



professional advisory and consultancy services

Services Provided by IMC-Link

IMC-Link Overview

IMC-Link specialises in providing strategic and operational expertise to industry, government, and the not-for-profit sector at the regional, national and international level.

Our broad range professional advisory and consultancy services include: socio-economic analysis and reporting, strategic planning, economic modelling, project management, and people and change management.

We pride ourselves on our quality, client relations, integrity, independence, and our sensitivity.

Our aim is to bring value to our clients.

While we have a range of proven models and project templates, we believe each assignment deserves the benefit of original thinking to design solutions specifically for the circumstances.

Our specialist technical skills relating to a wide range of our projects within IMC-Link are shown below.

Specialist Technical Skills	IMC-Link Projects/Clients
<i>Socio Economic Modelling, Analysis and Reporting</i>	
<ul style="list-style-type: none">• Social Cost Benefit Analysis• Economic Impact Analysis and Assessment• Specific tailored analysis (eg industry comparative review)• Demographic Profiling• Economic input-output modelling to calculate the downstream flow on effect to 12 Tasmanian industry sectors in terms of: Industry Output, GSP Impact, Wage Impact, Employment Impact• Currently updating the regional input-output model	<ul style="list-style-type: none">• "Assessing Direct Government Subsidies Paid to Tasmanian Industries", Forestry Tasmania• "Impact of TMAG on the Tasmanian Economy", Tasmanian Museum and Art Gallery• "Report on the Profile of Carers in Tasmania", Carers Tasmania• "Tarkine Road Options Project", Department of Economic Development• "Economic Analysis for the PAHSMA", Port Arthur Historic Site Management Authority• "Impact of Private Forestry on the Economy", Private Forestry• RFA Agreement, Zinifex and its welfare effect on Tasmania• Major Employers Group of Companies
<i>Strategic Planning</i>	
<ul style="list-style-type: none">• Industry, Market and Competitor Analysis• Strategy Analysis• Strategy Development	<ul style="list-style-type: none">• "MS Strategic Planning Support", MS Tasmania• UTAS Innovation Ltd

Business Planning and Operational Implementation

- Existing Business Review
- New Enterprises and Market Planning
- Financial Analysis, Benchmarking and Modelling
- Business Process Review, Analysis and Improvement
- Change Management
- Training Needs Analysis
- “Report on the Profile of Carers in Tasmania”, Carers Tasmania
- “Tasmanian Pandemic Influenza Project”, Department of Economic Development
- MS Society of Tasmania
- The Tarkine Road Development
- Tasmanian Abalone Divers Charges

Project Management Design or Review

- Planning and Scoping
- Budgeting
- Governance and Project Leadership
- Organisational Change Management / Outcome Benefit Realisation
- Risk and Issue Management
- Monitoring and Controlling a Live Project
- Development and presentation of a findings report
- Manage the Aurora Project Management Group (note this is a short term engagement in ‘backfill’ role)
- Post Implementation Review and Quality Assurance, Aurora
- Tasmanian Fire Service Leadership Program
- Final report “Economic Analysis for the PAHSMA”, Port Arthur Historic Site Management Authority

Survey Design and Facilitation

- Comprehensive research of primary and secondary sources for survey data design
- Design of format for either electronic, manual or tele-survey implementation
- Testing of survey prior to facilitation
- Support the drafting of associated communications approach to increase response rates
- Facilitating or coordinating survey implementation to target audience (including capacity to undertake on line survey)
- Collation, analysis and interpretation of data
- Reporting of data
- “Report on the Profile of Carers in Tasmania”, Carers Tasmania
- “Assessing Direct Government Subsidies Paid to Tasmanian Industries”, Forestry Tasmania
- “Impact of TMAG on the Tasmanian Economy”, Tasmanian Museum and Art Gallery

Administrative / Secretariat Support

- Budget and project design advice
- Negotiate contracts, and sub-contract individuals / groups as required
- Provide clients with the appropriate insurance coverage
- Track and monitor all project milestones and actions
- Undertake all invoicing and disbursement of fees at agreed rates
- Organisational Change Management / Outcome Benefit Realisation
- Conference management advice and support
- Securing sponsorship for key events
- Research Office Commercialisation Unit (ROCU), University of Tasmania & previously with UTAS Innovation Ltd
- “Develop the MERI Strategy for Caring for our Country for the Australian Government”, University of Tasmania
- Sandy Bay Regatta

Workshop Facilitation

- We recognise that the skill, knowledge and experience required for serious improvement actually exists within each organisation. We see our role as ‘tapping-in’ to this repository of expertise
- Facilitation of highly inactive workshops, including leading of group ‘brainstorming’ and continuous improvement workshops
- Detailed workshops reports including analysis and arising recommendations can be provided upon request
- MS Society of Tasmania Workshop Facilitation with Client Services Staff and MS Stakeholders
- Tasmanian Fire Service Stakeholder Workshops
- Carers Tasmania Stakeholder workshop

Documentation Development

- Documentation (quality manuals, policy development, employee manuals)
- Grant applications
- Tender Response Documentation (to meet Government and industry criteria)
- “Junior and Cadet Program Tool Kit”, and “Volunteer Leadership Development Program”, Tasmanian Fire Service

Use of Specialist Software

- Regional Modelling tool (being developed in-house and to be expanded to all regions)
- E-Views (econometrics package)
- RATS 6.0 (Regression and time series components)
- Regional modelling included in the following activity
 - Port Arthur
 - Forestry Tasmania
 - MS Tas

IMC-Link Projects

Listed below are a portion of the projects that our team has undertaken in the last 18 months.

- **Southern Tasmania Regional Planning Projects - Consultants Register.** In July 2009 IMC-Link was selected for inclusion on the Southern Tasmanian Councils Association consultant’s register as a preferred supplier of Socio-economic services in support of regional planning projects. The project is sponsored by 12 Councils comprising the Southern region, the Southern Tasmanian Councils Authority and the Minister for Planning on behalf of the State of Tasmania.
- **TEMCO.** TEMCO contracted IMC-Link to study and report on the contributions that TEMCO has made to the Tasmanian economy. This report submitted for review by TEMCO in August 2008 encompassed: assessment of the direct and indirect effects of TEMCO to the Tasmanian economy; analysing the human and social capital value to the state that is derived from TEMCO’s operations; identification of future opportunities TEMCO may consider for supporting growth and development; and identifying the impact on the Tasmanian economy of TEMCO buying its power from a local provider.
- **Theatre Royal/Conservatorium of Music.** IMC-Link is supporting the Theatre Royal and the University of Tasmania’s Conservatorium of Music in providing expert financial and economic advice for the development of a new site. This activity commenced in late August 2009 and will involve input-out modelling, cost benefit analysis and two key surveys to be facilitated both on-line and as face to face surveys.
- **Port Arthur Historic Site Management Authority (PAHSMA).** IMC-Link was contracted by PAHSMA to examine the Contribution of the Port Arthur Historic Site Management Authority to Tasmania’s Economic Wellbeing. Terms of reference included assess the direct and indirect effect of final demand for the Port Arthur Historic Site including the contribution to Tasmania’s gross state product, employment, wage income and output (production).

- **Forestry Tas / Forest Industries Association Tas.** IMC-Link produced a report based on Assessing Direct Government Subsidies Paid to Tasmanian Industries. The aims of the report were to describe the general contributions of a variety of industries to the Tasmanian economy, determine the value added by each of these industries to Tasmania's Gross State Product, assess the Commonwealth and Tasmanian government support in the form of tied and untied grants to direct subsidies paid to the industry. An in-depth survey of forestry companies was conducted for this report to gauge the general contributions of industry sectors from expenditure and revenue patterns.
- **MS Society of Tas (MS Tas).** IMC-Link was contracted by MS Tas to provide strategic planning support. The scope of activity provided included; analyse the welfare benefits of society's activity to the state, measure the financial input provided to each state/territory, forecast the number of persons that would be diagnosed with MS within the state in 2028, consolidate data and information gained by MS Tas from its stakeholders, cost future state service options as provided by MS Tas, and identify alternative future commercial arrangement models for MS Tas. A workshop was conducted with Client Services staff and MS Tas Stakeholders. The aim of the workshop was to identify current perceived strengths, weaknesses and opportunities for improvement of the types of services that MS Tas could provide their clients into the future. IMC-Link gained an understanding of MS Tas and various national societies through working closely with the Multiple Sclerosis Societies of all regions (states and territories) and the Multiple Sclerosis Research Australia.
- **Carers Tasmania (Carers Tas).** IMC-Link produced a report to critically examine the economic value of Carers Tas to the state to assist them in planning and targeting their services, and in advocating on behalf of carers. The terms of reference included to report on the profile of Carers Tas nationally, report on the profile of Carers in Tasmania and to project the future demand for informal care in Tasmania in 2028. To provide reliable and relevant data for the report IMC-Link conducted a survey of Tasmanian carers. Survey questions included the areas of demography, employment, education, health, reasons for taking on the caring role, effects of caring on the care giver and support services received and required, and characteristics of the care recipient. In addition to the survey, two workshops were conducted, which included brainstorming exercises about services for carers in Tasmania.
- **Tas Abalone.** IMC-Link produced the report A Review of Diver Charges in the Tasmanian Abalone Industry for the Tasmanian Abalone Council. The aims of this report were to determine and analyse any changes in the annual costs of diving for Abalone between 2005 and 2008, re-evaluate the 2005 estimate of divers charge in light of changing annual costs is, estimate a diver charge that sustains the abalone fishery and estimate the number of divers that could earn an income in the industry. Industry specific data was collected for the report by conducting a survey targeted towards abalone divers. Divers were asked about changes in the industry and any observed issues arising from those changes.
- **Private Forestry.** IMC-Link were contracted to produce the report Measuring the Economic Value of Private Forests to the Tasmanian Economy. This report critically examined the economic value that the private forestry sector makes to the Tasmanian economy, the value relative to other sectors of the Tasmanian economy, the value that the private forestry sector contributes to the environment and the potential value that the private forestry sector could contribute to the State.
- **Tasmanian Fire Service (TFS).** IMC-Link was contracted to develop a TFS Volunteer Leadership Development Program. Through face to face consultation with current TFS volunteer leaders, emerging and potential TFS leaders, career TFS leaders and an integration of contemporary leadership theory a program has been developed that provides clarity on the difference between leadership and management, provides practical ways TFS volunteer leaders can use to maintain and enhance motivation, promotes diversity in leadership, encourages the development of situational leadership, provides guidelines to ethical leadership and gives TFS volunteer leaders the capacity to develop and harness creativity and innovation in both

themselves and their teams. IMC-Link was previously contracted by TFS to produce the Junior and Cadet Program Tool-Kit.

- **Australian Innovation and Research Centre, University of Tasmania.** The key deliverable for this project is to critically examine and report the economic impact of sport and recreation to the State economy. The report will include the economic value that Tasmanian sport and recreation contributes to the Tasmanian economy, the socio impact that sport and recreation contributes to the States employment and volunteer services and identify the value that can be attributed to sport and recreation from the total value of a variety of sectors.
- **Department of Economic Development and Tourism.** IMC-Link has assisted the Department of Economic Development and Tourism in the design and development of the Business Survival Disaster Plan. This plan will be used in the case of an influenza pandemic, terrorist attack, natural disaster or significant IT risk. Part of this project included designing and implementing workshops for the Department of Economic Development and Tourism and the Department of Health and Human Services for business continuity and survival. The workshops will also target small business to provide knowledge, skills and tools to be able to prepare and survive a disaster.
- **Tasmanian Museum and Art Gallery (TMAG), Department of Tourism, Arts and the Environment.** A report was developed by IMC-Link to Measure the Economic Benefits of a Redeveloped TMAG to the Tasmanian Economy. This report assessed the impact on Tasmania's Gross State Product (GSP), the effects on the Output of all Tasmanian industries, the boost given to Tasmanian wages income, job effects of the redevelopment and the consumption induced by TMAG redevelopment.
- **Cancer Council.** As part of the report Analysis of economic effects of past and future smoking bans in Tasmania, a survey of the smoking habits of 400 Tasmanians across the State was conducted to provide the data required in terms of eliciting responses about past, present and future smoking habits, and to indicate the potential for social cost savings.
- **Management of the Aurora Project Management Office** (short term 'backfill' role). Ian McMahon has been on a part time basis to manage the Aurora Energy Project Management Office. In this role his responsibilities include: oversight of projects within the Program of Work (PoW) including governance, monitoring and controlling the scope; finalise the development of the first quarter 2009-10 PoW and manage the PoW on an ongoing basis; provide strategic advice, leadership and mentoring to the Program/Project Managers to deliver agreed program/project objectives, outputs and benefits and ensure that Aurora's project management framework is applied consistently and to a high standard across all projects.

We believe our record shows that we have a proven history and reputation for delivering excellence.

IMC-Link Team

Our team has a proven track record of undertaking comprehensive cost benefit analysis, interpretation and modelling of demographic, social and economic patterns, drivers and trends by jurisdiction, broad experience in consulting to the not for profit sector, and in the management of survey's including the design, facilitation, collation, analysis and reporting.

We have demonstrated that from such research, analysis and interpretation that we can prepare highly credible, fact based projections, advice, reports and presentations that has assisted government and industry to effectively plan at the strategic level.

IMC-Link's principal consultants and researchers are:

- Dr Bruce Felmingham
- Ian McMahon

- Dr Natalie Jackson
- Anne Fisher

Dr Bruce Felmingham is IMC-Link's principal consultant. Bruce is a highly respected economic consultant, commentator, and academic with the School of Economics at the University of Tasmania. His research interests principally relate to International Finance, Monetary Economics, Population Economics and related Labour Market issues, such as productivity. Bruce has authored or co-authored over 70 research journal articles in these literatures. He has held a large number of positions within the tertiary, public and private sectors and has completed many consultancies for business, State, Federal and Local Government.

As a Research Fellow in Economics at the University of Tasmania, Bruce is currently supervising economics PhD students. He has held a number of appointments within tertiary, commercial and community environments, including his role as a Director of the Southern Tasmanian Economic Development Board (1994-present), and past stewardship of the Tasmanian State Reference Group, Bureau of Immigration and Population Research (1991-95).

Some recent consultancies and publications authored or co-authored by Bruce are shown below.

- For Hydro Consulting - economic analysis for the Cook Island generation expansion project (2007);
- "Keeping Australia's Older Workers in the Labour Force", Australian Journal of Social Issues (2008);
- Forestry Tasmania and Forest Industry Association Tasmania – economic based Tasmanian industry comparative review (2008);
- Carers Tasmania - a critical review and report upon the economic value of Carers Tasmania to the state, as part of their budget submission (2008);
- Capital Market Integration (2006); and
- Home from Home: Refugee's in Tasmania: Employment, Housing and Community Development (2006).

Ian McMahon has extensive management experience in both the public and private sectors. This experience was gained following thirteen years as a senior manager in Defence, and from holding an executive position within Woolworths Limited as the (Tasmanian) State Wholesale Manager. Ian also has a degree in Management and Professional Studies from Southern Cross University, a Diploma of Entrepreneurial Management, a Certificate IV in Workplace Assessment and Training, and a Diploma in Occupational Health and Safety. Ian has been admitted as a Member of the Australian Institute of Project Management, and has been trading as a professional business consultant since 2000. Ian has experience in working with international project teams. He coordinated the consultancy for PACT Cambodia: Development of a Royal Government of Cambodia Policy Paper on Access to Government Information, and the consultancy for Hydro Consulting: Economic Analysis for the Cook Island Generation Expansion Project through the University of Tasmania. Ian commenced as a business consultant in June 2000 and has a broad client base including: Department of Economic Development, Tasmanian Fire Service, the University of Tasmania, Forestry Tasmania, and Aurora Energy. Ian's focus as a consultant has been in providing business strategic and operational level support, project management, quality systems consultancy and auditing, educational framework development, training facilitation, plus coaching and mentoring.

Dr Natalie Jackson is regarded as one of Australia's foremost applied demographers. Natalie has published extensively on population-ageing issues in Australia and New Zealand. Her main research areas are the implications of the different rates of population ageing unfolding across Australia's states, territories and local government areas; and the retirement intentions of Australia's Baby Boomers.

Ian Millward-Brown is a professionally qualified agricultural economist with over 30-years experience in strategic infrastructure planning incorporating socio-economic and financial policy and project evaluation in the public and private sector.

Ian has extensive national and international experience. This work has encompassed, National Water Plans, Surface and Groundwater Planning, Urban and Rural Water Supply and Demand, National Sanitation Planning, Irrigation Development and Planning, Land and Water Management Plans, Regional Water Management Strengthening, Dam Break Assessments, Natural Resource Accounting assessments, Infrastructure Assessments, Asset Management Planning and Evaluations, Catchment Planning, Agricultural Development, Resource Demand Forecasting, Pricing and Tariff Development, Environmental Impact Evaluations and training, Natural Resource and Transport Economics, Policy Development, Government Advisory, Regulation Development, Capital National Program Assessments, Shipping and Aviation Policy and Forecasting.

Anne Fisher is a highly experienced social and economic researcher and IMC-Link's Senior Research Assistant. Ms Fisher has researched and written a range of reports, papers and submissions, drawing on available published data to inform the parameters of surveys designed to obtain both confirmatory and additional complementary information. Most recently, she has designed, analysed and reported on surveys for Carer's Tasmania and the Cancer Council, including statistical analysis of required sample sizes and of the reliability of the results obtained.

Sophie Clarke is the project officer, researcher and administrator for IMC-link. Sophie's key areas within the business are economic research and analysis, report preparation and administrator for the Regional Input-Output Model (RIOM).

As can be seen from our biographical details we have held various management, teaching and consultancy roles that demanded that each member of the team have excellent communication skills. The strength of our teams communication skills is exemplified by the fact we are engaged on a regular basis by government and industry to assist in:

- Economic analysis reports and reviews submitted to government, representative bodies and industry;
- Developing business documentation for organisations and groups (including drafting business plans, developing project plans and associated quality documentation, drafting briefs, developing and delivering presentations, etc);
- Presenting to or facilitating to people of diverse backgrounds and capabilities in both tertiary and consulting capacities; and
- Undertaking survey design, facilitation, analysis and reporting