

## Panellist Profile

### Approved Professional Advisory Panel – Community Housing Futures

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<b>Business Status</b>	<input type="checkbox"/> Individual consultant <input checked="" type="checkbox"/> Consultancy firm <input type="checkbox"/> Association/group of individual consultants		

#### Introduction Summary

TSA Management is excited about the Community Housing Future capacity building program and its important role in enhancing the capability of CHOs to increase housing supply in Queensland through supporting access to specialist access to training, education, tools and business advisory services.

We understand that many Queenslanders are experiencing housing stress and challenged by housing affordability and availability, and that this new capacity building program funded by the Queensland Government and designed to support community housing organisations (CHOs) to achieve growth in housing supply, will be an important endeavour to address this critical issue.

We understand that affordable and social housing is critical social infrastructure that has the capacity to deliver meaningful wellbeing, health, employment, and productivity benefits to the direct beneficiaries, as well as to society more generally.

We are a trusted project management organisation that shares and brings a similar business philosophy and corporate values of rigour, knowledge and integrity to the project. Throughout this document, we deep dive into the reasons why Community Housing Futures would benefit from selecting TSA to join the Approved Professional Supplier Panel to assist CHOs with activities across the following streams.

- Finance: project and business financial modelling, fundraising, financial risk analysis and key ratios.
- Business planning: project and business planning, preparation of business cases, forming partnerships, monitoring results.
- Property development: developing or procuring new social and affordable housing, mixed tenure, sustainable and accessible property design, urban planning, place making.
- Risk management: understanding risks (business, financial, policy, governance etc.) and managing, monitoring and mitigating risk.

Our track record means we have a sound understanding of your requirements and an appreciation of key agencies and stakeholders. We can leverage existing relationships within the

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wider industry, translating to tangible benefits. Our people are agile and adapt quickly. We can offer you access to our own adaptable project delivery management systems, training programmes and knowledge management for the duration of our partnership.

#### ***Sector Knowledge***

Community Housing Organisation (CHOs) build and/or manage homes for individuals and families on very low to medium incomes. Their asset management portfolios vary in size as do the support services they provide and the cohorts they work with; some CHOs offer housing for specific cohorts, such as families escaping domestic violence or for Aboriginal and Torres Strait Islander peoples. Central to all CHOs, however, is a need to lower their operating costs to reduce the cost of housing development to be able to offer these at reduced (lower than market) rates. CHOs have been able to do this through a variety of mechanisms:

- . Tax concessions (on for example land tax and GST) that apply to both their procurement and operating costs;
- . Grants, including from government and philanthropic associations;
- . Land ‘gifting’ arrangements and/or;
- . Provision of ongoing incentive payment (e.g. NRAS).

Through leveraging its own capital and via public housing transfers from State Government (as has been seen in Victoria and NSW), the community housing sector has shown it can manage large-scale financing arrangements and undertake significant property development in partnership with the private sector.

At TSA, we understand these unique operating needs having worked alongside Councils and CHOs to identify and unlock opportunities to deliver social housing. In Victoria, TSA recently worked with 3 local government areas in the North-western growth corridor of Melbourne to establish a roadmap for affordable housing delivery based on an understanding of development economics, the demographic needs in the region, policy frameworks and the CHO sector. This involved workshops with CHOs and service providers to understand their needs and challenges, as well as to get an on-the-ground knowledge of the issues and opportunities in local communities.

Community housing has received significant support from all three levels of government as the issue of housing affordability continues across the country. Government support can take many forms. Our team is experienced in local, state and federal government stakeholder management, collaboration, fostering efficiencies and improving service delivery. We understand the short and long-term needs of Government including inter-governmental relations and intra-departmental relations as well as the increasing need for Government to obtain and maintain social license within communities. Key policy and initiatives for the Queensland government and provide context for the provision of community housing within Queensland include:

- . Housing and Homelessness Action Plan 2021-2025 contains actions to address housing supply and affordability and to drive a pipeline of social and affordable housing for low to moderate income Queenslanders.

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- . Queensland Housing Strategy 2017-2027 sets out the Queensland Government’s commitment to work with communities, industry and the housing and homelessness sector to deliver more social and affordable homes and better services for vulnerable Queenslanders.
- . Queensland Housing Investment Growth Initiative (QHIGI) is delivered through the Queensland Housing and Homelessness Action Plan 2021-2025. The Queensland Housing Investment Growth Initiative (QHIGI) was established to accelerate the delivery of 6,365 new social homes, through a \$1.813 billion investment in a 4-year, integrated capital investment program across the state. The QHIGI is being delivered through 3 funding initiatives;
- Housing Investment Fund—funding partnered projects to increase social housing and additional affordable housing supply.
- QuickStarts QLD—a capital investment program to accelerate planned acquisition, new construction, and redevelopment opportunities to deliver new homes sooner.
- Help to Home—a partnership with property owners, landlords and registered community housing providers (RCHPs) to deliver private rental outcomes to people who are eligible for social housing.

Housing Investment Fund provides subsidies, one-off capital grants and other support to encourage developers, builders, institutional investors, superannuation funds, and eligible government entities to partner with Community Housing Providers to build or redevelop and operate housing solutions in Queensland. The HIF is a key enabler of the Housing and Homelessness Action Plan 2021–25, including the Queensland Housing Investment Growth Initiative (QHIGI), the largest concentrated investment in social and affordable housing in Queensland’s history.

Skills	Offered?	Summary of demonstrated qualifications, consultancy skills and consulting track record
<b>Finance</b>	Yes	<p>At TSA, we use data and apply economic thinking within the context of infrastructure or policy proposals to measure the costs, benefits and impacts to the community and the economy.</p> <p>Government projects draw on public funds to deliver benefits to the community, either in their development or operational phase. In today’s tightening fiscal environment, of increasing government / private debt and high inflation, finding the right solutions and properly considering the trade-offs between options, whilst responsibly managing public and private funds, has become a stronger imperative than in previous years. Through our application of economic theory, TSA can help our public and private sector clients establish a robust decision-making framework to ensure investors have confidence before committing to large-scale capital project spending.</p> <p>Investment Appraisal:</p> <ul style="list-style-type: none"> <li>• Cost benefit analysis (CBA) – CBA is a tool that aims to identify and express, in monetary terms, all the costs and benefits of a proposed</li> </ul>

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		<p>initiative, to all members of society. Our team is highly experienced in undertaking CBAs to support investment decision-making and prioritisation.</p> <ul style="list-style-type: none"> <li>• Economic impact assessment (EIA) – EIA is a useful tool that aims to quantify the direct and indirect impacts of a project or proposed policy change. We use Input-Output modelling techniques (via REMPLAN software) to assess potential growth in jobs (FTE) and regional productivity (Gross Regional Product).</li> </ul> <p>Feasibility and Market Assessment:</p> <ul style="list-style-type: none"> <li>• Feasibility assessment – We provide guidance to clients on the viability of different project options. Feasibility assessments may include competitive advantage assessment, competition assessment, financial viability, regulatory advice or other factors.</li> <li>• Supply / demand assessment – We model and assess the level of supply and demand for a range of infrastructure types. These include transport services, water, power and social services including health and justice, as well as different categories of land use.</li> <li>• Socio-economic assessment – We assess the demographic, community and other non-financial impacts of a potential initiative.</li> </ul> <p>Strategic Economic Advice:</p> <ul style="list-style-type: none"> <li>• Peer / Gateway review – We undertake investment assurance reviews of economic analysis, reports and models as part of the business case development process for projects undertaken by government departments and / or other consultants.</li> <li>• Benefits realisation management – We provide guidance on developing benefits realisation plans, objectives, KPIs, measurement regimes and governance for capital investment projects.</li> </ul>
<b>Business Planning</b>	Yes	<p>Our highly qualified, professional team delivers advisory, development / procurement management and project / program management services across the social infrastructure sector spanning health, education, and housing. Our flexibility as project managers allows us to work with organisations ranging from small business to large corporations and government departments.</p> <p>We are structured so that our project systems, processes and procedures can be tailored to individual customer needs while ensuring compliance with corporate governance and regulatory requirements. Our engagements are tailored to ensure we achieve our client’s business objectives. We rigorously analyse capital investment decision in collaboration with clients and manage projects to ensure all goals are met.</p>

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		<p>We partner with organisations across government and private sectors and grow strategic partnerships in an open, collaborative and cohesive way.</p> <p>From advisory service and business cases to audits and strategic procurement, our consulting practices are sophisticated and skilled. We create clarity around goals and help implement them in the most effective ways, using the best people for each unique challenge.</p> <ul style="list-style-type: none"> <li>• Feasibility studies</li> <li>• Master planning</li> <li>• Development facilitation</li> <li>• Contracting strategies</li> <li>• Planning approvals</li> <li>• Due diligence</li> <li>• Stakeholder management</li> <li>• Procurement management</li> <li>• Authority approvals</li> <li>• Business case development</li> <li>• Asset planning</li> <li>• Business process review and implementation</li> </ul> <p>As leaders in business case development, we have expert practitioners with experience using the BCDF, PAF, IPAF, and IAAF. We have developed a systematic and adaptable methodology for delivery robust feasibility studies and business cases. Covering five key components, our approach is founded on the application of sound investment logic principles, the utilisation of the best evidence available, and a commitment to finding the notions that will resonate with funding decision-makers.</p>
<p><b>Property Development</b></p>	<p>Yes</p>	<p>TSA's breadth of capabilities and resources translates to a service capability that is agile, flexible and responsive to your needs. We uniquely bring together in a focused project consulting environment, the front-end expert capital investment appraisal and commercial assessment, with project execution management. This combination enables TSA to link the expertise of strategic and commercial advisory services during the project definition and concept phases to the project management expertise in the delivery phase.</p> <p>We provide a diverse range of project management services from inception to handover. Most importantly, we deliver with clear communication, integrity and flexibility.</p> <ul style="list-style-type: none"> <li>• Design management</li> <li>• Contract, tendering, assessment and award</li> <li>• Project monitoring and reporting</li> </ul>

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		<ul style="list-style-type: none"> <li>• Project planning, programming and coordination</li> <li>• Value management</li> <li>• Identification and risk management</li> <li>• Tenancy coordination</li> </ul> <p>We understand and are experts in the drivers of planning and development, including mobility, demographics and land markets. Our expertise in commercial understanding, strategy development and stakeholder engagement feed the planning and development processes, ensuring key drivers and risks are addressed and managed through the process.</p> <p>Our procurement Strategy and Transaction team works with state and federal government, and private sector clients to advise on commercial matters and procurement strategies and transactions. Our work spans a range of project types, from small, highly specialised procurements to some of Australia's most complex mega-projects. We specialise in a range of delivery models including Public Private Partnerships, collaborative contracting models and private finance advisory. We also advise on traditional models. Our team has experience across a range of sectors including housing.</p>
<p><b>Risk Management</b></p>	<p>Yes</p>	<p>TSA is committed to risk management as an integral part of its corporate governance and operations, implementing strategies and procedures to minimise risk, including the service offering areas of project advisory and project management. Until risks are controlled, the project cannot be effectively managed to achieve the client's and stakeholders' project objectives. TSA Management requires cognisance of the client organisation's objectives, environment and stakeholders in order to provide an effective risk management process.</p> <p>At TSA, we coordinate activities with regard to risk, and apply appropriate procedures, monitoring and reporting tools to:</p> <ul style="list-style-type: none"> <li>- Comply with WHS and environmental legislation and specified contractual requirements.</li> <li>- Avoid detrimental surprises on the project.</li> <li>- Identify opportunities to eliminate or mitigate risks.</li> <li>- Allocate risk responsibility to the person most able to deal with that risk.</li> <li>- Maintain knowledge of the current risk profile at any stage of the project.</li> <li>- Prepare reasonable contingency for risk outcomes.</li> <li>- Assist in decision making.</li> <li>- Recognise new opportunities due to changed circumstances.</li> </ul>



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		Our approach to risk is mainly a preventative approach, although it does include planning for contingency or corrective response.
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