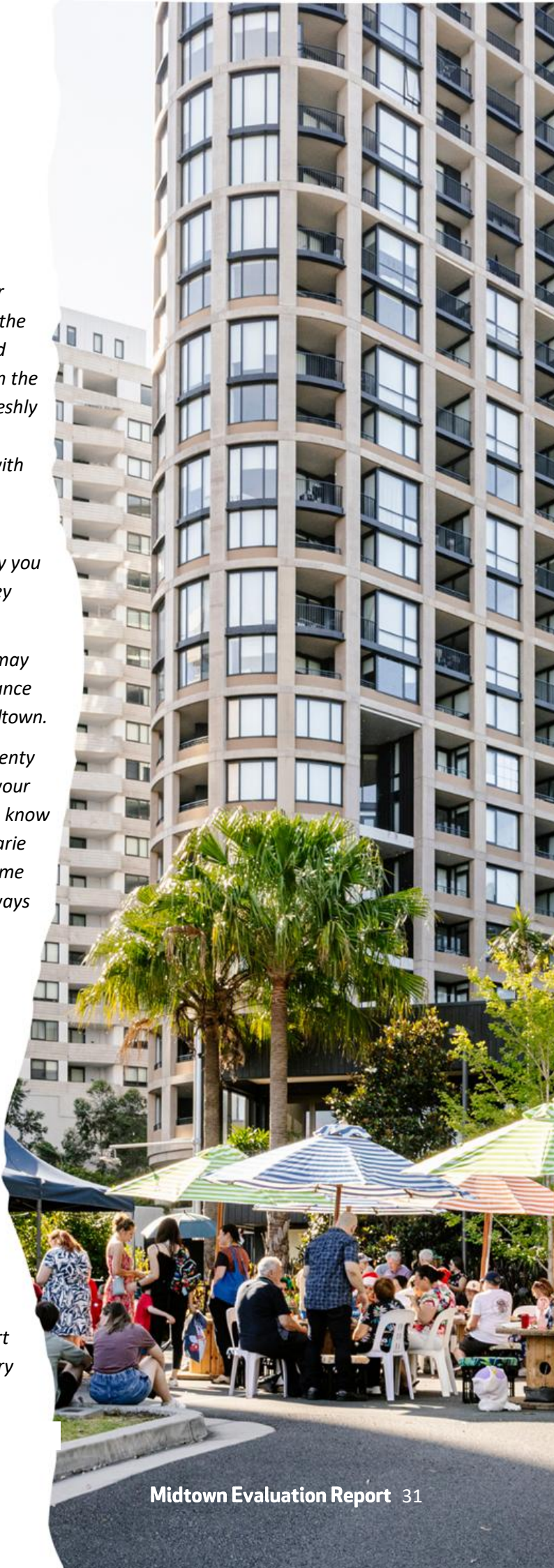
Over the next few days and weeks, there will be plenty of opportunities to connect with people and with your neighbours who share this space. You will come to know Midtown and be able to explore the wider Macquarie Park area. Please know that you are always welcome to come to any event or activity, and of course always welcome to pop into our office if you have any questions or just to say hello. We hope this will always be a place of kindness and respect and of warm greetings.

Over the weeks and months and then years, there will be plenty of excitement and activity as new buildings and community spaces take shape and Midtown continues to build and grow.

For today, we wish for you and for each and every person that this be a place of new beginnings– a place of friendship and neighbours and connection and community.

Our hope for you is that you feel part of this place, that you find belonging. And that you become part of the colourful story of Midtown MacPark – a story that is yet to be told.

May you laugh long and live proud.



2.4 Delivery of the Integrated Housing and Support Model

Key Finding: How has the Midtown model worked in practice?

There is strong evidence that Midtown's integrated housing and support model was operating effectively in its first year of service delivery, continuing to be underpinned by strong collaboration, a relational approach and diverse partnerships. A key factor in the successful delivery of the model was the multi-disciplinary team made possible due to the SHOP funding, which enabled more staff, higher levels of support and community development activities from the outset.

Residents at Midtown were highly satisfied with their early experiences, condition of their home and tenancy management. There were also high levels of engagement in support services and community development activities. Results were consistently higher than other MA and industry benchmarks.

However, there was mixed feedback on the overall responsiveness of repairs and maintenance, some community engagement barriers and gaps in data systems. A small cohort of residents with complex needs also did not want, or did not feel able, to engage in formal services. Consequently, this placed strain on the capacity of housing staff to manage core tenancy management whilst also supporting residents with complex needs.

This section describes the first year of service delivery at Midtown from October 2024 to October 2025. It describes how the core service model components have worked in practice:

- Asset Management
- Tenancy Management
- Support Coordination
- Community Development
- Chaplaincy

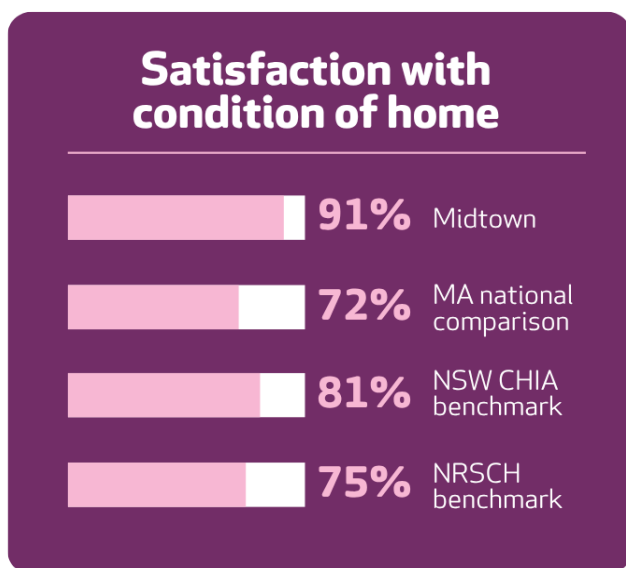
Where possible residents' experiences of Midtown were compared against available benchmarks, including the NSW CHIA benchmarks, National Regulatory System from Community Housing (NRSCH) national thresholds and other NSW Specialist Homelessness Services in 2023-24 (SHS).

Asset Management

Asset management at Midtown effectively supported the handover of a large, newly built development, including the management of defects, responsive repairs, cyclical and planned maintenance. Given the scale, speed and complexity of the move-in period maintenance requests were appropriately prioritised, with a focus on defects, followed by disability-related modifications and then general maintenance.

The CHIA survey asked tenants to rate their satisfaction with the condition of their home when they first moved in. Almost all respondents were satisfied with the condition of their home, with satisfaction levels substantially higher than other MA and sector benchmarks. While this can be expected given Midtown was a new build under defect warranty for the first 12 months, residents

who were interviewed highlighted that the design, presentation and overall standard of housing played a significant role in shaping their early experiences of Midtown.



“The unit is beautiful. And when I’m in it, I feel like it’s all mine.” – Resident interview

“Never in my wildest dreams had I ever imagined living once again in a place that is beautifully designed, with high quality finished, more reminiscent of a five-star hotel.” – Resident Interview

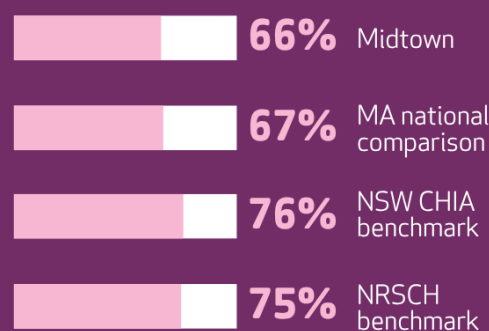
Many residents expressed pleasant surprise at the quality of the bright, spacious and modern apartments and vibrant community atmosphere describing their homes as *“beautiful,” “modern,”* and *“contemporary”*. They often highlighted the stark contrast between their new homes and previous unstable and/or unsafe housing situations.

“Management is quick and transparent. Garbage chute was broken and it was annoying, but the consistent updates and communication honestly made it feel fine. It’s refreshing to see this, and I truly hope it never stops” – Resident Survey

Their prompt action, along with the regular cleaning and maintenance, truly shows their commitment to keeping the place safe and well managed.” – Resident Survey

“...it’s a bit annoying that we mentioned this when we first moved in and nothing was done about it.” – Resident interview

Satisfaction with repairs and maintenance



However, there was mixed feedback on the responsiveness and satisfaction with repairs and maintenance. In 2024, two in three respondents who completed the CHIA survey were satisfied with repairs and maintenance at Midtown. While this was comparable to other MA properties, it was lower than sector benchmarks. Regular maintenance activities such as gardening and cleaning of foyers were noted positively by residents during interviews and in the 2025 open survey responses. However, consistent with the CHIA survey there was a perception from some residents that

maintenance had dropped off from early implementation. Residents noted that while most repairs were handled promptly and with clear communication, some were delayed or progress poorly communicated.¹²

Residents interviewed and surveyed also frequently mentioned problems with garbage chutes and bulk waste disposal noting restricted access to the bulk waste disposable room, improper use of the garbage chute and illegal dumping.

The evaluation found that high quality design, presentation and condition of the unit were a key driver of early tenancy satisfaction and experiences.

Tenancy management

Tenancy management at Midtown was pivotal in building strong relationships with residents, supporting them to care for their homes and connecting them to appropriate support services. Staff reported that the Housing Officers were the primary point of contact for residents and provided critical links and seamless transitions to informal support, chaplaincy, community engagement and support services. This extended to joint referrals, crisis response, ad hoc support and co-delivery of community programs.

Staff and residents who were interviewed reported that Housing Officers also provided informal support to residents who had not accepted referrals for formal support services. At times this was a challenge as they juggled tenancy management responsibilities alongside more intensive relational support for vulnerable residents with complex needs.

The CHIA survey asked residents to rate their satisfaction across a range of tenancy management items (Table 2). The evaluation found consistently higher levels of satisfaction compared to other MA and sector benchmarks. However, despite regular informal visits to residents, only a small number of formal inspections, had been recorded, identifying a clear practice and/or data gap.

Table 2: 2024 CHIA Survey – Tenancy Management

% satisfied	Midtown	MAH	CHIA NSW
Complaints handling	60%	57%	50%
Communication	89%	73%	80%
Rights as a tenant are upheld	84%	77%	82%
Tenants’ views are listened to and acted upon	75%	61%	70%
Influence and decision making	65%	49%	59%

There were high levels of satisfaction with tenancy management, driven by strong, respectful and transparent relationships between housing officers and residents.

¹² It was unclear if these repairs were related to defects or regular maintenance requests.

Support Services and Pathways

Support pathways

Midtown has successfully established a range of local partnerships, for example churches, education, employment and other local services. This provided residents with referrals to other services as needed, opportunities to connect with education and employment, pastoral care through the chaplain, pathways to engagement in community activities and formal support coordination.







Some of those were pre-existing relationships and partnerships that included:

- Macquarie University – *Corporate Partnerships Manager* connected student researchers, volunteering, and other research/community collaboration opportunities.
- MA’s Disability Employment Services & Parents Next
- Royal Botanic Gardens Community Greening – Building Stronger Communities Workshop
- Community Housing providers across the Northern Sydney District



Table 3 details the range of local supports that were available to residents at the time of the evaluation. While there was evidence that these partnerships and connections were in place there was no formal mechanism across Midtown to capture resident engagement in these types of activities and/or other local services.

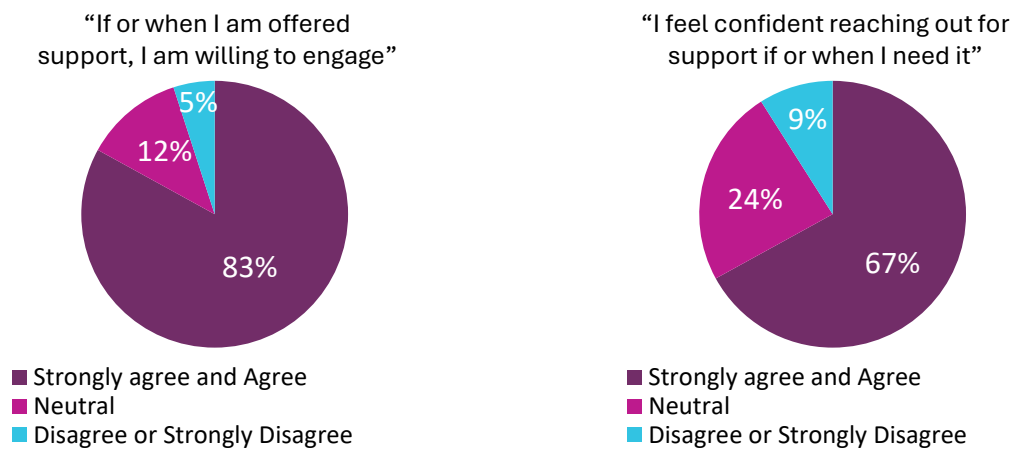
Table 3: Midtown Services Connections

Partnership Type	Examples of service connections
 Material Aid and Relief	Vinnies, Christian Community Aid, Food Pantry, One Meal, Ox Harvest
 Employment services	Disability Employment Services, Transition to Work, Job Services Australia
 Education	Macquarie Community College, Excelsia University College, TAFE
 Family and Parenting	KidsExpress, Montessori, Thrive Early Learning Centre
 Health and Wellbeing	The Ezra Centre, Sydney Bee Rescue, Lifeline
 Community and Faith-based	Macquarie Chaplaincy, C3 Church, Together for Ryde

Residents interviewed reported that they valued staff who listened, provided referrals and offered emotional encouragement. As a result, a high proportion (86%) of residents who responded to the 2025 evaluation survey were willing to engage when offered support. However, a higher proportion of residents were neutral in terms of their confidence reaching out for support when needed.

This highlights the importance of having a range of proactive engagement strategies and support pathways in place.

Figure 6: 2025 Resident Survey – Connect to Support



Midtown has created a rich ecosystem of support with a range of local partnerships in place, to connect residents with informal and formal support when needed.



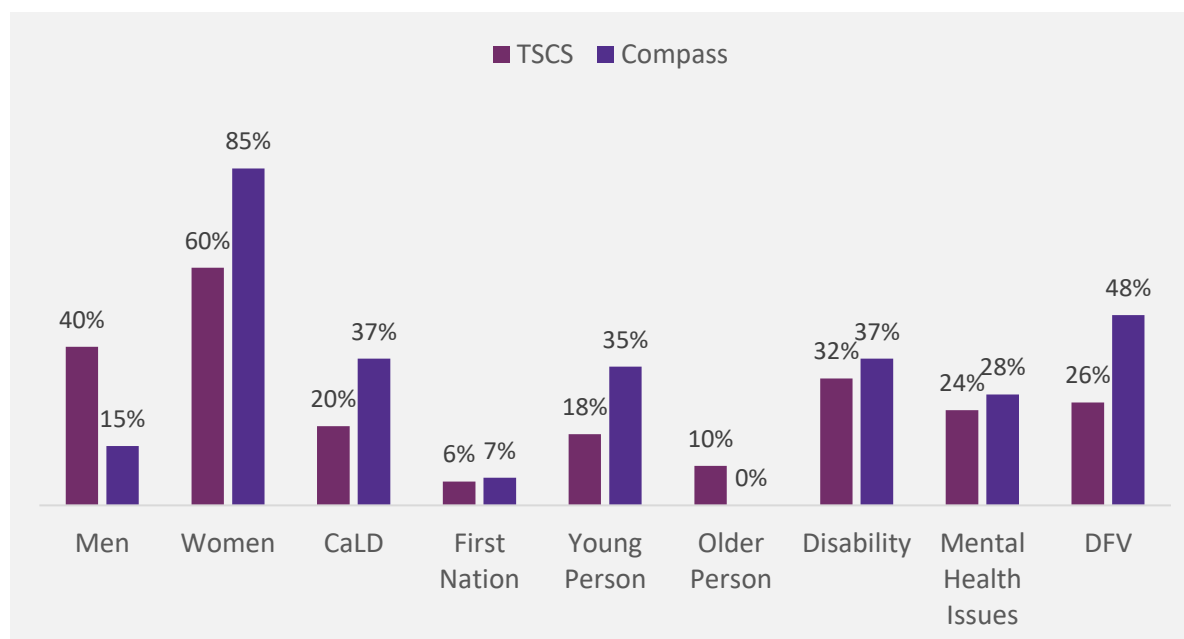
Support Coordination

Over a third of social housing tenancies had received support from TSCS or Compass. Residents who engaged with support had diverse characteristics and needs (Figure 7). A larger proportion of women, young people and people who had experienced domestic and family violence (DFV) received support from Compass, while older people (+55 years) were more likely to receive support from TSCS.



The main reasons for seeking support were for housing issues (e.g. affordability, conditions, evictions), lack of family/community support, financial difficulties or family and domestic violence.

Figure 7: TSCS and Compass Demographics



Residents identified a range of personal goals when engaged with a service. Health and wellbeing goals were most common for residents engaged in TSCS. Goals included accessing healthcare services, NDIS or aged care supports and strengthening routines to improve mental and physical wellbeing. Financial goals were the second most common, which included stabilising their income, managing Centrelink interactions, addressing rental arrears and building capacity in budgeting and finances.



In comparison, residents who engaged with Compass were more likely to have employment and education goals, aligned to the purpose of the service. Goals included reviewing resumes, applying for jobs and interviews, support to link to job providers and accessing education opportunities such as TAFE and university.

There was strong evidence that the services were providing support aligned to residents' needs. Residents received a range of support types, including practical and material assistance (91%), support planning (91%), linkage to community and other services (66%) and formal referrals (23%). Just under half of referrals to other services were for financial support (48%), followed by health and wellbeing (41%) and employment (16%).

Support aligned to goals resulted in high levels of engagement in both services. Seven in ten residents were recorded as having a successful completion, substantially higher than comparative data (Figure 8). Only three residents had disengaged from TSCS, much less than comparative NSW SHS services (48% disengaged).

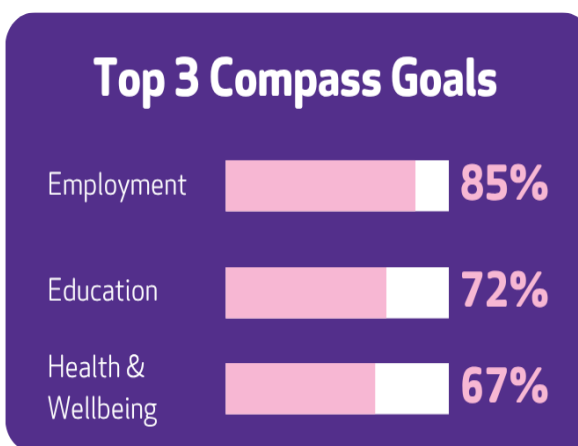
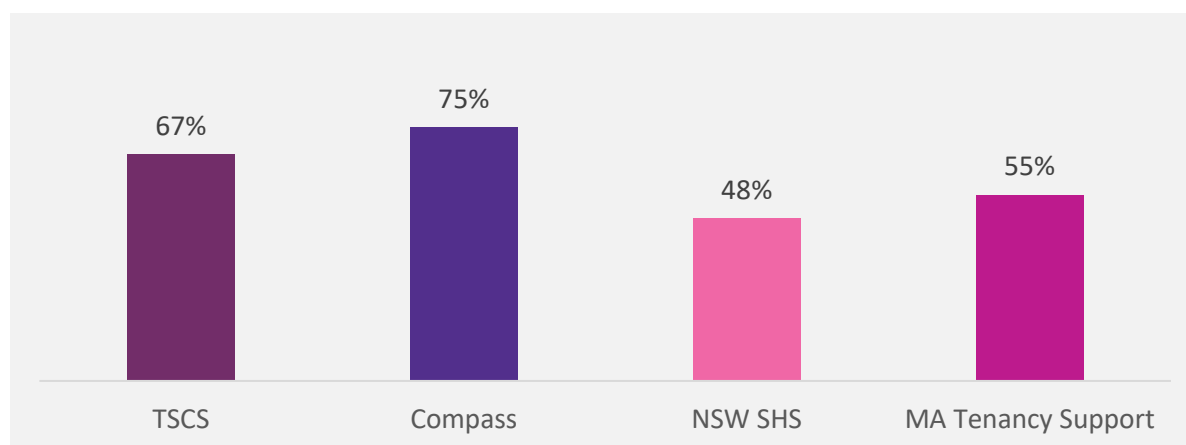


Figure 8: TSCS/Compass Reason for Exit and comparative data



While the evaluation found strong support pathways and high levels of engagement in TSCS and Compass, there remained a small number of residents with complex needs who did not want, or did not feel able, to engage in formal support services. These residents had been identified by housing staff as in need of support but often declined it until a crisis occurred. This created a support gap, where housing staff were informally supporting residents for extended periods, i.e. until they agreed to engage with formal support. Over time this placed significant strain on housing staff, who were required to balance their core tenancy management responsibilities alongside providing support to vulnerable residents with complex needs.

There were high levels of demand for support coordination and engagement in TSCS/Compass. However, there were challenges in engaging a small cohort of residents with complex needs.

Community Development

MA and Frasers effectively collaborated to develop, implement and regularly review Midtown's Community Development Plan. The plan aimed to foster connection, encourage neighbour-to-neighbour connections and strengthen the sense of belonging within the growing, diverse neighbourhood. Together they organised and supported a broad range of inclusive events.

The range of regular social activities and groups grew over time and was complemented by an extensive list of other community activities and events such as cultural days, outdoor cinema, Buy Swap Sell markets, Bush Tucker Walk & Pizza, RU OK Community Walk. While a range of social and community activities were evident in a desktop review and staff and resident interviews, there was no quantitative data available on resident engagement and participation.

Regular social activities

- Chatty Café
- Midtown Eats
- Walking Group
- Shelah study group
- Community Gardening
- Men's group
- Chat with a chaplain

"The number of things there are here so we can be involved. I think that really helps too, because you feel valued in the community....because if you're in a building with lots of different people it's not always easy to meet your neighbour, but these sorts of things bring people together and you get to meet people that I don't think you would ordinarily if you didn't have those activities – Resident Interview

Chatty Cafe

Chatty Café was established early in Midtown's journey and has continued to be a popular event. It is a weekly, drop-in social gathering to help residents connect, build friendships, and feel part of the community. The program followed the national Chatty Café model, offering a welcoming "Have a Chat" table where anyone can stop by for a cup of tea or coffee and a friendly conversation. Residents who attend the weekly event welcomed the opportunity to get to know more people, beyond their own building. And the event is regularly attended by approximately 20-30 residents, although other residents also drop in from time to time.



Midtown Eats

Midtown Eats was another cornerstone of Midtown social events regularly attended by approximately 100 residents. A free, volunteer-run community dinner program that brings residents together to share meals and strengthen social connections. Held twice a month, the initiative provides freshly prepared food in a welcoming, inclusive setting, helping residents from diverse cultural and linguistic backgrounds to meet one another and build relationships.

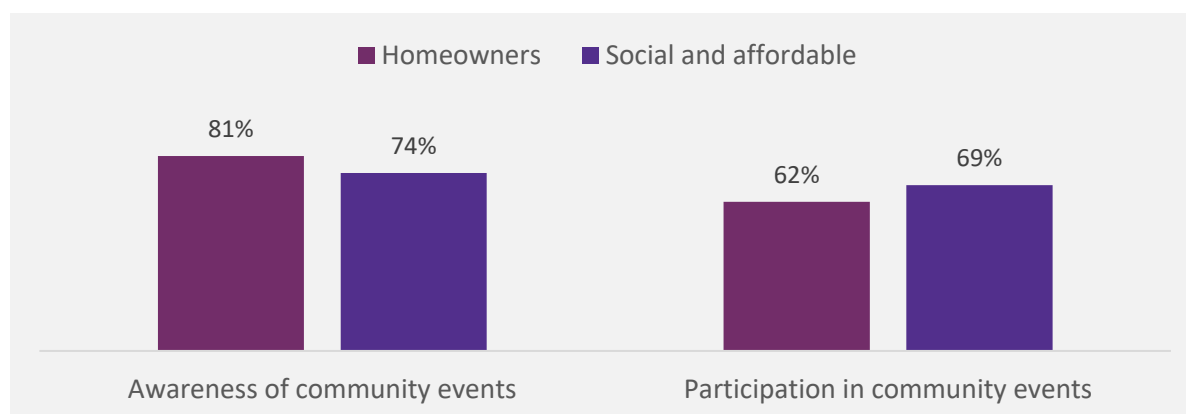


The program is part of a broader effort to foster belonging within the newly redeveloped mixed-tenure communities. Supported by organisations such as LifeWay Lutheran Church and Mission Australia and run by Together in Ryde, Midtown Eats plays a key role in reducing social isolation, by creating a welcoming space and encouraging neighbour-to-neighbour interaction.

Findings from the Great Neighbourhood Survey revealed high levels of awareness of community activities and events (Figure 9). Both homeowners (81%) and social and affordable residents (74%) reported that they were aware of community events. However, self-reported participation in community events was slightly lower with 69% of respondents in social/affordable housing reporting that they participated, and 62% of homeowners. The main reasons provided for not attending were lack of interest in the event (homeowners) and the time not being suitable (social/affordable housing resident). This was a consistent theme in the 2025 resident evaluation survey. Although over two thirds of respondents (68%) felt they were able to connect with the broader community and other residents if they wished, around a quarter were neutral. A small number of social and affordable residents interviewed echoed this view reporting timing of activities as a barrier to social connection and engagement, as well as language barriers or personal preferences.

While there were high levels of awareness of community events among social and affordable residents and homeowners, some residents reported barriers to participation.

Figure 9: Great Neighbourhood Survey - Community engagement



Community Chaplain

There was strong evidence that the Community Chaplain provided vital pastoral care, building trust through daily presence, informal support and community building activities. This was a unique element of the integrated model that was funded by MA's national Community Chaplaincy Program. The Chaplains role was highly valued, both with residents and staff. They reported that the Chaplain strengthened wellbeing and connection, provided crisis support and offered a consistent, compassionate anchor within the community.

The Chaplain shared that their strong links with local faith groups and community partners expanded opportunities for faith-based support and connection for residents. A review of activity reporting identified that the Chaplain engaged in church collaborations, building relationships between local churches and the community, and encouraged participation in programs such as Bible studies, worship services and community meals. Additionally, the Chaplain identified new opportunities for outreach, partnerships and leadership development, while serving as a spiritual resource through prayer groups, faith-based conversations and faith-based mentoring.

The Community Chaplain was a unique and critical element of the model which provided vital pastoral care, building trust through daily presence, informal and formal support and community building activities.

The following accounts captured by staff members in the Impact Log highlighted the value of the Community Chaplain at Midtown.

Community connector

On a bus trip to the food pantry Sarah* heard that Jackie* was having trouble finding a support provider as part of their aged care package. Sarah wanted to help by linking Jackie to the provider that they were using and were happy with. However, she didn't feel confident providing this advice directly.

Knowing that the Community Chaplain has good connections with other residents and can broker relationships with external organisations, Sarah recounted the situation to the Chaplain at a community event. The Community Chaplain was able to reach out to Jackie and link them in with the same provider that Sarah was using. A friendship has since formed between the two residents.

**Names have been changed for the purpose of this report*

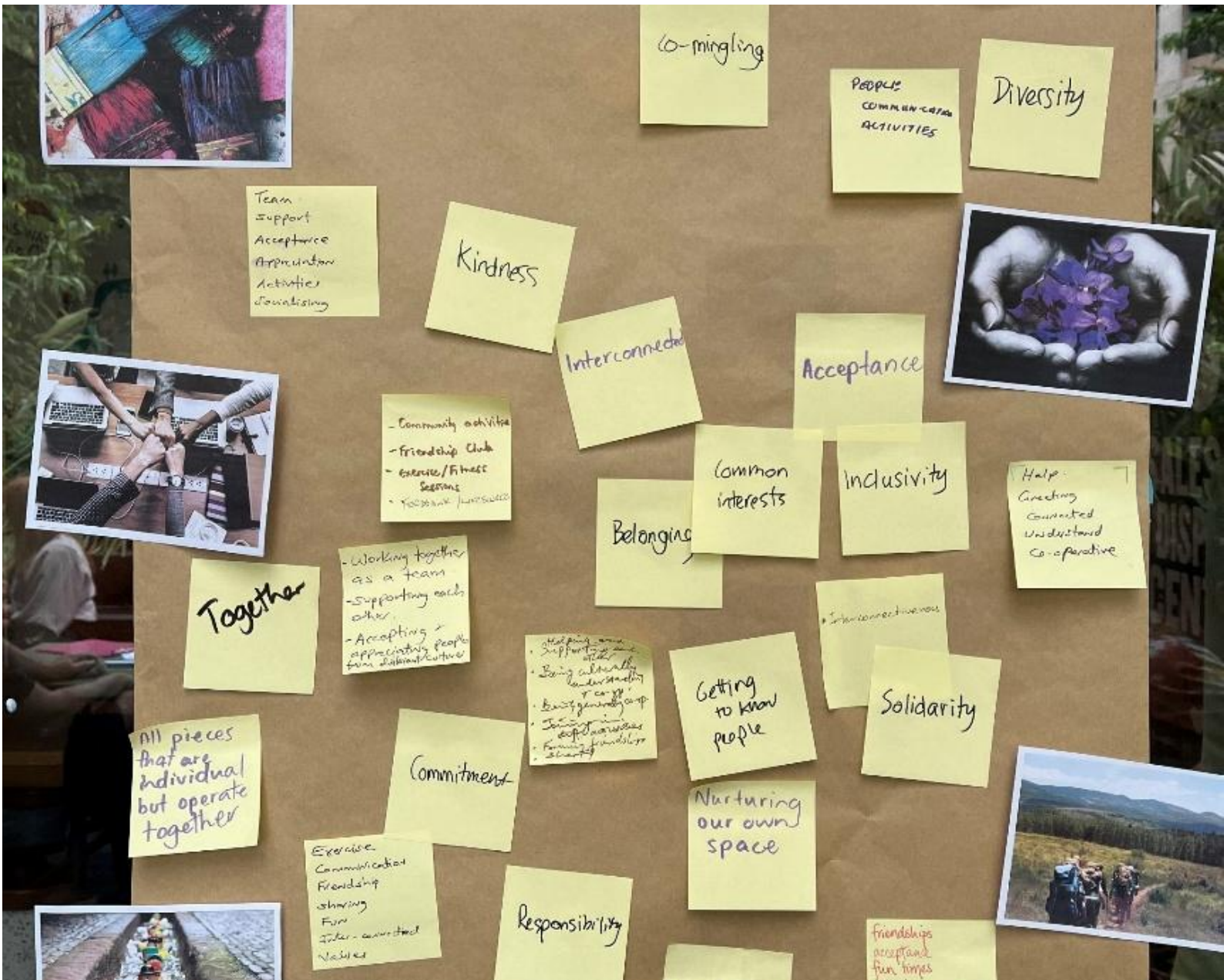
Consistent care and presence

Joan*, a compassionate woman, was deeply concerned about the wellbeing of children, both locally and overseas. She spent her spare time making handicrafts to donate. Despite her kindness, she was struggling silently. Over time, ongoing family stress and health issues had taken a toll on Joan's mental and physical wellbeing. She felt emotionally lost and was even skipping meals.

With the consistent care and presence of Midtown's Community Chaplain, Joan gradually regained her energy and emotional balance. She now participates more actively in the community again, attending events, hosting dinners with local friends she met at Midtown, and continuing her handicrafts. Joan described feeling like she had a "different energy" and is now free from the stress that once weighed her down.

This transformation has not only helped Joan reclaim her health and joy but also strengthened her ability to give back meaningfully. She continues to create warm memories for children through her handicrafts and spreading care within her community. Joan's story shows how Community Chaplain support, connection, and kindness can help someone move from emotional burnout to being a beacon of care for others.

**Names have been changed for the purpose of this report*





Section 3: Emerging Outcomes

This section focuses on emerging outcomes at Midtown after its first year of operation.

Key Finding: What are the emerging outcomes at Midtown?

Midtown has achieved strong early outcomes, with access to safe, modern and affordable housing transforming residents' daily lives. Stable housing has enabled 613 residents, including 111 children to rebuild routines, improve their wellbeing and regain a sense of safety and dignity. Tenancy sustainability is exceptionally high, with only one eviction and most residents up to date with their rent. This suggests that the model is working well to help residents get the support they need, before their tenancy is at risk and/or fails.

Early signs of increased independence are emerging. Through Compass, many residents are progressing towards employment, education and financial goals, with some gaining work or commencing study. Positive transitions out of social and affordable housing have also begun, with 31 residents successfully moving on, most commonly into private rental.

Residents' satisfaction with their standard of living has remained high since living at Midtown and residents frequently described improved mental health, reduced stress and stronger social connections. However, self-reported wellbeing and personal safety dipped slightly during the first year. This is a typical pattern evidenced in literature and may also reflect the high proportion of social housing residents with complex needs. In comparison, residents who engaged with support coordination reported improved wellbeing, safety and personal relationships.

Community cohesion was evident, with many residents forming supportive and meaningful relationships. However, community connections appeared to be stronger among social and affordable housing residents compared to homeowners and a small cohorts of residents felt unsafe at night antisocial behaviours a persistent concern.

This section focuses on emerging outcomes at Midtown after its first year of operation. It reports findings against the four key SHOP outcomes:

- Safe and Stable housing
- Pathways to independence
- Enhanced health and wellbeing
- Community resilience and strength

As noted in section 2, where possible, residents' experiences of Midtown were compared against available benchmarks and comparative data for other MA tenancy support services, as well as supporting literature.

3.1 Safe and Stable housing

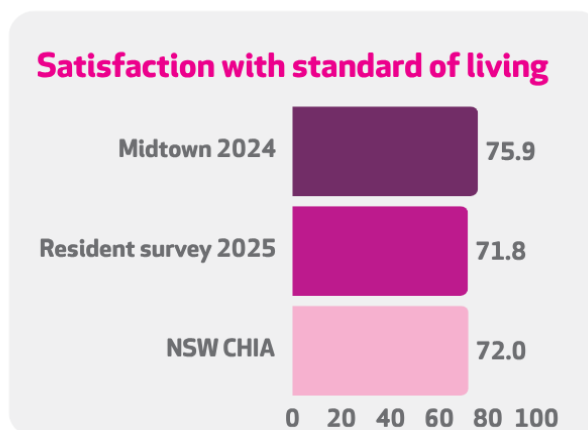
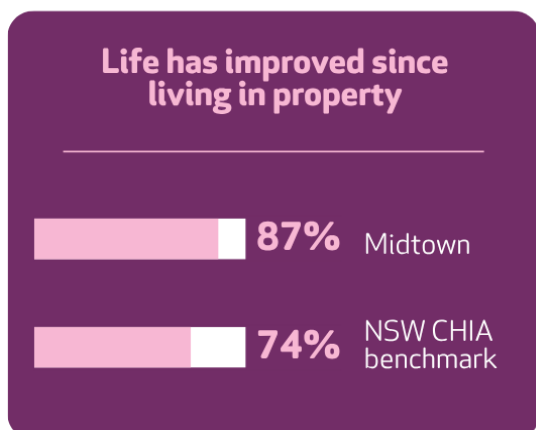
Midtown residents accessed safe, stable and long-term housing

Midtown supported 613 residents, including 111 children and young people, to move into safe and stable social or affordable long-term housing.

Residents highlighted how access to stable, affordable housing transformed their daily lives. For some, it marked the end of homelessness or years spent cycling through private rentals without stability, bringing a renewed sense of safety, gratitude and dignity.

Almost nine in ten residents who responded to the CHIA survey agreed that their life had improved since living at Midtown, which was much higher than other MA and sector benchmarks.

Self-reported ratings of standard of living were also very high. In 2024, average satisfaction with standard of living was much higher than sector benchmarks and remained high in the first year of operation.



Many residents who were interviewed emphasised that having a secure, affordable home had been the foundation for improving their lives. Stability allowed them to focus on health, education and employment goals rather than worrying about homelessness or unsafe living environments

“I have stable accommodation which allows me to feel safe. I have been able to reach a goal that have previously been out of reach. I have been able to maintain my work life balance and have started the next chapter of this goal. I have a sense of personal identity and finally have hope for my future.” – Impact Measurement Survey

Stable housing as the foundation to reset and thrive

Peter*, a young resident moved to Midtown with two other family members. Upon arrival, it became clear that he needed more physical and mental space to focus on his studies. The initial unit did not provide that for him and both family members relied on Peter as the caretaker of the household, for chores such as cooking and cleaning. Despite multiple responsibilities on his shoulders, Peter still desired a career of his own.

Understanding that Peter wanted independence and to build a career, Midtown staff supported him to build his life skills. Staff offered an opportunity for Peter to move into a studio apartment on the same level as his family's unit, so that he could focus on studying. This enabled him to maintain his role of carer, given the studio apartment's proximity to his family. Having his own home also provided Peter the space for mental recharge that he needed to continue caring for his family.

This opportunity for a stable housing environment empowered Peter to lead an independent life and to set a strong foundation for a successful career. As a result of this journey Peter eventually secured employment and pursued a hospitality apprenticeship.

**Names have been changed for the purpose of this report*

Access to safe, modern and affordable housing transformed residents' daily lives, enabled them to rebuild routines, and gain a sense of safety and dignity.

Midtown residents sustained their tenancies

MA is committed to providing the necessary support and intervention to help individuals and families sustain their tenancy. A key aspect of this is ensuring residents have the capacity and skills to maintain their housing and avoid eviction.

After one year of operation, tenancy sustainability at Midtown is exceptionally high at 99.8%, with only one eviction. Three quarters of tenancies were also up to date with their rent as of November 2025 (75%), the highest proportion being in the Safety Net cohort (84%), residents with a disability (80%) and older residents (79%). Tenancies in arrears were most likely to be residents in affordable housing (30%), the Opportunity Cohort (30%), young people (33%) and tenancies that had received support from TSCS or Compass (35%). Looking at rental arrears as a proportion of yearly rent charges, the proportion at Midtown was 1.29%, which is well within the target range of 1-2%.

Midtown has effectively supported residents to sustain their tenancies.

3.2 Pathways to Increased Independence

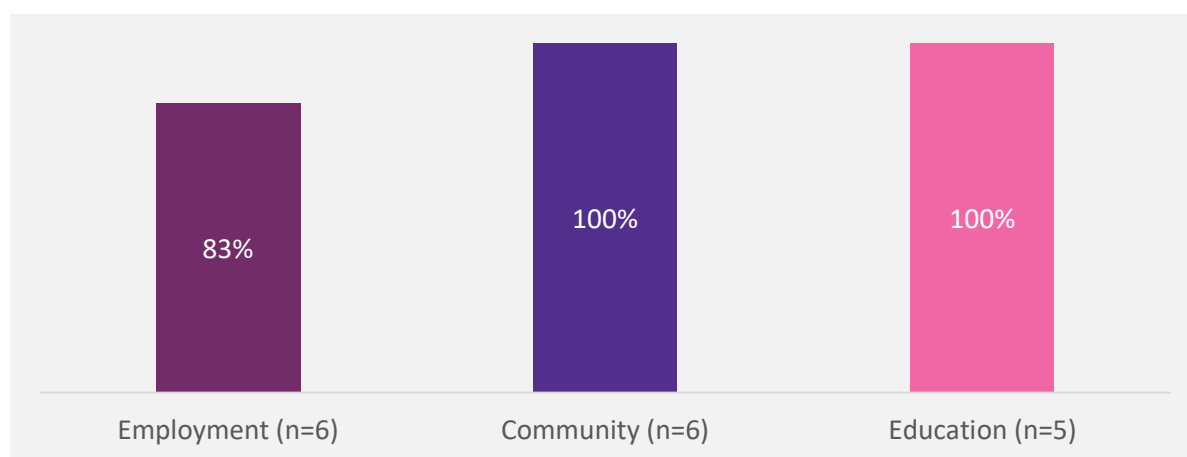
Compass as a pathway to education, training and employment

Compass provided critical pathways for residents to increase their independence, with a focus on education and employment. Practical assistance had enabled some residents, in particular younger residents, to secure jobs and transition to university increasing their likelihood of successfully transitioning out of social/affordable housing in the future. Interviews with staff and residents provided examples of how these initiatives fostered financial stability, confidence and long-term self-sufficiency, creating pathways for residents to rebuild their lives and gain greater independence.

Although the sample is small, all residents who had an education goal recorded had made progress toward those goals and most residents with an employment goal had also made progress. Residents also provided numerous stories of change describing gaining independence, commencing education and gaining employment.

“With guidance from Compass workers, I wrote a resume at the community hub and successfully secured a retail job in a nearby supermarket.” – Resident survey

Figure 10: Compass - Residents progress towards goals



Staff reported that residents who had experienced family or domestic violence were also achieving positive outcomes, such as gaining employment, accessing childcare and engaging with mental health supports. However, staff anticipated that transitioning this cohort out of social housing was going to be more challenging as they had created strong roots in Midtown and may be reluctant to leave the community. At the time of the evaluation this cohort represented almost half (48%, n = 22) of residents engaged in Compass, identifying the need for further planning to increase their independence and readiness to transition out of social housing.

Compass appears to be an effective pathway for residents with employment, education and financial goals, with some residents gaining work or commencing study.

Consistent, relational support as the foundation for independence

Sally*, a young resident, received an offer to move into Midtown in early 2024. Prior to this, she had only rented privately and felt uncertain about moving into social housing. However, knowing that support staff would be on site provided Sally and her family with the assurance and confidence to accept the offer to move in.

Sally highlighted that the consistent and relational support received early in the transition into Midtown was crucial. She recalled moments where she had felt uncertain or in need of company and shared that staff had gone *“above and beyond”* and provided her with a sense of safety, comfort and stability.

The consistent support and care from staff, along with having secure and stable housing, allowed Sally to settle into living in Midtown, and thus enabled her to focus on other aspects of life such as gaining employment and building community connections.

Sally’s experience highlights how consistent, relational support can help residents move beyond initial uncertainty, establish a sense of confidence and security, and serve as a vital foundation for building independence.

“I was worried about moving into social housing as someone who has never lived in social housing before. I know that in past, social housing hasn't felt entirely safe to especially females, young women, but the space that I get to live in, I have for the first time in a long time actually felt like I have a home. And that's a really big thing for my mental health and making sure that I feel okay.” Resident

“I have this solid foundation or cycle now. For the first time I sort of felt actually better, and that has allowed me to get a job, and in getting that job, I now getting more income and feeling like I am contributing. and that makes me feel even better.” Resident

**Names have been changed for the purpose of this report*



Some residents had positively transitioned out of social and affordable housing

Early signs of increased independence are emerging. In Midtown’s first year of implementation, 31 tenancies (8% of all tenancies) had already had a positive transition out of social and affordable housing. Of those, 16 moved into a private rental, three moved with family and friends, one moved into other social housing, one went overseas, one into institutional care, and nine were unknown.



Positive transitions included:

- 19 tenancies from affordable housing (13% of all affordable housing tenancies), including seven head tenants who were young people (25% of all young people in affordable housing).
- 12 tenancies from social housing (5% of all social housing tenancies). Of those, ten were from the Opportunity Cohort (7% of the Opportunity Cohort) and five were engaged with Compass (11% of tenancies who had received Compass support).

“I have this solid foundation...that has allowed me to get a job, and in getting that job I am now getting more income and feel like I am contributing, and that makes me feel even better.” Resident

“The most significant change for me in the last 3 months is transitioning to independent private rental.” Resident

Residents who participated in Compass also reported improved confidence to move out of social housing and felt they were making progress towards their next steps to move out (Table 4).

Table 4: Compass Impact Measurement Survey – independence pathways

Scale 0-10	No. Improved	% Improved	Entry average	Follow up/Exit average
Working towards my next steps to move out of social housing	14	64%	5.5	6.6
Confident in my ability to move out of social housing, with the right support	13	59%	5.3	6.5
When I move out of social housing, I am confident that I will be able to access the support I need in my new home	12	55%	5.0	6.5

Midtown has successful supported residents, in particular young people and the opportunity cohort, to transition out of social and affordable housing.

3.3 Enhanced health and wellbeing

Residents frequently provided examples of how living at Midtown had improved their wellbeing, mental health and social connections.

For many residents, moving into Midtown was described as a significant life event providing relief from homelessness, unstable housing, or unsafe environments. This transition evoked strong feelings of gratitude, pride, elation, safety and a sense of hope. Having stable accommodation provided security, predictability, and social support, which are essential for physical health and overall wellbeing.

Residents interviewed shared that the security of having a long-term tenure also enabled them to reconnect with routines and improve their mental health. Having *“a roof over my head”* and a place they could truly call home was described as life changing. It provided critical stability which allowed them to focus on their wellbeing, independence, and hope for the future.

Daily social interactions were combating isolation and strengthening informal support networks. These factors created a foundation for holistic wellbeing, enabling individuals to thrive rather than just cope. Many described neighbours as *“like family”* with examples provided during interviews of residents sharing meals, offering help during illness and forming close friendships. These relationships created mutual support networks that enhanced wellbeing and connection.

Despite these positive findings social and affordable housing residents' self-reported satisfaction with their wellbeing and personal safety dipped over the first year of implementation. Based on results from the 2024 CHIA survey and the 2025 resident survey, the average personal wellbeing score decreased from 70.9 during very early implementation to 62.3. Residents' wellbeing remained comparable to other MA properties (62.7) but was slightly under the 2024 CHIA NSW benchmark (67.3). Dips in residents' wellbeing overtime are to be expected. This is a typical pattern evidenced in international and Australian research; improved housing circumstances (e.g. moving into a new home, getting more space, or relocating to a new development) often leading to an initial increase in wellbeing that diminishes shortly afterwards, and then stabilises and/or improves over time.¹³ It may also reflect the high proportion of social housing residents at Midtown, many with complex needs.

“Coming here in Midtown, it’s become a big positive change. First, I though no, I will not go to Midtown because it is so big and I will feel alone. Before I was feeling so alone and lonely. Now I’m feeling good because I’ve met a lot of friends. I’m feeling good here.” – Resident Interview

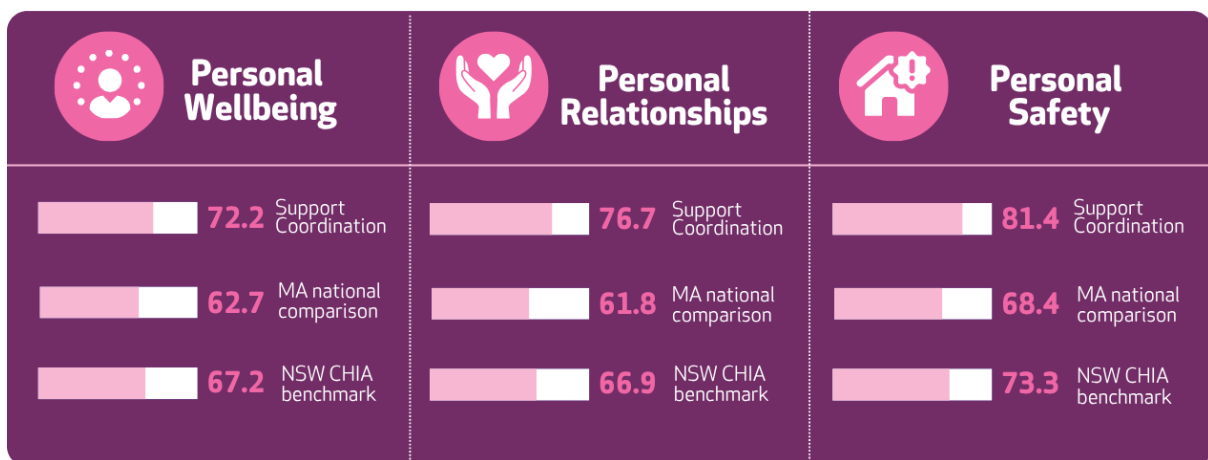
“Having the select few who I call friends within the community has had the greatest impact of my time here at Midtown ... the ones who I consider friends, have been eternally supportive and I consider them to be my best friends that I get the privilege of being a part of their lives.” – Resident Survey

¹³ Clark, A. E., Frijters, P., & Shields, M. A. (2008). *Relative income, happiness, and utility: An explanation for the Easterlin paradox and other puzzles*. Journal of Economic Literature, 46(1), 95–144; Galiani, S., Cooper, R., Perez-Truglia, R., & Yañez-Pagans, M. (2017). *Vouchers for basic infrastructure: Experimental evidence on water and sanitation*. American Economic Journal: Applied Economics, 9(2), 1–30; Social Policy Research Centre (2023). *Longitudinal study of wellbeing of Social and Affordable Housing Fund tenants*. University of New South Wales; Australian Institute of Health and Welfare (2023). *National Social Housing Survey 2023*. Canberra: AIHW.

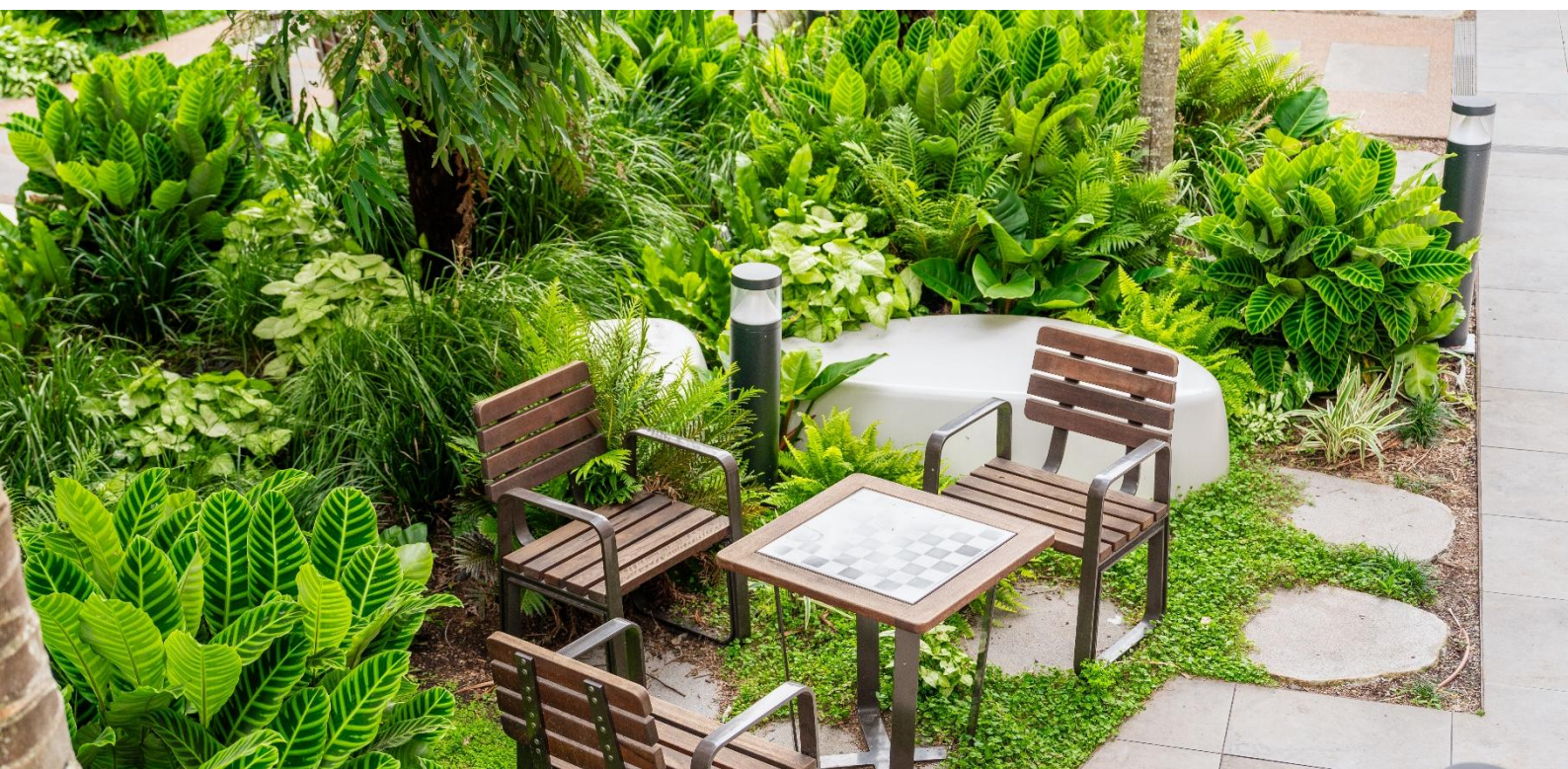
Residents' self-reported satisfaction with their personal safety also decreased and may be a contributing factor to overall wellbeing scores. Personal safety decreased from 78.8 during early implementation to 65.6, it was also lower than other MA (68.4) and NSW CHIA sector benchmark (73.3). Nevertheless, residents who engaged with TSCS or Compass reported improvements across all wellbeing domains.

- 2 in 3 residents reported improvements in overall wellbeing.
- 1 in 2 reported improvements in personal relationships
- 2 in 5 reported improvements in personal safety

Their aggregate wellbeing scores during and at the end of the service were higher than the broader Midtown population, as well as MA and sector benchmarks.



Midtown is contributing to positive wellbeing for residents. Although wellbeing has dropped slightly since early implementation, many positive examples were shared and residents who were engaged in TSCS or Compass reported improvements across all wellbeing domains.



3.4 Community resilience and strength

Sense of belonging and community

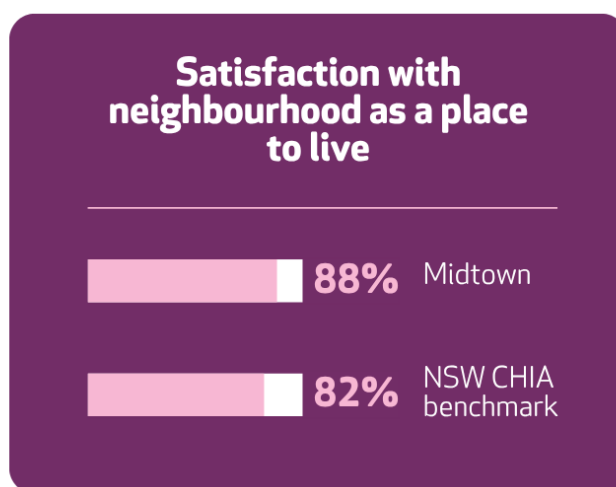
Midtown provided a range of community building strategies to connect residents and create a sense of belonging. The evaluation found that these strategies, co-designed with and shaped by residents, created inclusive spaces where residents felt valued, supported and part of a broader community. A range of channels were used to ensure resident and community voices were heard and there were meaningful ways for them to participate in and shape their community. Input was actively and regularly sought through surveys and consultations including feedback sessions, feedback kiosk, and incidental conversations. Community facilities, open spaces, and events further supported everyday connection and inclusion.

For example, residents voted on the naming of the village green area and were also invited to suggest items for a *Midtown Library of Things*, ensuring initiatives reflected community preferences and fostered a sense of ownership.

Through consistent engagement, shared experiences and opportunities for contribution, community development activities enhanced belonging, boosted residents' confidence and appear to have contributed to residents' overall wellbeing.

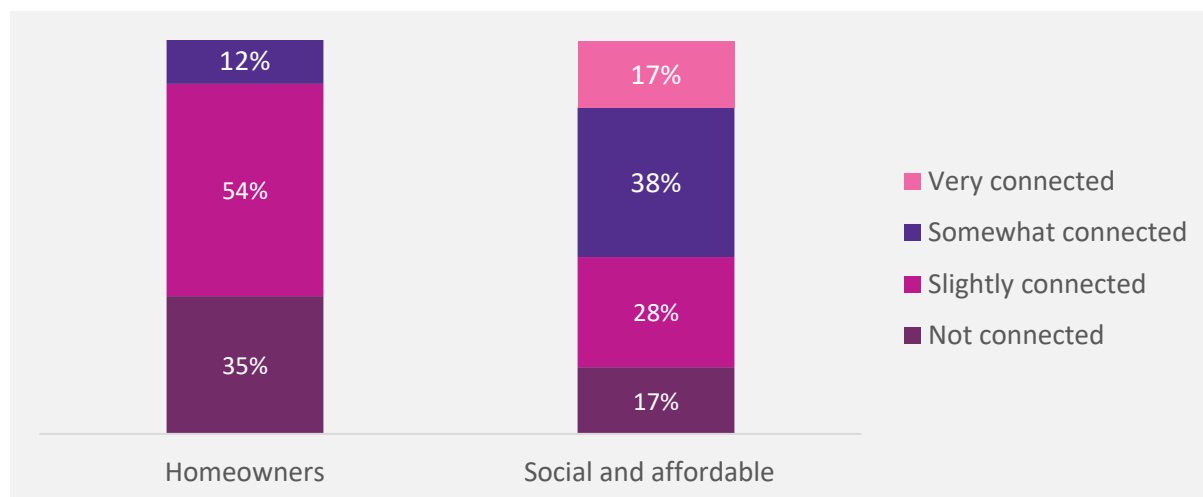
Anecdotal accounts were shared of social and affordable housing residents proactively mentoring, cooking and sharing to support their neighbours (e.g. teaching barbeque skills, bringing extra food from the pantry), strengthening the sense of community. Resident-led initiatives, such as a community choir and volunteering at events, also demonstrated community ownership and connection.

Midtown had very high levels of satisfaction with their neighbourhood as a place to live and their community connections evidenced by the 2024 CHIA survey, which were higher than MA and sector benchmarks. Three quarters of social and affordable housing residents who responded to the 2025 Great Neighbourhood survey also reported that there was a strong and connected community.



However, community connections appeared to be stronger among social and affordable housing residents compared to homeowners. A smaller proportion of homeowners agreed that there was a strong and connected community (58%). Similarly, a higher proportion of social and affordable residents reported feeling very or somewhat connected to their immediate community, meaning they regularly or occasionally interacted with their neighbours, participated in local events and feel a strong/moderate sense of community belonging (Figure 11). In contrast, only 12% of homeowners felt somewhat connected.

Figure 11: Great Neighbourhood Survey - Connection to immediate community



Similarly to other personal wellbeing domains, residents who received support from TSCS or Compass reported improvements in their community connections and felt more confident they could maintain good relationships with their neighbours (**Error! Reference source not found.**). Again, community connections at follow-up and exit were rated slightly higher than the broader resident population and MA and sector industry benchmarks.

Table 5: Impact Measurement Survey - Community connections

	No. Improved	% Improved	Entry average	Follow up/Exit average
Satisfaction with community connection (Scale 0-10)	15	54	6.8	7.5
Confidence to maintain good relationships with their neighbours (Scale 0-5)	6	21	4.3	4.2

Midtown has successfully fostered a sense of community through intentional community-building strategies. However, community connections appeared to be stronger among social and affordable housing residents compared to homeowners.

Community safety

Nine out of ten residents who responded to the Great Neighbourhood Survey reported feelings of safety 'in their own homes' and when 'walking in daytime'. This finding was backed up during resident interviews. For many of those residents, Midtown provided a generally strong sense of safety, which was primarily due to its secure building design and the presence of MA staff onsite. Controlled access systems, such as buzz-in entry and restricted floor access, were highly valued and contributed to feelings of security. Several social and affordable housing residents interviewed also linked their sense of safety to the availability and responsiveness of staff onsite, noting that having someone to turn to for help makes a significant difference.

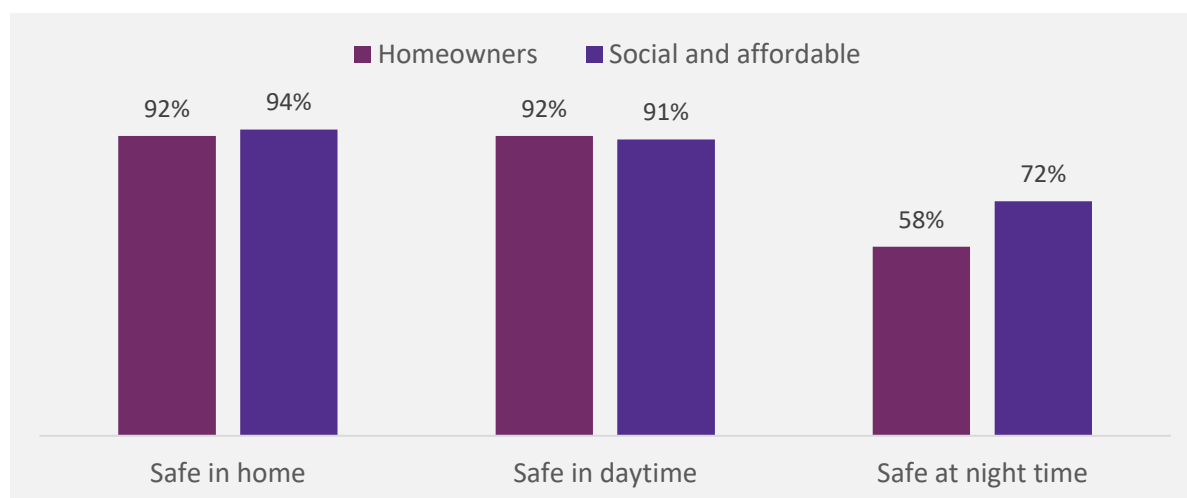
However, safety concerns persist, particularly at night. Almost a third (28%) of renters and 2 in 5 (42%) private homeowners reported feeling unsafe walking at night (Figure 12). Open survey responses across both cohorts identified night-time safety, lighting/dark areas and visible antisocial behaviour.

"I really enjoy living here because I feel safe and welcome... The most important thing is that I feel safe." – Resident Survey

"The good thing was that we have security, like they have to buzz you to let them in the front door ... Even people that live here can only access their floor, which is cool." – Resident interview

"I worry my daughter or myself will be caught up when they get violent around the common grounds or the MA office. Which has happened. Sometimes it makes me scared to be outside just encase something happens." – Resident survey

Figure 12: Great Neighbourhood Survey - Safety



This finding was consistent with concerns raised in resident interviews during which some residents reported discomfort with the mix of vulnerable individuals and those exhibiting aggressive or criminal behaviour. This at times lead to incidents of property damage, noise disturbances and even police and ambulance involvement. Parcel theft and occasional vandalism further undermined feelings of security.

Although many stories highlight empathy and inclusion, describing Midtown as a healing and supportive environment, a small number of the social and affordable housing residents interviewed voiced concerns over incidents linked to mental health or social housing blocks of units. This dual narrative underscores the need for continued community-building and awareness raising about the diversity of residents across Midtown to limit biases and the negative perceptions.

*“One of the challenges of living in Midtown is that, because it's a mixed community with people from different backgrounds and situations, there can sometimes be misunderstandings or differences in how people live.
– Resident Survey*

Overall residents felt safe at Midtown primarily due to secure buildings and onsite staff presence, however some nighttime safety concerns persist.





Section 3: Enablers and Challenges

This section describes the enablers and challenges to establish Midtown, early implementation and the first year of service delivery

The evaluation identified **15 key learnings** which will guide MA's future operations at Midtown. They also have broader implications for the design and delivery of large-scale mixed tenure developments and for public policy on social and affordable housing.

4.1 Key Enablers - What worked well?

Key Finding: What were the key enabling conditions?

Midtown's establishment, early implementation and outcomes was enabled by the following conditions:

- A shared purpose and vision
- Investment in all elements of an integrated model
- High quality, safe, modern housing
- Onsite presence
- A coordinated local partnership approach
- A strong focus on community development
- Person centred allocation

And these practices:

- A deeply collaborative 'one team' approach
- Prioritising relationships
- Innovation drove practical solutions and learning

Collectively, these conditions and practices have enabled a connected, inclusive and resilient community.

Enabling conditions to establish a successful master-planned mixed tenure community

INVESTMENT IN ALL ELEMENTS OF AN INTEGRATED MODEL

Fully funded investment in all elements of an integrated housing and support model is critical to meet the complex needs of residents in high-density mixed tenure communities.

The investment in Midtown's integrated housing and support model from the start was critical to meet the needs of residents in a high-density mixed tenure community. Unlike traditional public housing models, where support and community development activities rely on rental income, this funding enable more staff, high levels of support and community development activities from the outset. The evaluation found that this extra investment had a profound impact on resident and community outcomes. As a result, residents' experiences at Midtown were consistently better than other comparable community housing, with strong tenancy stability, early wellbeing outcomes and transitions out of social and affordable housing.

STRONG, VALUES-LED PARTNERSHIPS ARE FOUNDATIONAL

Strong value-led partnerships, a shared vision and robust governance structures with clear roles are foundational to redevelop public housing sites and transform them into vibrant high-density mixed tenure communities.

Midtown demonstrates that long-term, trust-based partnerships between community housing and support providers, developers and government agencies can successfully redevelop and transform social housing sites. Early collaboration between MA, Frasers and Homes NSW created a shared vision, trust, and flexibility that set Midtown up for effective implementation. This was confirmed in interviews with the key partners and MA stakeholders. By engaging collaboratively from the outset, MA and Frasers aligned on a vision that prioritised people and community, as well as enabling innovation. Both parties felt that these relationships allowed them to respond quickly to challenges, share resources and maintain open communication in a dynamic environment. Ultimately, early partnerships ensured that decisions were guided by principles of respect and value, fostering a culture of cooperation. The relationship between MA and Frasers was reported to be “incredibly respectful” and built on a sense of purpose bigger than either organisation.

“I think we all understand what we're trying to achieve. We all understand that we're coming at it from slightly different perspectives as is the nature of our roles in our organisations, but I think it's a relationship that's very much built on trust and respect and no one's trying to pull the wool over anyone's eyes. We're all trying to just get on with it and navigate the challenges that come up.” – Partner interview

“I think the quality of the relationships between all three parties is really commendable and is probably one of the secrets to how we've actually been able to weather the storm so well and get good outcomes.” – Partner interview

HIGH-QUALITY HOUSING IS A POWERFUL CATALYST FOR LIFE CHANGES

Investment in high quality builds, ongoing and responsive asset management and modifications are fundamental to tenancy sustainment, satisfaction, belonging and wellbeing.

One of the strongest evaluation findings is the transformative effect of high-quality, safe, modern housing when provided alongside an integrated model of support. The design of the units, presentation and property conditions were a key driver of early tenancy satisfaction, experiences and wellbeing. These findings align with other research which has found that the quality of housing is a critical foundation for successful tenancies, directly shaping how tenants feel, their motivation to care for their property, their overall satisfaction and tenancy stability.¹⁴

¹⁴ Moskos, M., Isherwood, L., Dockery, M., Baker, E., & Pham, A. (2022). *‘What works’ to sustain Indigenous tenancies in Australia*. AHURI Final Report No. 374, Australian Housing and Urban Research Institute Limited, Melbourne. <https://www.ahuri.edu.au/research/final-reports/374>; Boland, L., Slade, A., Yarwood, R., &

ON-SITE PRESENCE BUILDS TRUST AND ENABLES RESPONSIVE SUPPORT

It is important to place staff and support where the people are. On-site presence drives accessibility, responsiveness, early intervention and community trust. It also increases cross-team collaboration and provides seamless support to residents

Having on-site presence was a key enabler at Midtown, as it integrated housing with timely, person-centred support, strengthening both individual wellbeing and overall community outcomes. Research shows that while secure housing provides foundational stability, the addition of on-site support services, enhances residents' capacity to thrive, promotes inclusion, and supports long-term housing sustainability rather than treating housing solely as an asset or tenancy management function.¹⁵

The first on-site office in the “cottage” supported the transition for returning residents; being an existing house it softened the return to a very different site. When the location of the Midtown team transitioned from the cottage to the community hub, they remained committed to continuing the warm, inclusive environment. Being on-site meant that staff could provide responsive early intervention formal and informal support. It was also key to creating a strong sense of safety.

“It is good to be able to have support on site ...Knowing that there are times that my support worker is here if I need to speak to her directly instead of having to try and correspond with an email or a text message or, you know, having to go to an appointment just to see her. That's really beneficial.” – Resident interview

However, it was recognised that an onsite presence did come with the expectation of being ‘always available’. While staff responsiveness reflected a deep commitment to supporting residents and maintaining daily operations, staff identified the importance of a balanced approach without losing the open and relational way of providing support. Creating additional space for the team to step back from immediate demands was important to enable them to apply their strategic insight, strengthen partnerships and contribute to longer-term service development.



Bannigan, K. (2018). *Determinants of tenancy sustainment following homelessness: a systematic review*. American Journal of Public Health, 108(11), e1-e8. <https://doi.org/10.2105/AJPH.2018.304652>;

¹⁵ Valentine, K., Liu, E., Veeroja, P., Harris, P., Blunden, H., & Horton, E. (2024). *The role of housing providers in supporting clients with complex needs* (AHURI Final Report No. 428). Australian Housing and Urban Research Institute Limited. <https://doi.org/10.18408/ahuri7131301>

LOCAL PARTNERSHIPS ARE ESSENTIAL FOR EFFECTIVE COORDINATED SUPPORT

Strong local partnerships are critical to quickly link residents with the right informal and formal support and deliver long-term outcomes for residents.

Midtown adopted a coordinated approach to partnerships which was critical to build connection and strong support pathways for residents and the broader community.

The evaluation found that the Midtown team continued to build on early work to establish stakeholder relations which resulted in a rich ecosystem of local partnerships and support pathways. This included well-established engagement with local churches, which significantly supported its early success. Strategic relationships had already been cultivated through collaboration between MA, local churches and community leaders, particularly via the Together for Ryde movement prior to Midtown's establishment. This groundwork enabled a seamless continuation of spiritual and pastoral care, allowing the incoming MA Chaplain to build on existing trust and community connections. As a result, Midtown's chaplaincy was uniquely positioned to offer immediate, meaningful support to residents, reinforcing the initiative's values-driven and relational approach.

"Together for Ryde, a oneness movement in the City of Ryde, already had a footprint in Macquarie Park through the Salvation Army's presence in Ivanhoe Place prior to redevelopment, and quickly became a key partner. Events and initiatives like Midtown Eats have emerged from this partnership." Community Chaplain

COMMUNITY BUILDING MUST BE INTENTIONAL AND START EARLY

Community development isn't a stage; it is a constant practice that needs adequate resourcing, planning and community engagement. It is also critical to establish a cohesive, inclusive, empowered and resilient community, which is integrated with the wider local community.

Community development was a major enabler of Midtown's early success by intentionally fostering connection, belonging and participation. Community-building began during the establishment phase and has remained central to the community's identity. Aligned to best practice principles regular activities, co-designed events and consistent engagement helped residents build friendships, reduce isolation and form supportive networks, strengthening overall wellbeing and community cohesion¹⁶. These strategies also created inclusive spaces where diverse residents felt valued and could shape their community.

¹⁶ Dodd, R., Rodrigues, N., Sequeira, T., & Watkins, L. (2020). *Housing First principles for Australia*. <https://www.ruah.org.au/wp-content/uploads/2021/03/Housing-First-Principles-web-1.pdf>.

A PERSON-CENTRED ALLOCATION STRATEGY IS KEY TO A COHESIVE COMMUNITY

A deliberative, person-first allocation approach lays the foundation for a diverse, mixed tenure resident community. It is important to continuously review and adapt the allocation strategy to ensure it continues to meet the needs of residents and the broader community.

The new build presented Midtown with a unique opportunity to adopt a deliberate and strategic approach to social housing allocation, intentionally shaping a cohesive and harmonious community. Taking a people-first approach, thoughtful consideration was given to achieving a balanced allocation across the broader community, within each building and at the building floor level. The process accounted for individual applicant circumstances, demographic mix, housing needs and the specific needs of residents sharing each floor.

Through the person-first allocation approach the social housing allocation targets were met, successfully establishing a diverse, mixed tenure resident community. At the time of this evaluation the housing allocation across Midtown was social housing 34%, affordable housing 17% and private housing 49%. This is higher than the proportion of social housing evidence and policy frameworks suggest as an optimal 10-25% allocation, or up to 30% if combined with affordable housing. As the precinct grows, it will become increasingly important to continuously review the allocation strategy and adapt the model, to ensure it can continue to meet the needs of residents and the broader community.

Enabling practices to build a cohesive community

INTENTIONAL CULTURE BUILDING ENABLES INTEGRATION AND COLLABORATION

An integrated model with strong collaboration is essential for seamless support for residents, early identification of tenancies at risk, and community building. Integration isn't achieved through structure alone; it requires shared values, principles, ways of working and opportunities for intentional collaboration to build relationships with each other and residents.

Collaboration across the Midtown team was identified as a critical success factor that had created a cohesive "one team" approach. The first office, located in the 'Cottage,' played a pivotal role in shaping Midtown's early positive culture and collaborative operations. The small space accelerated team bonding and created a culture of mutual support where staff from housing, community services, chaplaincy, community development and Frasers worked side-by-side. Staff felt that the intensity of the start-up phase forged strong interpersonal bonds, which created trust between the Midtown team members. Staff acknowledged that the lack of 'enough hands-on deck' during the start-up phase forced everyone to work beyond their formal roles. This became a "formative experience" that strengthened teamwork because people had to lean on each other and share tasks. There was no sense of silos, instead everyone operated as "one team" to get things done, unified by a commitment to Midtown's vision and success. This laid the foundation for a highly collaborative way of working that continued into implementation.

"We all know our working styles, we all know our strengths, we all know our weaknesses, so we are able to pick up where someone leaves off."
Staff Interview

"There was no sense of fragmentation or siloing on site here whatsoever... community only ever saw us as one." Staff interview

There was also a shared view among staff that Midtown’s principles and shared values have been central to its early success, shaping a coherent, people-centred approach, as opposed to more traditional rigid processes. These principles, rooted in equity, inclusion, trauma-informed practice, person-centred support, collaboration and continuous learning, created a consistent way of working that guided decisions and ensured residents were placed at the heart of every process. Solutions were adapted to the local context and evolving needs, with staff discretion and open communication highlighted as critical.

There was strong evidence that the Midtown team is effectively working together, collaborating and sharing information. This integration extended beyond tenancy management to joint referrals, crisis response, ad hoc support and co-delivery of community programs, blurring traditional service system boundaries. Staff shared that they frequently adapted roles to meet urgent needs and supported each other through challenges. Among those residents consulted, there was no distinction across teams; they frequently referred to staff as the “Midtown team”, highlighting seamless support from the residents’ perspective.

The Leadership of the Midtown Operations Manager was also consistently cited by MA staff and partners as foundational to Midtown’s success. The people-first approach, calm demeanour, and hands-on involvement created a culture of care, respect and collaboration. This shaped the culture of creating a welcoming environment grounded in personal connection and care.

RELATIONAL PRACTICE BUILDS TRUST AND DRIVES OUTCOMES

A relational model is not a soft add-on, it is a critical mechanism for building trust and agency, which in turn increases tenancy stability and long-term community cohesion. It requires working with people holistically, recognising that success may look different for each individual and celebrating moments along each journey.

The evaluation found strong evidence that Midtown’s early success was strongly tied to its highly relational approach. It demonstrated that intentionally embedding and resourcing relational practice within an integrated housing and support model can lay the foundation for positive housing and wellbeing outcomes. This aligns to literature that shows that when residents feel heard, valued and respected this can result in substantial changes in wellbeing, sense of safety, and capacity to flourish.¹⁷

From an interpersonal and best practice perspective, relational support is characterised by partnership, active listening, empathy, mutual respect and ongoing dialogue between practitioners and those they support.¹⁸

“I feel more supported, it just makes you feel like you’ve been heard, or you’ve been seen and you’re actually cared about...”
Resident Survey

“They’re all approachable... I’ve sat down and had conversations with them, even if it wasn’t about problems.” Resident

¹⁷ Flanagan, K., Levin, I., Tually, S., Varadharajan, M., Verdouw, J., Faulkner, D., Meltzer, A., & Vreugdenhil, A. (2020). *Understanding the experience of social housing pathways*, AHURI Final Report No. 324, Australian Housing and Urban Research Institute, Melbourne. <http://www.ahuri.edu.au/research/final-reports/324>; McLoughlin, P., & Tually, S. (2012). *Being a social landlord in the 21st century: Insights from tenant and international experience*. Final Report.

¹⁸ Miller, E., & Barrie, K. (2019). *Narrative recording as relational practice in social services: A case study from a Scottish carer support organisation*. *British Journal of Social Work*, 50(4), 995–1012; Pene, B.-J., Gott, M., Clark,

Residents who were interviewed reported feeling overwhelmingly welcomed into their community and viewed the Midtown team as instrumental in fostering trust, connection and sense of community. This strong relational approach and ongoing touchpoints fostered an immediate sense of belonging and safety.



4 in 5

Residents agreed that staff have a positive relationship based on respect and dignity

There was consistent evidence that this relational approach remained central to the delivery of the Midtown model, resulting in residents feeling recognised and valued. Staff were consistently characterised as being helpful, responsive, and compassionate, reflecting the themes of the Midtown principles of approachability, responsiveness, and genuine care. Adjectives used to describe staff included “fantastic,” “amazing,” and “very helpful” with residents appreciating the quick responses to issues and staff that regularly went above and beyond when needed. The evaluation survey findings reinforced the strong qualitative feedback with eight in ten residents reporting that they had a positive relationship with staff based on respect and dignity.

INNOVATION THRIVES WITH AUTONOMY AND SHARED PURPOSE

Rigid organisational systems cannot meet the demands of a large precinct startup. Instead, it is important to give frontline teams permission, flexibility and support to innovate to meet local and emerging needs.

The Midtown team successfully collaborated and worked innovatively in a complex and fast moving environment. An example of this was the design and drafting of new processes and documents, which was a significant piece of work given that a project at this size or complexity had not been done before at a state or national level. In essence, the people on the ground became a key piece of the puzzle that was missing between existing housing and community service processes and what was needed to operationalise Midtown. Examples during the establishment and early implementation included:

- Adoption of a simplified, replicable allocation approach, limiting choices to practical options such as low, medium, or high floors rather than unrestricted selection. This ensured equity and future scalability across 1,000 properties at Midtown.
- Introduction of group unit viewings, to streamline operations and reduce staff workload.
- Welcome letters and jars of honey were designed for replication across the full stage property rollout.

T. C., & Slark, J. (2025). *Indigenous relational practices as a strategy to transform acute hospital settings: A Kaupapa Māori grounded theory study*. *Nursing Inquiry*, 32(2), e70012; Cleece, K., Cheneler, B., Harrison, J., & Hill, J. E. (2025). *Relational practice, a critical component for successful social work*. *Cogent Social Sciences*, 11(1), 2492402.

The ability of the Midtown team to pivot when necessary and adopt practical, thoughtful and quick redesigns of practices and processes when they weren't working was key to early success. This involved regular (daily in some cases) reviews and edits to make things run smoothly.

4.2 Key Barriers- What were the main challenges?

Key Finding: What aspects require careful consideration and/or long-term planning?

Midtown's establishment, early implementation and outcomes was challenged by:

- Early resourcing for scale and complexity
- Balancing relational support and housing first principles
- Community attitudes and safety impacting cohesion
- System limitations and data gaps

These barriers highlight where the model requires strengthening or longer-term planning as the precinct grows and matures.

Aspects that require careful consideration and/or long-term planning

UPFRONT RESOURCING IS NEEDED FOR LARGE SCALE DEVELOPMENTS

It is important not to underestimate the resource load of establishing a high-density precinct at speed. Future redevelopments should be provisioned with dedicated establishment teams, specialist roles and increased front-loading of resources.

The enormity of the task of establishing Midtown, specifically planning and commencing such a high volume of tenancies over a short period of time, resulted in a shared view that the establishment phase was significantly under-resourced. A reliance on a business-as-usual model resulted in inadequate staffing and high workloads. In short, the early planning underestimated the complexity and scale of the rollout, ultimately leading to the need to create and/or adapt processes 'on the fly' and intensive workloads. For example, tight timing and logistical pressures meant that after building handover on a Thursday, residents began moving in by the following Tuesday, with staggered schedules of five move-ins per day. This created a heavy administrative load, requiring meticulous coordination of notices, removalists, and key access, alongside extensive resident support such as packing checks and assisting with relocation.

RELATIONAL SUPPORT BALANCED WITH HOUSING FIRST PRINCIPLES

Integrated housing and support models serving residents with complex needs require careful balance between relational support and Housing First principles. Clear role boundaries, strong coordination, skilled staff and high levels of resourcing are essential to sustain tenancies and engage residents at their pace, without making housing conditional on formal support.

Midtown residents have diverse needs, including mental health, alcohol and other drugs use and trauma histories. Despite high levels of engagement in support coordination the evaluation found that there was a small number of residents with complex needs who did not want, or did not feel able, to engage in formal support services. This created a gap in support pathways, where housing staff found themselves holding relationships and informally supporting residents for extended periods, i.e. until they agreed to engage with formal support. Overtime, this placed significant strain on housing staff, who were required to balance their core tenancy management responsibilities alongside a relational approach to support vulnerable residents with complex needs.

This highlights the pivot role both housing and support teams play in providing relational person-led support within legal rights-and-responsibilities. Working from a shared understanding of relational practice helps to create a consistent and supportive tenant experience. Clear accountabilities, information sharing, effective communication, creative engagement strategies, skilled staff, smaller portfolios/caseloads and coordinated, tenant-led collaboration is critical to engage residents with complex needs and maintain the appropriate separation of roles and responsibilities needed to uphold the Housing First principles.

COMMUNITY COHESION REQUIRES ONGOING ATTENTION

Attitudes toward social housing can significantly shape the success and community reception of mixed-tenure developments. Mixed-tenure models require active and ongoing management of stigma and community attitudes.

Some Midtown residents reported discomfort with the mix of vulnerable individuals and those exhibiting aggressive or criminal behaviour, leading to incidents of property damage, noise disturbances and even police involvement, which contributed to feeling unsafe. Addressing these concerns is important as negative behaviours (i.e. theft and antisocial conduct) can cause stress and isolation and are a key driver of unsupported exits from social housing.¹⁹

¹⁹ Boland, L., Slade, A., Yarwood, R., & Bannigan, K. (2018). Determinants of tenancy sustainment following homelessness: a systematic review. *American Journal of Public Health*, 108(11), e1-e8.

<https://doi.org/10.2105/AJPH.2018.304652>; Flanagan, K., Levin, I., Tually, S., Varadharajan, M., Verdouw, J., Faulkner, D., Meltzer, A., & Vreugdenhil, A. (2020). Understanding the experience of social housing pathways, AHURI Final Report No. 324, Australian Housing and Urban Research Institute, Melbourne.

<http://www.ahuri.edu.au/research/final-reports/324>; Moskos, M., Isherwood, L., Dockery, M., Baker, E., &

A small number of residents also expressed mixed attitudes toward people with mental health challenges and those in social housing. Attitudes toward social housing significantly shape the success and community reception of mixed-tenure developments. They can act as a significant barrier to social cohesion in mixed-tenure developments by fostering stigma, enabling “us vs. them” narratives, and creating physical and social divisions that prevent meaningful interaction between residents. It is important that community development continues to be embedded and funded appropriately across the life of the precinct to ensure harmony within the neighbourhood.

GOOD SYSTEMS AND QUALITY DATA ARE CORE TO MONITORING AND EVALUATION

Good systems and quality data is core to assessing service quality and impact as well as learning and improvement. These gaps will need to be addressed to demonstrate the longer-term impact of the model.

The lack of an integrated tenancy management and housing support system created significant operational challenges at Midtown, with staff heavily reliant on manual spreadsheets to track critical information such as unit allocations, car parks, storage cages and tenancy data. This manual approach was time-consuming, inefficient and increased the risk of errors. Staff described the limitations of existing systems as a major barrier to efficiency.

In addition, the lack of adequate systems to capture the relational aspects of support, and the breadth of work across chaplaincy and community development activities meant that the full scale of service delivery was not quantified for the evaluation. These gaps clearly highlight the need for streamlined integrated systems capable of supporting a project of Midtown’s scale as the model matures.

INVESTMENT IN EVALUATION IS CRITICAL TO EVIDENCE LONG-TERM IMPACT

A sustained long-term investment in evaluating Midtown is essential to understand the value-add of SHOP compared to other social, community and public housing models

This early process evaluation has demonstrated the emerging outcomes and potential of Midtown to bring about lasting change. It is acknowledged that many of the intended outcomes of the Midtown SHOP, particularly long-term wellbeing, independence and transitions out of social housing, will take longer to measure.

Pham, A. (2022). ‘What works’ to sustain Indigenous tenancies in Australia. AHURI Final Report No. 374, Australian Housing and Urban Research Institute Limited, Melbourne;

4.3 What are the implications for social policy and advocacy?

With a rising need for social and affordable housing, the evaluation findings highlight the following key policy recommendations.

Adequate investment in integrated models of housing and support

A high proportion of social housing tenants have complex support needs that extend beyond housing and, if left unmet, will adversely impact their ability to thrive and community harmony. Governments' social housing policy, program designs and contracts with community housing providers must incorporate adequate and sustained funding levels for tenancy management, tenancy support services and community development.

Commitment to co-design and relational approach

Future state/territory government redevelopments of public housing stock, particularly in the case of large estates, require co-design and relational approaches with residents as standard practice.

Funding for long-term independent impact evaluations

Social housing contracts should include specific provisions and funding for long-term independent impact evaluations, to build a strong and robust evidence base.

Section 5: Conclusion

Midtown is on a strong trajectory, and the overall picture is one of a thriving, resilient community in its early stages of development. Midtown's first 18 months demonstrate the significant potential of an integrated, mixed-tenure housing and support model to enhance residents' lives and build a strong, connected community. The evaluation shows that the combination of high-quality, safe and affordable housing with an onsite, relational, multidisciplinary team has created the foundations for stability, wellbeing and early transitions out of social housing. With tenancy sustainment at 99.8% and strong reports of improved safety, connection and belonging, Midtown is already delivering many of the core outcomes envisioned at its inception.

The evaluation also highlights the importance of the conditions that enabled these outcomes such as trusted partnerships, values-led and relational practice, early and continuous community development, and a deeply integrated team culture. These features have shaped a service environment where residents feel supported, known and respected, and where staff can respond holistically to emerging needs.

The findings also identify where further strengthening is required. Improving engagement with residents who have complex needs, enhancing safety measures, building more robust data systems, and planning resourcing to match future scale will be critical as Midtown matures. Addressing stigma and strengthening community cohesion across tenures remain an ongoing priority.

Midtown's early achievements demonstrate that the pairing of high-quality social housing with strong partnerships through a highly relational, integrated model can result in thriving large-scale mixed tenure communities, which could be replicated elsewhere. With continued investment, learning and refinement, Midtown is well positioned to realise its longer-term vision of a resilient, inclusive neighbourhood where residents can build independence and shape their futures with confidence.



Section 6: Appendix

Working together at Midtown MacPark

MA is working towards a vision for Midtown MacPark of a thriving, integrated community where people from all walks of life can flourish and reach their potential. A community made up of people from socially diverse backgrounds that is open, inclusive and highly connected.

These principles guide us as we work together towards this vision.

- We recognise that Midtown MacPark is **first and foremost people's home and community**. MA doesn't own Midtown – rather our role is to work in the background to facilitate, enable, empower and build capacity of individuals and the community.
- Wherever possible **we treat all residents equally**, and do not distinguish based on tenure type unless essential.
- We **integrate with the wider community**. We encourage Midtown residents to participate in the local community as they wish. We invite the local community into Midtown. We partner with local stakeholders.
- We **facilitate inclusiveness, respect and cohesion for all** people from diverse backgrounds. We encourage understanding and connection across and between groups, while recognising and celebrating diversity.
- We **balance the needs of the individual with the needs of the community**.
- We **take a person-centred approach**, working with people holistically, and recognising that success may look different for each individual.
- We **take a trauma informed approach**, recognising that that many behaviours and responses expressed by people are directly related to traumatic experiences. We emphasise the need for physical and emotional safety, as well as a sense of capacity, control, choice and opportunities for healing relational experiences.
- We **support self-determination**. People have a right to be involved in decisions that impact them.
- We **value the voice of our tenants and community members**. We create channels to ensure their voices are heard, and create meaningful ways for them to participate in and shape our work.
- We **work collaboratively towards common outcomes and objectives**. To achieve our vision we recognise that we need to value the contribution of each MA team at Midtown.

- We **partner in our work** with residents, community members, our key stakeholders and other organisations and groups in the community.
- We **recognise that we have contractual obligations and commitments** to our key stakeholders including DCJ, LAHC and Frasers and work strategically to meet each of these commitments. Where there are apparent tensions between competing stakeholder objectives we work collaboratively to resolve these and hold in balance with achieving the best outcomes for individuals and community.
- We recognise that we are building something new so **we try new ways of working** when things aren't working. We test new approaches, learn from what works and continually adapt and refine our practices.
- We **take a community strengthening approach** in all we do. Our community strategy is integrated into all parts of our work, and supports all parts of our work.
- We **respect confidentiality and consent**, making sure we share information appropriately within clear guidelines.
- We **evaluate the impact of our work**, using evidence, including data, practitioner knowledge and lived expertise, to assess the impact we are having and make decisions.

Together, we're building hope and possibility for all

Contact us

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