

TAP Company Information & Capability Statement



TAP CONSULTING

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ORGANISATIONAL PROFILE

TAP Consulting was established in 2009 by Thao Ashford to provide strategic planning consulting services to the private and public sector. We have been instrumental in the successful completion of a number of social planning and policy projects for both the public and private sector across Australia. We pride ourselves on the quality of our work and our dedication to providing excellence in outcomes while delivering value for money. Over the last few years we have been involved in a number of social planning related projects ranging from community infrastructure plans including community needs assessment to housing strategies and policy development. TAP Consulting offers strategic planning and expertise in five core areas of:

- Social Impact Assessment
- Social/Community Infrastructure Planning
- Social Research & Strategy
- Housing Policy and Planning
- Consultation and Engagement

Our core skills include:

- Needs Analysis
- GIS Mapping
- Baseline Profiling (Socio-demographic analysis) & Population Forecasting
- Facilities Auditing & Asset Management
- Strategic policy and planning
- Quantitative and qualitative data analysis
- Business Case/Feasibility assessment
- Social Indicators & Performance
- Project Management
- Grant writing and funding proposals
- Expert Witness for the P&E Court

CONSULTANCY SERVICE AREAS

CONSULTANCY SERVICES

- Social Impacts Assessment
- Social Infrastructure Planning (Structure Planning, Feasibility, Planning Strategy)
- Housing Planning & Policy
- Social Research & Strategy
- Community Engagement & Consultation

SERVICE AREA - SOCIAL IMPACT ASSESSMENT

Quick Facts / Overview / Areas of Expertise

> QUICK FACTS

25+

Years of experience

15+

Number of clients

15+

Successful projects

> OVERVIEW

Our team has a unique range of experience in all facets of social impact assessment (SIA) and we have a strong understanding of industry best practice. We have a robust working knowledge of the SIA process which will enable us to efficiently and effectively complete new projects whilst delivering quality outputs. We are also very familiar with the Business Case Development Framework and have a real appreciation for the value of well developed Business Cases from a social point of view to inform decision making. The use of our proven methodology in the conduct of these services coupled with our experience in the management of complex projects supports our capabilities.

Our **social impact assessment capabilities** encompasses the following:

- The expertise and knowledge of each of our team members.
- Identifying the social and health issues and potential impacts relevant to the changes that will occur as a result of proposed development
- Anticipating and assessing impacts on the service system and the quality of life of local communities
- Identifying a range of enhancement and mitigation measures to lesson negative impacts

> AREAS OF EXPERTISE

Baseline Profiling



Managing Local Area Opposition



Quantitative Data Analysis



Risk Assessment



Community Engagement



Urban and Regional Planning



Data Collection



Feasibility/Cost Benefit



Community Planning



Workshop Facilitation



Research



Facilitating Strategic Alliances



Building Community Capacity



Peer Review



SERVICE AREA – SOCIAL IMPACT ASSESSMENT

Demonstrated Understanding



DEMONSTRATED UNDERSTANDING

Below is our basic methodology for **social impact assessment**:

Social and health impacts are defined as significant changes to:

- Peoples way of life – how they live, work, play and interact with one another on a day-today-basis;
- Their culture – shared beliefs, customs and values;
- Their community – its cohesion, stability, character, services and facilities; and
- Their health – including physical and mental health

These changes may lead to significant impacts (positive or negative) on community wellbeing, due to changes affecting, Demographic and population structure; Accommodation and housing; Mobility and access; Social infrastructure; Cultural values and beliefs; Community identity and cohesion; Health and wellbeing; Crime and public safety; Employment and local economic effects; and Groups with particular needs.

KEY ASPECTS	DESCRIPTION
Baseline & Data Collection	
Review Development Parameters	<ul style="list-style-type: none"> • Review/confirm information pertaining to the proposed development including review strategic documents & information.
Baseline & Data Review	<ul style="list-style-type: none"> • Look at existing facilities and services in the surrounding area. • Assess/determine social conditions and trends (issues challenges, opportunities). • A socio-demographic baseline will be compiled using the Australian Bureau of Statistics' (ABS) 2016 Census. The indicators for the socio-demographic baseline will include: <ul style="list-style-type: none"> • Population Characteristics: Age Structure, Family Structure, Income, Employment, Cultural, SEIFA • Housing Characteristics: house price – sales & rents, dwelling numbers, dwelling types, household size, affordability
Targeted Stakeholder Consultation	<ul style="list-style-type: none"> • Undertake consultation with internal and external stakeholders
Impact Analysis & Proposed Mitigation Strategies	
Identify Potential Impacts	<ul style="list-style-type: none"> • The findings from the demographic and data review, strategic document review and stakeholder consultation will be synthesised to analyse the potential social impacts associated with the proposed development and include consideration of: <ul style="list-style-type: none"> • Impacts and opportunities in relation to defined social values (e.g. community identity, values) and their significance and scope possible responses • Project likely population change and estimate demand for and capacity of housing and community services infrastructure (e.g. Health and education services) to accommodate the expected demand.
Develop Framework for Impact Rating	<ul style="list-style-type: none"> • Impact rating framework will provide parameters for identifying the magnitude of potential impacts. This can include likelihood, longevity and manageability.
Develop Mitigation Strategies &	<ul style="list-style-type: none"> • Measures that could potentially avoid or mitigate potential negative impacts will be identified. Also, those measures that could enhance positive social impacts will be noted.
Reporting	<ul style="list-style-type: none"> • All outputs of the impact assessment undertaken will be collated into a SIA Report for consideration. The report will include: <ul style="list-style-type: none"> • Outcomes of community engagement • Predicted impacts and their significance (in relation to agreed indicators) • Proposed responses/mitigation strategies (Impact Mitigation Plan)

SERVICE AREA - SOCIAL IMPACT ASSESSMENT

Project Experience and References



PROJECT EXPERIENCE

The following is a list of current project experience that demonstrate our capabilities in **social impact evaluation**:

~ **Social Impact Assessment for Constellation Mining Project | AERIS and AARC**

The purpose of this study is to understand the size and scale of likely social impacts of the project. This study will provide information on the following:

- Social locality or area of influence for the Project
- The characteristics of the communities within the Project's social locality (social baseline)
- Initial evaluation of the likely social impacts and the level to which these impacts need to be assessed
- Refinement or approaches in response to likely social impacts

~ **Social Impact Evaluation for Burdekin Dam Improvement Projects | Stantec and Sunwater**

TAP Consulting has been commissioned by Stantec on behalf of Sunwater to undertake a Social Impact valuation for the Burdekin Dam Improvement Projects. The purpose of the study is to assess likely impacts as a result of the improvements and determine potential mitigation strategies.

~ **Social Impact Evaluation - Building Queensland**

TAP Consulting 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 Breakwater - Walker Corporation**

TAP Consulting, was commissioned by the Walker Corporation to undertake a Social and Health Impact Assessment (SHIA) for the proposed Breakwater Robina mixed-use development located on Highfield Drive, Robina. A baseline study of the community's existing social environment is developed by analysing demographic characteristics, social infrastructure, social values and lifestyles. The baseline information is then used to help predict any social and health impacts the community may face and changes that may occur to the existing social environment by the proposed project.

~ **Social Impact Assessment for Greenheart - Minerology**

TAP Consulting has been commissioned by Minerology 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 Coppabella | AURIZON**

TAP Consulting prepared the SIA for AURIZON's Coppabella Master Plan development 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 considered the cumulative impacts of other related resource sector development.

SERVICE AREA - SOCIAL INFRASTRUCTURE PLANNING

Quick Facts / Overview / Areas of Expertise

> QUICK FACTS

25+

Years of experience

20+

Number of clients

20+

Successful projects

> OVERVIEW

We have been instrumental in the successful completion of many social and community infrastructure projects throughout Australia over the last 10 + years. We have been involved in the development of over 20 similar plans and strategies, and have a great understanding of what is required to ensure a smooth transition from inception to completion. We consider ourselves leaders in this field evidenced by our successful projects right across Australia. We have vast experience from working across different jurisdictions and geographic areas, from city centres (Perth, Monash) to Island communities (Southern Moreton Bay Islands) as well as rural communities (Clarence Valley, Carnarvon, Geraldton), resource towns (Western Downs in the Surat Basin and Muswellbrook in the Upper Hunter) including coastal communities (Geelong, Northern Beaches).

The spectrum of our social infrastructure work includes:

- Social Infrastructure Plans and Strategies
- Informing Structure Plans and Precinct Plans
- Community Centres Review
- Operational & Management Reviews for facilities
- Feasibility Study/Business Case for new/expanded facilities

Through our involvement in these projects we have a great understanding of what is required to ensure a smooth transition from inception to completion.

> AREAS OF EXPERTISE

Baseline Profiling ● ● ● ● ●	Community Engagement ● ● ● ● ●	Site analysis ● ● ● ● ●	Development Contributions ● ● ● ● ●
Managing Local Area Opposition ● ● ● ● ●	Feasibility/Cost Benefit ● ● ● ● ●	Workshop Facilitation ● ● ● ● ●	Benchmarking Analysis ● ● ● ● ●
Quantitative Data Analysis ● ● ● ● ●	Expert Witness ● ● ● ● ●	Asset auditing ● ● ● ● ●	Structure Planning ● ● ● ● ●

SERVICE AREA - SOCIAL INFRASTRUCTURE PLANNING

Demonstrated Understanding



DEMONSTRATED UNDERSTANDING

Below is a summary of the key aspects of our **social infrastructure** work:

Social infrastructure needs are expressed in different ways. In order to generate an accurate understanding of required needs in a community, it is important to consider “need” from multiple perspectives. The approach taken for this study is based on Bradshaw’s (1972) “taxonomy of social need”, which provides a framework for assessing community needs. Bradshaw describes four types of need. These are:

- Felt need (consultation): what can be inferred about community needs by what members of the community say or feel they need.
- Expressed need (audit): what can be inferred about community needs based on observation of current characteristics and patterns of service use (e.g. usage statistics).
- Normative need (demographics): what expert opinion, based on research, would identify as community needs (e.g. demographics and social trends).
- Comparative need (benchmarks): what can be derived about community needs from examining what has worked successfully in other communities.

KEY ASPECTS	DESCRIPTION
Needs Analysis	Situation Analysis (Normative and Expressed Needs) - Using baseline information such as community profile, audit of existing social infrastructure, policy review etc we are able to determine overall directions for the provision of social infrastructure, trends in population, catchments, and existing capacity and demand of current facilities. This provides a sound basis to further assess needs, particularly comparative and felt needs.
	Benchmark Analysis (Establishment of Desired Standards of Service (DSS)) (Comparative Need) - Using contextual information around social infrastructure provision in similar urban environments and comparable standards for community facilities/paces in other areas, we can determine appropriate DSS for a community. Our benchmark analysis is based on anticipated population growth and is often used to inform developer contribution plans.
	Consultation with Stakeholders, Facility Managers and Service Providers (Felt Need) - These projects often include targeted consultation with council staff, state government agencies, facility managers, service providers and community groups for the purposes of obtaining information required for the assessment of social infrastructure needs and for identifying potential collaborative opportunities that exist in delivering future facilities / spaces.
Vision and Guiding Principles	Using contextual information regarding leading practice in social infrastructure planning, including consideration of innovative models of delivery and case study examples, we can determine a set of best practice guiding principles for the provision of social infrastructure in a community which can be used to inform councils policy on social infrastructure. The guiding principles are used to assist in determining the best means for the delivery of social infrastructure on the ground.
Implementation & Action Plans	Our strategies and plans are often supported by an implementation and action plan which identifies the recommendation, preferred delivery models, funding & partnerships, key actions, timing, lead agency and priority.
Prioritisation Framework	Our prioritisation framework have been designed to be a simple and systematic approach to identify and prioritise potential projects. It is a formal approach to prioritise social infrastructure projects based on a comprehensive criteria established to promote alignment with Council’s strategic goals and objectives as well as state and regional policy. Prioritisation based on such an approach is an efficient means of filtering and identifying options that are most likely to meet strategic priorities.
Leading Practice & Case Studies	The review of case studies provide lessons learnt from past experiences and guidance for planning and delivery particularly for physical aspects such as size, location, resourcing and governance, services and program delivery etc. The findings from the case studies are often used to inform the key drivers for new model of delivery, location and design criteria, resourcing requirements etc.

SERVICE AREA - SOCIAL INFRASTRUCTURE PLANNING

Project Experience and References



PROJECT EXPERIENCE

References:

Katherine Berlin
Logan City Council
katherineberlin@logan.qld.gov.au
07 3412 4654

The following is a list of current project experience that demonstrate our capabilities in **social infrastructure planning**:

~ **Light Rail Social Infrastructure Study | City of Gold Coast**

TAP Consulting (lead consultant) together with PSA Consulting and CChange Sustainable Solutions have been commissioned by Gold Coast City Council to undertake the Social Infrastructure Audit and Strategy for the Gold Coast Light Rail Stage 3A. The purpose of the project is to inform the development of the Neighbourhood Framework for the Light Rail Stage 3A by identifying and guiding the planning of social infrastructure (including housing needs) required to meet the needs of current and future communities in the corridor to 2041. The strategy will focus on actions which Council can take and facilitate to meet future social infrastructure needs.

~ **Synergy Identification for Community Facilities Project | City of Gold Coast**

In May 2020, the City of Gold Coast engaged MAK Planning and Design Pty Ltd to complete the 'Synergy Identification for Community Facilities' project. The MAK Planning and Design team comprises MAK Planning and Design Pty Ltd, TAP Consulting Pty Ltd and C Change Sustainable Solutions Pty Ltd.

The study has emanated from the need to improve the efficiency and cost effectiveness of delivering community facilities across the City of Gold Coast—a finding from recently completed DSS benchmarking studies completed by Council. The objectives of the Synergy Identification for Community Facilities are threefold:

- Firstly, develop guidance for efficiently and effectively highlighting opportunities to co-locate community facilities across a range of urban settlement typologies.
- Secondly, to apply the findings of the first phase across the Gold Coast to determine potential opportunities for co-location with existing facilities.
- Thirdly, to test the cost effectiveness and benefits (or otherwise) of co-location and integration versus stand-alone facilities across several identified future sites. It is expected that the sites will be across a range of urban settlement typologies.

~ **Concept Design & Feasibility study for an Integrated Service Hubs at Greater Flagstone | Logan City Council 2019**

The TAP Consulting was engaged by Logan City Council to provide a concept design and feasibility study for an Integrated Service Hub in Greater Flagstone, located in the City's south west. The project required detailed stakeholder and community engagement to identify the needs of the community, and to select a preferred model of integration. This then informed the preparation of a concept design and feasibility study. The objectives of this study were to; explore the specific needs and services required for the early years (0 to 8 years) within the Greater Flagstone community and deliver a concept design and feasibility study for the establishment of an integrated service hub within Greater Flagstone

~ **Inala Precinct Plan | QLD Department of State Development**

Community Hubs and Partnerships (CHaPs) commissioned Place Design Group and TAP Consulting 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.

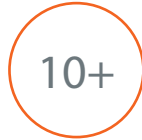
SERVICE AREA - HOUSING POLICY & PLANNING

Quick Facts / Overview / Areas of Expertise

> QUICK FACTS



Years of experience



Number of clients



Successful projects

> OVERVIEW

At TAP Consulting we have developed a strong understanding of the complexity and broad issues associated with housing. Through our involvement in a number of housing related studies across Australia in recent years, we have seen a growing debate in the Australian policy community regarding innovative strategies to meet changing housing needs and particularly housing affordability.

Over recent years housing demand generally has been changing due to population increases, changing household structures, changing economic landscape e.g. the rise and fall of the mining boom and consequently changes to affordability and increased homelessness. These trends have many implications on the future provision and demand of housing. The challenge is to ensure an adequate housing supply is present to meet a diversity of demands and that, most importantly, the housing in question is affordable, accessible and appropriately located.

Our experiences in the housing policy arena range from housing needs assessment studies including homelessness to broad housing policy projects for both the private and public sectors.

> AREAS OF EXPERTISE

Baseline Profiling ● ● ● ● ●	Community Engagement ● ● ● ● ●	Community Planning ● ● ● ● ●	Facilitating Strategic Alliances ● ● ● ● ●
Managing Local Area Opposition ● ● ● ● ●	Urban and Regional Planning ● ● ● ● ●	Workshop Facilitation ● ● ● ● ●	Building Community Capacity ● ● ● ● ●
Quantitative Data Analysis ● ● ● ● ●	Data Collection ● ● ● ● ●	Research ● ● ● ● ●	Peer Review ● ● ● ● ●
Risk Assessment ● ● ● ● ●	Feasibility/Cost Benefit ● ● ● ● ●		

SERVICE AREA - HOUSING POLICY & PLANNING

Demonstrated Understanding



DEMONSTRATED UNDERSTANDING

Below is a summary of the key aspects of our **housing policy & planning** work:

KEY ASPECTS	DESCRIPTION
Housing Needs (Supply and Demand) Analysis	We are very familiar with the process of undertaking housing needs assessment. Our approach brings together the two key elements of housing demand and supply. Demand is determined based on development and population growth and the possible scenarios. Supply is based on the critical understanding of the existing housing environment, including land capacity, product availability and price points.
Appreciation of the Housing Market	A robust housing market includes strong elements in each of the market, affordable and social housing sectors. Housing is delivered along a continuum of supply, with one sector influencing the other. We have a strong understanding of the influences at play across that continuum (e.g. a well functioning land and housing supply system will reduce pressures on affordability). We also recognise that Council can work with State Government, the development sector and the not-for-profit sectors to influence housing outcomes.
Homelessness Research	We have conducted primary and secondary research into homelessness to identify issues relevant to the homelessness service sector and homeless people to inform government policy and planning. The research involved baseline research to understand homelessness based on existing literature, demographic trends and consultation with homeless people and service providers to identify gaps, issues and opportunities.
Impacts of Mining on Housing	The housing market is influenced by the mining activity in an area and vulnerable to rises and falls in that industry. As experienced in resource regions, as a result of major projects, increased pressure can be expected on housing across all sectors of the market, including short-term accommodation. The (increasing) difficulty of both renting and purchasing housing for low income earners is a real issue. Access to affordable housing and rental accommodation in resource region is a pressing issue for many sectors of the community, particularly for low income and other disadvantaged sectors. There is a need for better use of existing urban land to provide a diversity of housing types such that pricing options can better match the workforce mix of both residents and non-residents. Greater housing diversity and mechanisms to encourage affordable housing are needed
Approaches to Addressing Housing	Housing is perhaps one of the most complex and difficult areas to affect in a region. Through our work, as such, it is important to emphasise that there is no 'quick fix'. Several mechanisms can potentially be applied to positively affect housing affordability. These can be generally assembled under 6 categories including: Housing market efficiency, Affordable housing market efficiency, Supply side subsidies, Demand side subsidies, Fund raising regulatory or taxation measures and Ethical investment and charities.
Understanding of Sector Roles & Responsibilities	Housing is provided in Australia through the input of multiple stakeholders from the Australian, State and Local governments through to private developers and community housing providers. We have a strong appreciation for the various roles and responsibilities of the sector in relation to housing.

SERVICE AREA - HOUSING POLICY & PLANNING

Project Experience and References



PROJECT EXPERIENCE

References:

Emma Greenhalgh

Q Shelter

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(07) 3831 5900

The following is a list of current project experience that demonstrate our capabilities in **housing policy & planning**:

~ **Q Shelter Community Housing Prospectus | Q Shelter**

Q Shelter has engaged TAP Consulting to assist with the preparation of the Community Housing Sector Prospectus. The Prospectus will provide a qualitative and quantitative overview of the community housing sector and will lay the groundwork for the continued expansion of the industry. Importantly the Sector Prospectus will; position the sector in its contemporary context; build the profile of the industry within its emerging environment; coordinate industry communication to promote coherent and compelling industry voice; articulate the role and activities of community housing, effects of community housing on the lives of tenants and communities; and communicate the ways in which community housing differs from other forms of housing provision and management.

~ **Housing and Homelessness Research | Q Shelter**

TAP Consulting was commissioned by Q Shelter to review housing and homelessness responses by local governments in South East Queensland and some major regional cities. The review was undertaken to provide Q Shelter with some directions as to key policy issues to address as part of an integrated national, state and local government approach to addressing housing and homelessness. This is in the context of anticipated national changes to policies and funding arrangements intended to address housing and homelessness issues. It is anticipated that new opportunities will emerge to progress the role of local government in an integrated approach.

~ **Tweed Homelessness Study | Tweed Shire Council**

Tweed Shire Council engaged TAP Consulting 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.

~ **Central Perth Homelessness Study | City of Perth and MRA**

TAP Consulting 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 Liveable Compact Cities Project | Council of Mayors**

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. TAP Consulting provided advice and input into the technical aspects of this project.

SERVICE AREA - SOCIAL RESEARCH & STRATEGY

Quick Facts / Overview / Areas of Expertise

> QUICK FACTS

25+

Years of experience

20+

Number of clients

20+

Successful projects

> OVERVIEW

At TAP Consulting we have been involved in a number of social research and strategy projects for government, private and NGO clients. Through our previous work we regularly undertake primary research including data collection, collation and analysis, develop comprehensive research strategies for projects, and prepare literature and policy reviews. Our team has developed the ability to deliver high quality research reports and associated documents that are substantiated by rigorous quantitative and qualitative data and evidence. One of our key strengths in this regard is being able to ensure that outcomes can be translated into sound policies and strategies that respond directly to the needs of communities and stakeholders.

Our social **research and strategy capabilities** include:

- Reviewing relevant literature including current strategies and plans as well as broader policy and planning documents.
- Undertaking an analysis of the socio-demographic characteristics of the community which will provide insights into emerging trends and the issues and challenges these may present.
- Through consultation to ascertain stakeholder awareness of issues, understanding of issues in a future context, awareness of the the range of options that could be applied to various issues, support for responses

> AREAS OF EXPERTISE

Baseline Profiling



Managing Local Area Opposition



Quantitative Data Analysis



Risk Assessment



Community Engagement



Urban and Regional Planning



Data Collection



Feasibility/Cost Benefit



Community Planning



Workshop Facilitation



Research



Facilitating Strategic Alliances



Building Community Capacity



Peer Review



SERVICE AREA - SOCIAL RESEARCH & STRATEGY

Demonstrated Understanding



DEMONSTRATED UNDERSTANDING

Below is a summary of the key aspects of our **social research and strategy** work.

We have a track record in conducting social research utilising mixed research methods that is supported by a pragmatic assessment of the broader vision, objectives and priorities articulated in corporate plans and other relevant planning policies and strategies.

Excellence in synthesising multiple sources of data and information to identify key factors contributing to social issues and community needs, and their implications on policy planning. We are also skilled in identifying constraints and opportunities relevant to effective development and implementation of social policies.

A practical understanding of the roles that governments (local, state and national), private sector and communities can play in addressing social challenges and in contributing to the achievement of future vision at regional and local levels.

Our team members' reputation for the delivery of high quality and best practice work based on evidence and with a practical eye for implementation.

KEY ASPECTS	DESCRIPTION
Quantitative Research	Quantitative research is based on hard facts and statistical data rather than opinions and views of stakeholders and interest groups. This type of research can prove useful both in terms of primary market research and secondary market research. Some of the common examples of quantitative research that we have used through our work include: <ul style="list-style-type: none"> • Surveys and questionnaires • Fieldwork for the purpose of data capture • Community profiling using known and accepted statistics e.g. ABS Census • Benchmarking Analysis • Feasibility Testing
Qualitative Research	Qualitative research mainly takes into account the opinions and views of stakeholders and interest groups mainly through consultation and engagement. Some common examples of qualitative research work include: <ul style="list-style-type: none"> • Face to face interviews • Focus groups • Workshops
Primary Research	Primary research is also known as field research since it is research done from scratch, without using any information that is already made available through other sources. Primary data or information can be gathered through qualitative research methods as well as quantitative research methods. Primary research is the most common type of research method and is also the most valuable type. It is a method that is designed specifically for the project to obtain key input into project outcomes.
Secondary Research	Secondary research is a research technique that relies on already available information from multiple sources. This research focuses on data or information that as already been collected by other researchers. Secondary research takes into account many different sources for collection of information including government data, news articles, published journals, the internet, etc. Through previous projects we regularly undertake: <ul style="list-style-type: none"> • Literature reviews • Policy and strategic document reviews • Leading practice case study reviews

SERVICE AREA - SOCIAL RESEARCH & STRATEGY

Project Experience and References



PROJECT EXPERIENCE

The following is a list of current project experience that demonstrate our capabilities in **social research & strategy**:

~ **Kalgoorlie-Boulder Liveability Services Impact Assessment | Landcorp**

TAP Consulting 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 Analysis for the Perth and Peel Region | Department of Planning**

TAP Consulting has recently being 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.

~ **Strategic Plan for the CATA Group | CATA Group**

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.

~ **Mount Cotton Community Map | Redland City Council**

TAP Consulting 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 multipurpose community space, and development of a Local Social Infrastructure Strategy for the Southern Redlands and Mt Cotton area.

SERVICE AREA - COMMUNITY ENGAGEMENT

Quick Facts / Overview / Areas of Expertise

QUICK FACTS

25+

Years of experience

25+

Number of clients

25+

Successful projects

OVERVIEW

At TAP Consulting we have a strong focus on community consultation and engagement and strongly support community participation in policy decision making processes. We acknowledge that communities are able to be strengthened through the process of engagement and participation. In this regard our approach ensures that consultation is conducted in such a way that engages all parts of the community, and therefore ensures all stakeholders develop a sense of ownership.

Our team combines significant community engagement experience and a proven track record and qualifications in urban, regional and community planning. The team has managed and completed many community engagement projects contributing to the development of community plans, strategies, service delivery models and as input to the review of legislation and policy. Combined we have extensive experience of delivering projects for local government and we understand the strategic role that Councils play in assisting communities to participate in planning and implementing a vision and goals for the future. This team also brings extensive experience in creative stakeholder engagement processes and in working to ensure that diverse stakeholders are engaged and involved.

AREAS OF EXPERTISE

Workshop Facilitation



Focus Groups



One-on-one meetings



Facilitating Strategic Alliances



Managing Local Area Opposition



Surveys



Pop-up Events & Activation



Public Information Displays



Quantitative Data Analysis



Data Collection



Research



Councillor Briefings



Stakeholder Analysis



Visioning Workshops



SERVICE AREA – COMMUNITY ENGAGEMENT

Demonstrated Understanding



DEMONSTRATED UNDERSTANDING

Below is a summary of the various **consultation & engagement** methods and strategies that we have employed in other projects:

Preparation of a Consultation Plan at the outset of each project:

- IAP2 Principles
- Key Messages
- Consultation Approach
- Plan of Engagement
- Stakeholder Identification

CONSULTATION METHOD	DESCRIPTION
Information provision – Newsletters	Newsletters as inserts in local newspaper, availability at Libraries and distributed through Community and Sporting Groups. To inform the community of the project, process and opportunities to inform of progress and acknowledge issues, concerns and challenges as they are raised by the community – a tool to take us on the journey.
Website	A section of the existing Council website can be used as a reference point for posting information and recruiting participants for workshops/ updates and could include an email form for requesting information – important to have a defined process for dealing with enquiries received in this manner.
In-depth face to face interviews and focus groups	Focus group is a technique used to obtain in-depth qualitative information from a small group of participants on particular themes. It is a non intrusive technique and encourages all participants to contribute to the discussion. Attending existing meetings (rather than calling dedicated additional meetings) is efficient in making use of participant time and attendance but is reliant on the willingness and grace of the community groups to make space in their usual business for this discussion.
Targeted Correspondence – Start up and ongoing updates on progress.	Sending specific correspondence to key persons within the community can be useful in transmitting information effectively regarding proposals and opportunities for input. It enhances the possibility of some preliminary discussion in the usual meetings of these groups and paves the way for future invitations to participate. Selecting an appropriate mailing list is critical.
Drop in Display at community centre or shopping centre	This method would require the assistance of Council to work in conjunction with the project team. In the first instance some sort of advertising would need to be established to create awareness of location and time etc. The liaison officer in conjunction with project team would be required to conduct surveys of people walking past or attending the centre to gain appreciation of their perceptions and needs of community facilities and services in the study area. The study team would prepare the survey.
Community Survey Option for online completion.	A community survey, would add value to other form of community consultation. The main purpose of a community survey would be to ascertain the views of the general community and key stakeholders on emerging issues and trends for the region. In some cases, survey results could also provide significant support for some key policy principles and initiatives. More than one survey can be undertaken in regard to specific policy considerations.
Input from Kids and Young People	Discussion/creative session with kids about how we describe where we live, what's important, what's really good, what's not so good and what would be ideal.
Community Forum with key stakeholders	A series of community forums will be held with representatives of community organisations, managers, providers and community representatives in order to understand emerging issues in the community.
Visual & Creative Input – as part of the Workshops or Displays	Gallery Wall where can people place pictures and designs and comments for elements that they think are important part of healthy lifestyle in the community. Requires walls space, coloured textas and crayons and a startup frame (e.g. Name of Centre on blank paper) to foster involvement.

SERVICE AREA - COMMUNITY ENGAGEMENT

Project Experience and References



PROJECT EXPERIENCE

The following is a list of current project experience that demonstrate our capabilities in **community engagement & consultation**:

PROJECT	CLIENT	PROJECT/CONSULTATION OBJECTIVES	CONSULTATION ACTIVITIES
Central Geelong Social Infrastructure Analysis	Department of Environment, Land, Water and Planning (DELWP)	<ul style="list-style-type: none"> Stakeholder engagement towards the development of the Strategy. This included one-on-one meetings, stakeholders workshops, pop-up display and survey. 	<ul style="list-style-type: none"> Workshops Interviews Pop-up Display Survey
Inala Community Hub Precinct Plan	QLD State Development	<ul style="list-style-type: none"> Obtain information and data for consideration. Establish vision/principles and desired outcomes for delivery of hub. Identify current capacity of, demand for, and subsequent gaps in community infrastructure provision. 	<ul style="list-style-type: none"> Public Consultation (pop up events) Government Agency Workshops Community Organisation Workshops Key Stakeholder Meetings On-line Survey
Review of the Adoption Act in Queensland (2016)	QLD Department of Communities, Child Safety and Disability Services	<ul style="list-style-type: none"> Consultation with practitioners, birth parents, adoptive parents and adopted people about proposed changes to the Act as well as primary report writing input to a consultation report and a final report with key directions. The first stage of the project also involved a stakeholder analysis and mapping exercise and a workshop on community engagement techniques to assist the commissioning agency with complex stakeholder engagement in a very sensitive area. 	<ul style="list-style-type: none"> Interviews Focus groups Stakeholder analysis and mapping Workshop
Input into QLD Housing Strategy	QLD Department of Housing and Public Works	<ul style="list-style-type: none"> Facilitation of regional workshops throughout Queensland and delivery of an engagement report for Queensland Department of Housing and Public Works (as input to the Queensland Housing Strategy). The engagement report was written and presented to a forum of executive managers in the Department of Housing and Public Works. 	<ul style="list-style-type: none"> 10 regional workshops (over 400 attendances in 10 locations).

KEY PERSONNEL

Thao Ashford
Laurel Johnson

KEY PERSONNEL - THAO ASHFORD

STRATEGIC PLANNING | SOCIAL PLANNING



KEY PERSONNEL



Bachelor of Built Environment (Urban & Regional Planning)

Thao Ashford, Principal of TAP Consulting, is a degree qualified Urban and Regional Town Planner with over 10 years experience in the planning industry working for both private consultancy and government. Thao is a qualified social planner with expertise in social and cultural research, demographic analysis, community facilities planning, social impact assessment (SIA), social investment planning, stakeholder engagement and consultation. She is considered a leader in her field and is often called upon to provide social planning expertise for Planning and Environment Court matters. Thao has also worked in the Local Government context in a social strategic adviser role and understands the requirements from Council's perspective. In addition, she has experience working with not for profit organisations and community groups.

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 for local and state government. Thao 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, Thao has developed hands-on experience conducting evidence-based research and sound analysis involving a wide spectrum of social and economic indicators. As an information designer, she has the ability to manage large amounts of data and communicate highly complex statistics to social service providers, community groups and the general public. Thao has strong interests in empowering communities through access to and clear communication of social statistics.

Thao has refined her skills to develop, maintain and improve relationships with numerous stakeholders with differing requirements. Her passion is engaging with the local community to achieve outcomes for the various stakeholders. Thao's ability to develop relationships and understand the needs of people within their community is key to delivering holistic outcomes.

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.

KEY PERSONNEL - LAUREL JOHNSON

STRATEGIC PLANNING | SOCIAL PLANNING



KEY PERSONNEL



PHD
Master of Built
Environment QUT
Graduate Certificate
in Inter-Professional
Leadership UQ

Laurel Johnson is a qualified urban, regional and community planner with over 25 years' experience in the public and private sectors. Her core capabilities lie in strategic planning with a particular emphasis on social analysis, planning and impact assessment. This is demonstrated through her experience delivering specialist advice over thirty years on development conditions, community infrastructure needs, social impacts and strategic plans of varying scales across urban, rural and regional contexts.

Over the years, she has developed a comprehensive repertoire of community engagement and participatory planning approaches for diverse circumstances and stakeholder groups. Her experience includes facilitating bottom-up community-led planning for a range of projects.

In addition to offering consultancy services, Laurel is a Course Coordinator and Lecturer in urban and regional planning at the University of Queensland where she designs and delivers innovative and award winning education for the next generation of town planners.

Experiences and achievements of relevance include:

- Laurel is the co author of the Social Impact Evaluation chapters for Kate Street to Amuller Street Capacity Enhancement and Edmonton to Gordonvale duplication projects and is working with Thao on the Bruce Highway/Maroochydore Road Interchange project
- Peer reviewer and joint Project Manager (with SMEC) for the GVK/Hancock Kevin's Corner Coal Mine Social Impact Management Plan
- Brisbane City Council engaged Laurel to design their community engagement program for Neighbourhood and City-wide planning processes and to analyse the social infrastructure requirements for the growing communities of South Brisbane and Richlands/Wacol.
- Laurel managed the State Government's Community Renewal program in the Inala-Ipswich corridor of south west Brisbane. The program practically linked community expectations and priorities to millions of dollars of public investment. Laurel's role was to ensure the integrity of the program including balancing credible community engagement and project prioritisation processes with the sound investment of substantial public funds to deliver long term change to communities.
- Laurel worked with Redland City Council to prepare a Community Health Profile and Health Impact Assessment Framework for that Council area. She also developed a National Award winning Child and Youth Friendly City Project for the Council