

Panellist Profile

Approved Professional Advisory Panel – Community Housing Futures

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

Introduction Summary

TSA Riley is committed to supporting the Community Housing Futures Capacity Building Program and their important role in strengthening the capability of Community Housing Organisations (CHOs) in increasing the housing supply in Queensland.

We recognise the urgent need to address housing stress and the critical role affordable and social housing plays in delivering long-term social health and economic outcomes.

Our extensive experience means we understand CHO requirements and the wider government and stakeholder environment. We leverage our established industry relationships to deliver tangible benefits to CHOs across the full lifecycle of projects and asset portfolios, from early planning and feasibility through delivery and long-term optimisation.

Our expertise spans project management, cost management, advisory services, ESG, and asset management, providing access to proven project delivery systems, training programs, and knowledge management to support CHOs throughout our partnership and enable sustainable growth in the housing supply.

- **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 analysis management:** understanding risks (business, financial, policy, governance etc.) and managing, monitoring and mitigating risk.
- **Strategic asset management:** developing or strengthening strategic asset management and strategic asset management plans (SAMP)
- **Environmentally Sustainable Development:** optimising sustainable housing portfolios that reduce carbon, enhance social outcomes, and create long-term value for CHOs, residents and communities.
- **Feasibility:** assessing the feasibility of proposed developments
- **Communications and stakeholder engagement:** Tailored stakeholder and community engagement that builds trust, embeds community voices, and support grounded decision-making to deliver positive, lasting community benefits.

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Sector Knowledge

At TSA Riley, we partner with government, Community Housing Organisations (CHOs) and delivery partners to translate policy goals and funding programs into commercially viable, delivery-ready social and affordable housing outcomes.

Through our integrated advisory, cost management, ESG, asset and project management services, we support Community Housing Futures to navigate funding requirements, manage risk and optimise project delivery.

We bring proven delivery experience aligning development economics, funding mechanisms and community needs. In Victoria, TSA Riley supported three local government areas in Melbourne’s north-west growth corridor to establish a practical affordable housing roadmap. This combined feasibility analysis, policy alignment and stakeholder workshops with CHOs and service providers to ensure delivery models were fundable, scalable and aligned to CHO operating capacity.

We understand that CHOs face ongoing pressure to reduce capital and operating costs. Drawing on our commercial and cost management expertise, we help structure projects to leverage tax concessions, local government incentives, capital grants, land contributions and revenue support mechanisms - strengthening business cases and closing funding gaps.

In Queensland, we are well positioned to align Community Housing Futures with key initiatives including the Queensland Housing Strategy, Q-CHIP and the Queensland Housing Investment Growth Initiative. We understand how to position projects within programs such as the Housing Investment Fund, QuickStarts QLD and Help to Home to demonstrate value for money, deliverability and risk management. By combining strategic insight with delivery capability, TSA Riley supports Community Housing Futures from funding opportunity through built outcomes.

Skills	Offered?	Summary of demonstrated qualifications, consultancy skills and consulting track record
Finance	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>At TSA Riley, 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> <ul style="list-style-type: none"> • 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 initiative, to all members of society. Our team is highly experienced in

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		<p>undertaking CBAs to support investment decision-making and prioritisation.</p> <ul style="list-style-type: none"> • 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). • Strategic Economic Advice <ul style="list-style-type: none"> - <i>Peer / Gateway review</i> – 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. - <i>Benefits realisation management</i> – We provide guidance on developing benefits realisation plans, objectives, KPIs, measurement regimes and governance for capital investment projects.
Business Planning	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<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.</p> <p>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. 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"> • Feasibility studies • Master planning • Development facilitation • Contracting strategies • Planning approvals • Due diligence • Stakeholder management • Procurement management • Authority approvals

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		<ul style="list-style-type: none"> • Business case development • Asset planning • Business process review and implementation <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>
Property Development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>TSA Riley’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 Riley 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"> • Design management • Contract, tendering, assessment and award • Project monitoring and reporting • Project planning, programming and coordination • Value management • Identification and risk management • Tenancy coordination <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>
Risk analysis Management	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>TSA Riley 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 Riley requires cognisance of the client organisation’s objectives, environment and stakeholders in order to provide an effective risk management process.</p>

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		<p>At TSA Riley, we coordinate activities with regard to risk, and apply appropriate procedures, monitoring and reporting tools to:</p> <ul style="list-style-type: none"> • Comply with WHS and environmental legislation and specified contractual requirements. • Avoid detrimental surprises on the project. • Identify opportunities to eliminate or mitigate risks. • Allocate risk responsibility to the person most able to deal with that risk. • Maintain knowledge of the current risk profile at any stage of the project. • Prepare reasonable contingency for risk outcomes. • Assist in decision making. • Recognise new opportunities due to changed circumstances. <p>Our approach to risk is mainly a preventative approach, although it does include planning for contingency or corrective response.</p>
Partnership development	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Growth readiness assessments	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Strategic asset management	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>TSA Riley provide strategic asset management services including identifying a broad Strategic Asset Management Framework (SAMF) that reflects best practice while ensuring compliance with the Institutional Performance Portfolio, the identification and prioritisation of the gaps between current practice and required SAMF, and the identification of the information systems that are required to support the SAMF.</p> <p>Our teams develop the SAMP by providing a short, medium and long-term outline for the contents of a SAMP, informed by the SAMF.</p> <p>We understand the SAMP is not just a compliance exercise. Done well, it will:</p> <ul style="list-style-type: none"> • Enable long-term financial sustainability by linking assets to service levels, risks, and future demand. • Unify asset planning across departments, breaking down silos and embedding a shared accountability framework. • Guide the development of robust Asset Management Plans, underpinned by the principles of the ISO 55000 series and aligned with the client’s strategic objectives. • Support future grant readiness, asset renewal bids, and transparent reporting to stakeholders.
Feasibility	<input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<p>We understand that the ability to demonstrate strong commercial, technical and regulatory feasibility is often the difference between an</p>

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		<p>approved project, and one that is left on the cutting room floor. At TSA Riley, we pride ourselves on our ability to guide, assess, and report on the overall feasibility of different projects, by providing critical investment decision context in the form of:</p> <ul style="list-style-type: none"> • Competitive advantage assessments • Competition assessments • Financial viability • Regulatory advice • Supply/demand assessments • Socio-economic assessments.
NRSCH Registration	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Other	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>Communications and Stakeholder Engagement</p> <p>At TSA Riley pride ourselves on genuine and meaningful engagement based on the ethos that impacted, interested, and engaged project stakeholders bring the best chance of success. This is achieved through a clear and in depth understanding of the local environment we work in and developing bespoke engagement tools and techniques to suit the various stakeholder needs.</p> <p>Effective engagement requires a proactive approach that is actively embedded in project delivery and decision-making processes. Our team makes sure those invested in and affected by projects are given a voice and are heard so their knowledge and feedback can help shape projects that provide positive legacies for the whole community.</p> <p>We focus on developing a deep understanding of each project we undertake, taking the time to grasp project objectives, complexities, risks, opportunities and stakeholder interests. This thorough understanding allows us to carefully craft strategies, communication material and action plans to achieve measurable and positive outcomes. We tailor our approach in partnership with our clients to ensure that our engagement and the way we interface with project teams is both valuable and efficient.</p> <p>Our team understands that building trust within communities has become simultaneously paramount and yet increasingly difficult, matched by growing cynicism associated with Government decision-making, transparency and spending. We work with communities and stakeholders to understand how to leverage these relationships and deliver results for projects, programs and campaigns, while managing associated risks.</p> <p>We listen and cut through the noise, bringing our extensive experiences and fresh perspectives to adapt responsively to dynamic project environments and deliver results.</p>