



THAO ASHFORD

PRINCIPAL

*Bachelor of Built Environment
(Urban & Regional Town
Planning)*

PROFILE

Thao Ashford, Principal of TAP Consulting is a degree qualified Urban and Regional Town Planner with over 10 years experience in the planning industry. Thao has managed her own boutique social and community planning consultancy business for the past 8 years with clients ranging from Council, state government, non government organisations and private sector.

Thao specialises in the field of social planning and policy and has been involved in a number of projects throughout Australia. She has been involved in a number of social strategies and community plans and is adept at preparing strategies and action plans. Thao has worked on a number of projects for the resource sector in QLD, WA and NSW and through these projects, she has developed a comprehensive understanding of the impacts of resource sector on community development. She is familiar with Social Impact Assessment and has experience working with not for profit organisations and community groups on variety of projects.

Thao's Social Planning experiences extends to Housing related studies across Australia. Projects range from housing needs assessment and homelessness studies to broad housing policy projects. Through these projects she has developed a strong understanding of the housing policy environment.

Thao is highly experienced with stakeholder liaison and engagement, including community consultation processes and has an appreciation for the protocols involved in this regard. She has experience engaging with a range of stakeholders in both the public and private sector and is considered a key specialist in this area.

Thao is an experienced project manager having managed both small scale and large scale projects. She has a proven track record in working and managing teams across diverse disciplinary areas and managing internal resources.

CAREER HISTORY

- Principal - Thao Ashford Planning Consultant | 2009 - Current
- Strategic Social Planner - Redland City Council | 2011 - 2012
- Senior Policy Advisor - SEQ Council of Mayors | 2009 - 2011
- Senior Consultant - SGS Economics and Planning | 2008 - 2009
- Consultant - SGS Economics and Planning | 2005-2008
- Junior Planner - Queensland Building Consulting Group | 2004

EXPERIENCE

- Social Impact Assessments
- Housing Policy and Needs Assessments
- Social Policy Development & Community Capacity Building
- Social Infrastructure Planning
- Socio-Demographic Analysis
- Population Modelling
- Quantitative and Qualitative Data Analysis
- Community Consultation
- Infrastructure Policy and Planning
- Feasibility assessment
- Strategic Land Use Planning
- Project Management
- Grant Writing and Funding Submissions

IMPACT ASSESSMENT PROJECTS

[Social Impact Assessment for Building Queensland Projects | Building Queensland 2017](#): Thao Ashford Planning together with SMEC have been commissioned to prepare the Social Impact Evaluation (SIE) and Sustainability Assessment for a number of road upgrade and improvement projects for Building Queensland on behalf of TMR. The purpose of the SIE is to identify the range of potential social impacts, positive and negative, arising from the Project. The SIE broadly aims to, identify the social issues and potential impacts as a result of the project, anticipate and assess impacts and identify a range of enhancement and mitigation measures to lesson negative impacts and maximise positive impacts.

[Social Impact Assessment for Green Hearts Masterplan | Place Design Group 2017](#): Thao Ashford Planning has been commissioned by Place Design Group to undertake a SIA for the Green Hearts Master Plan on the Gold Coast. The purpose of the study is to assess likely impacts as a result of the Master Plan and determine potential mitigation strategies.

[Social Impact Assessment for Childcare Centre in Castle Hill | Future Generations Academy 2017](#) Thao Ashford Planning has been commissioned by Future Generations Academy Pty Ltd to undertake a SIA for a childcare centre in the Castle Hill area. The purpose of the study is to assess likely impacts as a result of the development and determine potential mitigation strategies.

[Social Impact Assessment for Coppabella Master Plan 2014](#): Thao Ashford Planning has been commissioned by PLACE Design Group to undertake a SIA for the Coppabella Master Plan in the Bowen Basin. The purpose of the study is to assess likely impacts as a result of the Master Plan and determine potential mitigation strategies. The study will also consider cumulative impacts of other related resource sector development.

[Impact Assessment for Upper Hunter Housing | NSW Minerals Council 2013](#): The NSW Minerals Council has commissioned the Upper Hunter Housing Research Study (the Study) on behalf of nine member companies with operations in the upper Hunter Valley – Anglo American, Ashton Coal Operations, BHP Billiton Mt Arthur Coal, Bloomfield Collieries, Coal & Allied, Muswellbrook Coal, Peabody Energy Australia, Vale Australia - Integra Coal Operations and Xstrata Coal. Together these companies have formed the Upper Hunter Mining Dialogue (UHMD) in response to increasing community concern about the cumulative impacts of mining in the upper Hunter region (defined for the purposes of this Study as the Singleton, Muswellbrook and Upper Hunter Shires).

This Study arose through engagement with community stakeholders and was guided by the Social Impacts and Infrastructure Industry Working Group of the UPHMD and overseen by the Upper Hunter Housing Research Steering Group.

[Mount Arthur Coal SEIOA | BHP Billiton 2010](#): BHP Billiton Mt Arthur Coal commissioned both a Social Economic Impact and Opportunities Assessment (SEIOA) and Stakeholder Engagement and Collaboration Plan (SECP). These studies have been conducted by a consortium of consultants, and combine to form the Mt Arthur Coal Sustainable Community Plan. As part of the SEIOA a Housing Needs Assessment was undertaken to assess the cumulative impacts of mining expansion on housing, and identifies key opportunities and challenges for responding to these impacts. Thao Ashford Consulting was the technical lead and responsible consultant for the Housing Needs Assessment.

SOCIAL PLANNING PROJECTS

[Town of Victoria Park Social Infrastructure Plan | Town of Victoria Park 2017](#): Thao Ashford Planning has recently been commissioned to prepare a Social Infrastructure Plan for the Town of Victoria Park. The drivers for this study include:

- The Town of Victoria Park's ('the Town') population is projected to reach 76,000 by 2050; nearly double the current population.
- Currently there is no framework to guide how the Town's social infrastructure will accommodate this growth.

The Social Infrastructure Plan will be used by the Town of Victoria Park to identify and appropriately plan for and assist in the delivery of social infrastructure in the Town.

[Central Geelong Social Infrastructure Strategy | City of Greater Geelong 2017](#): Thao Ashford Planning has been engaged to prepare a Community Infrastructure Strategy for the Central Geelong Area. The aim of the project is to develop a Community Infrastructure Strategy for the Central Geelong Area to:

- Provide an overarching framework and strategic direction for Community infrastructure planning in Central Geelong (and the surrounding neighbourhoods) to 2028.
- Include a stocktake of existing Community infrastructure provision and based on forecast population change it will identify provision requirements, trends and opportunities so as to maximise the relevance and effectiveness of Community infrastructure to the community.
- Identify delivery model options of how the required Community infrastructure could be provided effectively.

[Neighbourhood House Review & Feasibility | City of Whitehorse 2017](#): The City of Whitehorse has engaged Thao Ashford Planning to conduct research and review of the city's Neighbourhood Houses (NHH). The objectives of this study is to:

- Explore the benefits and challenges of developing a new community hub within the City of Whitehorse; and
- Undertake a desktop exercise to consider the operation, funding, purpose and sustainability of 10 Neighbourhood and Community Houses in the City of Whitehorse.
- Understand the purpose of the NHH and the needs that are currently met through the facility and through programs operated from the centres.

[Northern & Western Geelong Growth Areas | City of Greater Geelong 2017](#): The City of Greater Geelong is establishing a planning framework (Framework Plan) to guide future growth of the Northern and Western Geelong Growth Areas (NWGGA). Both Growth Areas were identified as Further Investigation Areas in the G21 Regional Growth Plan, which sets the context for future urban growth. As part of the process, a social infrastructure needs assessment is required to feed into the Integrated Infrastructure Delivery Plan (IIDP). The social infrastructure needs assessment will result in a Social Infrastructure Report which will identify the social infrastructure needs of the Northern and Western Geelong Growth Areas. Thao Ashford Planning is the consultant responsible for the delivery of the Social Infrastructure Report.

[Kalgoorlie-Boulder Liveability Services Impact Assessment | Landcorp 2016](#): In August 2016, Thao Ashford Planning together with Hames Sharley was commissioned by Landcorp to assess the current factors impacting on liveability and perceptions of liveability in Kalgoorlie-Boulder and to identify the key gaps, issues, opportunities and strategies that will lead to improvements in quality of life, contribute to population retention and attraction and increase local competitiveness. Liveability in this context refers to the quantitative and qualitative factors that contribute to the quality of life of the residents of Kalgoorlie-Boulder and which impact on residents' and potential residents' decisions on whether or not it is a good place to live, raise children, work, play and retire. A key output of this project was the development of a Quality of Life (QOL) Indicators Framework for the study. Quality of life (QOL) indicators are a basis for measuring a community's 'vital signs' (Carver County, 2006:i). Individually, indicators will explain and track progress in relation to a particular issue or feature while collectively, QOL indicators are a basis for viewing the larger picture and helping to continuously guide key institutions including policy makers in choosing appropriate responses.

SOCIAL PLANNING PROJECTS CONT.

Community Centre Business Model Review | Tweed Shire Council 2016: In January 2016, Tweed Shire Council engaged Thao Ashford Planning to conduct research and review the operational models and governance of four key Council community centres. The impetus behind the study is due to the concern that the centres are experiencing impacts on service delivery as a result of changes to State and Federal government funding. This project presents a timely opportunity for Council to prepare for these changes and to be on the 'front foot' when these changes occur.

Inala Precinct Plan | QLD Department of State Development 2016: In January 2016, Community Hubs and Partnerships (CHaPs) commissioned Place Design Group and Thao Ashford Planning to develop a precinct plan (stage 2) for the delivery of a potential Community Hub at 79 Poinsettia Street Inala (study site). The site is owned by the Department of Communities, Child Safety and Disability Services (DCCSDS) and formerly operated as the Richland TAFE. Stage 2 builds on the work of Stage 1 to coordinate a cross agency and cross sector approach to identify and better understand community pressures, needs, priorities and the options for the best use of the proposed site and services to be provided by a possible community hub.

Social Analysis for the Perth and Peel Region | Department of Planning 2016: Thao Ashford Planning has recently been commissioned as the lead consultant to undertake the Social Analysis Research Study for the WA Department of Planning. The driver for this study is to understand the social issues and attitudes that are either enablers and/or inhibitors of realising the vision for the Perth and Peel Regions. It is envisaged that this study will provide a platform for decision makers in regards to identifying emerging social issues, significance, the level of impact, and the potential approaches that can be utilised to respond to these issues to ensure the vision is achieved. Importantly, this study will feed into the planning work that is currently being undertaken as part of the Strategic Assessment of the Perth and Peel Regions.

Monash Community Infrastructure Study | City of Monash 2015: In early 2015, the Thao Ashford Planning was commissioned by the CoM to undertake a Community Infrastructure Study for the municipality. The study is to examine current levels of community infrastructure provision within the CoM area and develop recommendations such that community infrastructure investments can meet the needs of the population to 2031. The purpose of this study is to provide information that will assist decision makers to make informed and strategic infrastructure decisions about opportunities to invest in (i.e. repair, refurbish, extend, replace) or potentially dispose of assets; provide information to assist in determining priorities and options for meeting current and future community demand; and provide an evidence based framework and guide for the future planning, provision and investment in Council owned community infrastructure for the next 10-15 years.

Greater Geelong Social Infrastructure Plan | City of Greater Geelong 2015: The City of Greater Geelong has recently appointed Thao Ashford Planning as the principal consultant to undertake the "Greater Geelong Social Infrastructure Plan" Project. The aim of the Study is to examine social infrastructure needs within the Greater Geelong regions and develop recommendations of social infrastructure investment to meet the needs of the population and economic development to 2031. The scope of the study will include community facilities and services that are essential for strong growing communities.

Mid West & Gascoyne Social Infrastructure Requirements Study | WA Department of Planning 2014: The Department of Planning has recently appointed Thao Ashford Planning as the principal consultant to undertake the Mid West & Gascoyne Social Infrastructure Requirements Study'. The aim of the study is to examine social infrastructure needs within the Mid West and Gascoyne regions and develop recommendations of social infrastructure investment to meet the needs of the population to 2051.

Accommodation Scoping Study | Community Vision & CATA Group Inc 2013: In 2012, the Project Partners were successful in sourcing funding from the Department of Health in the 2011/12 HACC Growth Funding round for a project to identify the future accommodation needs of Community Vision and CATA Group. In 2013, the Project Partners engaged Thao Ashford Planning to undertake a baseline assessment which included demographic analysis, identifying similar existing services, projecting service requirements, undertaking consultation with key stakeholders and to identify alternative accommodation options.

SOCIAL PLANNING PROJECTS CONT.

Strategic Plan for the CATA Group 2014: Over the past three years, the CATA Group has implemented significant reform including improvement of quality service provision standards, human resource management and governance development. Building on this reform, the CATA Group wishes to complete an assessment of future options and their feasibility to ensure the continuation and viability of its service delivery. There are also significant policy changes happening at the federal and state government levels. This project presents a timely opportunity for the CATA Group to prepare for these changes and to be on the 'front foot' when these changes occur.

Community Infrastructure Plan for City of Belmont | City of Belmont 2012: In 2012, Council engaged a consortium of consultants led by Thao Ashford Planning Consultant to undertake a community infrastructure needs assessment and prepare the Community Infrastructure Plan for the City of Belmont.

Community Infrastructure Plan for the Central Perth Area | City of Perth and Metropolitan Redevelopment Authority 2012: In 2010, the City of Perth (CoP) and the Metropolitan Redevelopment Authority embarked on a comprehensive study to identify the social infrastructure requirements for the Central Perth Area to 2031. Thao Ashford Planning Consultant was engaged to build on the work completed to date to identify future social infrastructure requirements for the Central Perth Area.

Southern Moreton Bay Islands Social Infrastructure Strategy | Redland City Council 2012: In 2012, Thao in her capacity as Strategic Social Planner for the Redland City Council undertook the Southern Moreton Bay Islands Social Infrastructure Strategy Project.

Keralup Community Needs Assessment | WA Department of Housing 2011: The Department of Housing have identified the need to undertake a Community Needs Assessment to inform current and future planning of Keralup to clearly articulate future community infrastructure needs resulting from the proposed development (both internal and external to Keralup). Thao Ashford Planning was the lead consultant and the Project Manager for this project.

Mount Cotton Community Map | Redland City Council 2011: Thao Ashford Planning was commissioned by Redland City Council to develop a community report for the Mount Cotton Community Development Initiative (MCCDI). This report documented the process and findings from the MCCDI, highlights future local community development activities, as well as future investigations into the demand for a multi-purpose community space, and development of a Local Social Infrastructure Strategy for the Southern Redlands and Mt Cotton area.

HOUSING PROJECTS

Tweed Homelessness Study | Tweed Shire Council 2013: In 2013, Tweed Shire Council engaged Thao Ashford Planning Consultant to conduct research into Homelessness in the Tweed Shire to identify issues relevant to the homelessness service sector and homeless people. The desired outcome of the project was a Homelessness Issues Paper that highlighted homelessness in the Tweed Shire and includes a body of research and demographic information to inform the Council, Tweed Shire communities and support the activities of the Tweed Shire Housing & Homelessness Network.

Housing Research Scoping Study | NSW Minerals Council 2013: The Upper Hunter Mining Dialogue (UPHMD), through the NSW Minerals Council, has commissioned the Upper Hunter Housing Research Study in response to increasing community concern about the cumulative impacts of mining in the Upper Hunter Region. This study has arisen through engagement with community stakeholders and is being guided by the Social Impacts and Infrastructure Industry Working Group of the UPHMD. The purpose of this study is to develop high level outcomes for action by three main outcomes: to help develop a collaborative framework for addressing housing impacts associated with mining in the Upper Hunter Region; to clarify the role of different stakeholders in addressing housing impacts, including the role of the mining industry; and to identify opportunities for the implementation of practical outcomes to help address cumulative housing impacts.

Central Perth Homelessness Study | City of Perth and Metropolitan Redevelopment Authority 2012: Thao Ashford Planning Consultant was engaged by the City of Perth and Metropolitan Redevelopment Authority to provide input into the quantitative data analysis and to consolidate and finalise the Draft Housing Needs Assessment - Homelessness Report.

Housing Affordability Programme Liveable Compact Cities Project | Council of Mayors 2011: The Liveable Compact Cities Project focuses on the role of medium density residential development in improving housing affordability. It forms a critical element to contributing to the achievement of broader regional objectives under the South East Queensland Regional Plan. Thao Ashford Planning Consultant is providing advice and input into the technical aspects of this project.

Housing Affordability Programme Next Generation Planning Project | Council of Mayors 2010: The Next Generation Planning project, is aimed at standardising planning scheme provisions within SEQ with the ultimate goal of creating a consistent approach towards the delivery of housing affordability policies and codes. Thao is the Senior Project Officer for this project.