

Request for Proposal

Impact Evaluation of the Midtown MacPark Social Housing Outcomes Plan

Issue Date: 21 March 2025

Proposals Due: 9 April 2025

1. RFP Purpose

Mission Australia seeks to engage a skilled and experienced organisation to collaboratively design and deliver a multi-year implementation, impact and economic evaluation of the Midtown MacPark Social Housing Outcomes Plan (SHOP) from 2025-28.

2. About Us

Mission Australia is a national non-denominational Christian organisation, with more than 160 years' experience in standing together with Australians in need on their journey to independence. Our evidence-based, client-centred community services are focused on our goal of ending homelessness and ensure people and communities in need can thrive. We work to reduce homelessness across all points in time, from prevention and early intervention, to promoting exits from homelessness, to supporting sustained and secure tenancies, through to housing provision. Mission Australia Housing is a Registered Tier 1 Community Housing Provider, which owns or manages over 4,000 social and affordable homes across Australia.

3. Midtown MacPark

3.1 Background

Homelessness and housing instability are significant issues in Australia with complex causes and consequences. A number of contributing factors, including a shortage of social and affordable housing, high rental costs and inadequate rates of income support are resulting in more people falling into poverty, financial and rental stress and becoming vulnerable to homelessness.

More affordable housing is needed for people on very low to moderate incomes. For some, this can be private rental properties at affordable rent levels with fair renting regulations. But for many people experiencing or at risk of homelessness this is out of reach, so it is important to have more social and affordable housing. In addition, some people experiencing or at risk of homelessness need more than a home. They require integrated models of housing and support to help sustain housing, live successfully in the community, and break down cycles of poverty.

3.2 Integrated Model of Housing and Support

Mission Australia delivers an Integrated Model of Housing and Support for residents and household members in our social and affordable housing properties. The key objectives of this Housing First approach are to:

1. **Provide safe and stable homes:** access to a safe, stable and affordable place to live is a basic human right. It is also the critical foundation of stability that is needed to enable people to make positive change in their lives and work towards goals in other life domains.
2. **Equip people to thrive:** residents need the skills, knowledge and support to sustain their tenancy and live successfully in the community. Residents are connected with opportunities and support to improve their wellbeing, build independence and achieve their goals.
3. **Strengthen the community:** to create thriving, resilient, healthy and inclusive communities in which our residents can participate and thrive.

Core components of the service model include tenancy management, assets management, support coordination and community development.

3.1 Midtown MacPark

Midtown MacPark is the latest residential development in Macquarie Park from Mission Australia, Frasers Property Australia and Homes NSW. Midtown delivers an integrated, inclusive and vibrant mix of community, affordable and market housing. The mixed tenure model includes 954 social and 130 affordable homes to be delivered over 10 years. The affordable homes offer subsidised rent compared to the local market, making it easier for residents to live and work in the area without compromising on quality of life.

As a Tier One Community Housing Provider, Mission Australia Housing manages the social and affordable housing units and delivers the Integrated Model of Housing and Support. Mission Australia works alongside Frasers Property's Community Development team to strengthen the local community and support residents to engage with our range of housing and support services, get involved in tenant-led activities, and connect to education, transport, jobs and services in the area.

3.3 Midtown MacPark Social Housing Outcomes Plan

The Social Housing Outcomes Plan (SHOP) outlines the initiatives that are unique to Midtown MacPark and how they will meet the Future Directions for Social Housing in NSW. SHOP initiatives focus on:

- Improving outcomes for residents through person-centred coordination services, which connect residents to supports and opportunities based on their goals and aspirations.
- Developing pathways to housing independence (opportunity cohort) by connecting residents to education, training and employment opportunities.
- Strengthening the community by working with residents to develop a community plan and supporting residents to actively engage with their community.

Key outcome areas for the SHOP 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 some will have positive transitions out of social housing.
- **Wellbeing and Sense of Community:** Residents have healthy wellbeing, feel a sense of belonging and ownership to the community and support each other.

4. About the evaluation

Mission Australia seeks to engage a skilled and experienced organisation to collaboratively design and deliver a multi-year implementation, impact and economic evaluation of Midtown MacPark Social Housing Outcomes Plan (SHOP) from 2025-28. The evaluator/s will work closely with an Evaluation Reference Group, involving Mission Australia, Frasers Property Australia, Homes NSW and Family and Community Services Insights, who will meet regularly to provide governance and oversight on the evaluation design, management, and reporting.

4.1 Evaluation objectives

The purpose of the multi-year evaluation is to examine the implementation, effectiveness and efficiency of the Midtown MacPark SHOP. We want to:

- Assess the establishment, ongoing implementation (overall and each component), and adaptations of SHOP, including fidelity to the Integrated Model of Housing and Support and localised initiatives and services at Midtown MacPark.
- Evidence the SHOP's contribution to housing stability, increased economic independence, healthy wellbeing and a sense of community, overall and for different cohorts of residents.
- Identify any enabling conditions, barriers and service model components that are critical to improve outcomes for residents and the community.
- Understand the impact and value-add of the Integrated Model of Housing and Support delivered at Midtown MacPark, including support coordination services, compared to other non integrated social housing options.
- Assess the cost-effectiveness and benefits of Midtown MacPark SHOP in delivering outcomes for residents and the broader community and avoided costs to the government.

The consultant will be required to develop specific evaluation questions to meet the evaluation objectives and phases, in collaboration with Evaluation Reference Group.

The evaluation findings will be used for both formative and summative purposes:

- Drive excellence by identifying critical success factors and ways to improve the effectiveness and efficiency of SHOP.
- Continuous learning and adaptations of Midtown MacPark SHOP to ensure we are meeting the needs of residents and delivering the best possible support and services.
- Build an evidence base to support strategic decisions and drive investment where we can have the biggest impact.
- Share learning, best practices and evidence within Mission Australia and the broader sector to improve knowledge of what works to end homelessness.

4.2 Scope of the evaluation

The evaluation will assess the implementation, impact and economic outcomes of Midtown MacPark SHOP. It will include the overall assessment of the SHOP, as well as the individual components of the integrated model of housing and support.

Evaluation stakeholders will include residents of Midtown MacPark, Mission Australia, Frasers Property Australia, Homes NSW, Family and Community Services Insights, partner service organisations and other relevant government departments.

4.3 Evaluation design

We are seeking a phased, mixed methods evaluation design to assess the implementation, impact and economic benefits of Midtown MacPark SHOP. Data collection and reporting should be aligned with the NSW Human Services Outcomes Framework and Future Directions Evaluation Framework and cover three main phases:

Evaluation Phase	Evaluation Focus
Phase 1: Establishment and initial implementation (2024-25)	<ul style="list-style-type: none"> - SHOP establishment - Enabling conditions and barriers - Early experiences and outcomes for residents and the community
Phase 2: Full implementation and outcomes (2026-27)	<ul style="list-style-type: none"> - SHOP implementation - Enabling conditions, barriers and critical service components - Intermediate outcomes for residents and the community- housing stability, economic independence, healthy wellbeing and sense of community
Phase 3: Impact and economic evaluation (2028)	<ul style="list-style-type: none"> - Mature SHOP implementation - Enabling conditions, barriers and critical service components - Impact for residents and the community- value-add of the model compared to other social housing options. - Cost-effectiveness and economic benefits

Based on the evaluation phases the design should include:

- Participatory approaches to capture the voices, experiences and outcomes for residents.
- An impact evaluation design to understand the value-add of the integrated service model and how this methodology will be achieved.
- Utilisation and adaptation (if needed) of existing data collected by Mission Australia.
- Value for money analysis or a comparative methodology, in the final year, to explore the cost effectiveness of the service model and avoided costs.

4.4 Available documents and data

Mission Australia has developed a range of documents and data collection tools, embedded within service delivery, which will support this evaluation:

- Integrated Model of Housing and Support Service Model
- Integrated Model of Housing and Support Monitoring and Reporting Framework
- Midtown MacPark SHOP Theory of Change (attached)
- Housing and support services administrative data

- Pre-test and post-test Impact Measurement Survey, including the Personal Wellbeing Index, collected within support coordination services.
- Community Housing Industry Association Survey data, collected every two years.
- Community Development Plans

4.5 Deliverables and timeframes

This is a multi-year evaluation to be undertaken from 2025-2028. The specific timeframes and deliverables required are outlined in bold under the key phases of Mission Australia’s Evaluation Project Management approach.

Stage	Key tasks and deliverables	Timeframes
Manage	1. Commencement of the evaluation contract.	April 2025
Design	2. Initiation meeting with MA to confirm consultancy scope. 3. Workshop with the Evaluation Reference Group to provide an overview of the initiative, introduce the proposed evaluation approach, develop key evaluation questions for each evaluation phase and establish shared ways of working. 4. Evaluation Plan , including questions, refining methodology, timeframes, data collection plan, analysis approach, ethical and cultural considerations and knowledge sharing approach. 5. Obtain ethics from a suitable ethics committee.	May-June 2025 Ethics can occur outside this timeframe
Measure	6. Develop and/or refine data collection tools for each evaluation phase. 7. Meet regularly with the Evaluation References Group to discuss data collection and address any challenges that may arise. 8. Undertake any additional data collection, as per the Evaluation Plan.	Ongoing
Analyse	9. Conduct analysis according to the data analysis section outlined in the Evaluation Plan. 10. Facilitate Validation Workshops , before each report, with the Evaluation Reference Group, to present early findings and to seek clarification, interpretation and synthesis of data sources for each evaluation question.	November 2025 May 2027 November 2028
Report	11. Produce high quality and succinct Evaluation Reports for each phase, as outlined in section 4.3 <ul style="list-style-type: none"> • Initial Evaluation Report • Interim Evaluation Report • Final Evaluation Report 	December 2025 June 2027 December 2028
Action	12. Facilitation of Key Findings Presentation with the Evaluation Reference Group and key organisational stakeholders after the interim and final evaluation report has been produced.	August 2028 January 2029

4.6 Budget and milestones

The costs will be guided by the evaluation design; however, payment will be made in accordance with the following milestones.

Timeframe	Indicative budget	Deliverables
April 2025	\$30,000	Milestone 1: Commencement of contract
June 2025	\$30,000	Milestone 2: Evaluation Plan
December 2025	\$80,000	Milestone 3: Acceptance of Initial Evaluation Report
June 2027	\$80,000	Milestone 4: Acceptance of Interim Evaluation Report
December 2028	\$80,000	Milestone 5: Acceptance of Final Evaluation Report

5. About your proposal

Please provide a proposal **by 5:00 pm (AEST) on 9th April 2025** outlining your demonstrated experience and capacity to complete the evaluation. Proposals should not exceed 10 pages and should include a concise description of:

- The proposed evaluation approach and methodology, including options for the impact evaluation design and methods.
- Content knowledge and previous experience, including key personnel who would be involved in the evaluation team.
- Capacity to deliver to the timeframes and milestones listed above.
- A quotation with the breakdown of costs for each deliverable/milestone.
- Overview of insurances held by the provider.
- Key contact for the proposal – name, position, telephone, and email address;
- An example of previous work and two referees.

The following selection criteria will be used to compare and evaluate all proposals. A shortlist of Applicants will be invited for a virtual interview.

Criteria	Description
Appropriateness of the proposed approach	The proposed approach and evaluation design is appropriate to the requirements of the RFP. All aspects of the service and evaluation design and ethical considerations have been considered and addressed.
Demonstrated experience and content knowledge	Experience in delivering similar evaluation projects and impact evaluations, with demonstrated experience facilitating the use of government administrative data set. Demonstrated content knowledge about social housing and/or integrated models of housing support.

Organisational capacity	Ability to deliver the project on time and within budget. The evaluation team includes technical skills, suitable experience and the ability to respectfully engage with local staff, residents and other key stakeholders.
Value for money	Demonstrated value for money through careful considerations of the evaluation design costs, benefits, options and risks.

Selection of the successful applicant will be subject to negotiation and execution of a contract by Mission Australia.

All enquiries and submitted proposals should be sent by email to:

Cynthia Leung

Evaluation Specialist

Centre for Evidence & Insights, Mission Australia

leungcy@missionaustralia.com.au

Our Theory of Change

Social Housing Outcomes Plan (SHOP) at Midtown MacPark

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.



