

# Business improvement services

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## Capability and Capacity Statement

July 2009



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**Introduction**

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# Introduction

**Grosvenor's core business includes consulting for business improvement services**

Grosvenor Management Consulting is a leading provider of strategic and operational advice to both private and public sector organisations throughout Australia.

The company's expertise lies in the provision of advice and consulting support to business improvement initiatives that deliver client outcomes and ensure direct financial benefits.

Grosvenor has an extensive understanding of leading practice in sourcing and contract management, with recent assignments undertaken in the areas of:

- Legal services
- Share registry services
- Corporate real estate/property management
- HR services
- Travel management services
- Capital works project management
- Evaluation
- Business improvement

Grosvenor Management Consulting provides advice and assistance to a range of Federal, State and Local Government agencies as well as private sector clients.

Our clients include:

- Westpac Banking Corporation
- Australia Post
- St George Bank
- ANZ Group Ltd
- Suncorp Metway
- City of Melbourne
- Monash University
- Department of Treasury and Finance (VIC)
- City of Sydney
- Roads and Traffic Authority (NSW)
- Department of Ageing, Disability and Home Care (NSW)
- Centrelink
- Department of Defence
- Department of Finance and Deregulation
- Many others

**Grosvenor is a consultant to leading organisations**

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## Company capability

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# Capability

Improve, innovate and  
find the best way

Our core values are:

- *Relentless on quality and deliver real value*  
We always deliver quality in our people, services, products, business outcomes, client relationships and thinking to provide unparalleled value to our clients
- *Develop and grow potential*  
We nurture, challenge and stretch each person to realise their full potential
- *Reciprocal respect*  
We excel by working together to achieve goals and always respect each other particularly when times get tough
- *Use thinking to improve, innovate and find the best way*  
We build on experience both individually and collectively by using it together with innovative thinking to find the solution that best fits our clients
- *Whatever it takes*  
We will each do whatever it takes to deliver the commitments and accountabilities we make individually and collectively

Grosvenor has the required capability and experience to provide clients with the indicated services. Our ability to deliver these services is supported by Grosvenor's core competencies which include:

- service reviews/service plans
- strategic sourcing, probity and managing the procurement process
- Gateway / health check reviews
- business process re-engineering
- performance management
- benchmarking
- financial analysis and business modelling including activity based costing/pricing
- risk management, governance and compliance
- program evaluation.

Grosvenor's capability is best demonstrated through the numerous examples of business improvement assignments that we have undertaken. A selection of relevant examples is shown in the ensuing pages. A full list of services supported is shown at Attachment A.

Many more  
examples are  
available

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## Demonstrated experience

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# Methodologies

**Able to provide specialist services across a range of the categories**

Grosvenor Management Consulting specialises in the provision of advice to leading organisations in the areas of:

- business analysis, including cost benefit analysis
- business process reengineering
- change management
- preparation of process and training documentation

Outlined opposite is a summary of our key areas of expertise. Grosvenor approaches each business improvement assignment differently and to the specific needs of each client however we provide example methodologies over page that illustrates our approach.

## **Key areas of expertise**

Grosvenor has significant expertise in the following service categories:

- interrogation of accounts payable systems for extraction of spend/cost data
- process mapping including allocation of roles and responsibilities
- identification of the drivers of workload and the ability to determine productivity and utilisation rates
- cost allocation to key process outputs including reconciliation of costs to budget/actual spend position
- audit of processes for compliance to policy and regulatory frameworks
- benchmarking key processes to better practices and costs
- drafting policy, CEIs and operating manuals
- development of training materials and delivery of training programs
- stakeholder analysis including their ability to influence or constrain change

**Highly relevant expertise**

# Business analysis

## Experience in very large business analysis and costing

Grosvenor has conducted numerous business analysis projects for many of the larger federal government agencies as well as other major corporates and levels of government. We have extensive experience in areas such as defining end to end services, identifying inputs, outputs and all relevant policy and standards based constraints and considerations. We have conducted some of the most complex modeling and costing exercises across end to end processes, including activity based costing, workforce effort mapping, overhead allocation, resource (FTE) planning and demand forecasting.

We have conducted these exercises across virtually all corporate services such as financial administration, HR, records keeping, personnel administration, IT&T and education and training. We have also conducted business analysis projects across far more complex services such as aircraft and bomb research and testing services, enforcement services and ministerial and parliamentary services to name a few.

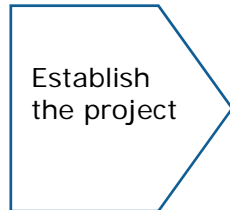
The business analysis projects we have conducted have included up to 600 separately costed outputs in the case of one Defence project, to mapping workload and resource (FTE allocation) for services involving 2,200 FTE and comparing up to 12 alternate delivery options on cost, quality and risk.

We have a range of standard tools and templates and are able to quickly develop or tailor tools to meet the needs of a project. The example methodology overleaf is orientated around processes and practices, however, we can provide other examples that are more orientated around data based analysis of services and business processes.

**Ability to accurately map costs and resources**

# Business analysis, example methodology

## Step 1



- meet project team
- develop project plan
  - confirm approach
  - deliverables
  - timelines
  - responsibilities
  - communication and reporting
- identify organisational imperatives
- assess risks
- identify stakeholder requirements
- identify relevant document sources

## Step 2



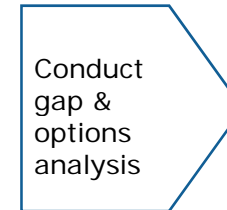
- review external arrangements
  - DHS
  - legislation
  - others
- review existing documentation including org chart, duty statements, committee structures/TORs and memberships, procedures and frameworks
- conduct interviews/focus groups with key personnel
- collate findings
- assess level of capability in Key Result Areas

## Step 3



- develop information capture method/tool
- undertake corporate governance literature and benchmarking best practice review
- undertake governance literature and benchmarking best practice review
- map findings to Key Result Areas

## Step 4



- identify applicable elements of best practice
- identify strengths and weaknesses of current governance
- assess gaps in current governance against each of the KRAs compared with best practice
- undertake options analysis to identify potential solutions
- test findings with the project team / sponsor

## Step 5



- assess options in terms of suitability, likely impact on improving corporate governance and ease of implementation (e.g. cost, effort, timeframes)
- test with project team / sponsor
- prepare writing plan for report and test with Project Team / sponsor
- develop report outlining findings of review including options for closing each gap and recommendations for next steps

# Business process reengineering

Successfully  
delivered numerous  
reengineering  
projects

Grosvenor has been involved in some significant business process reengineering projects across the Government and corporates.

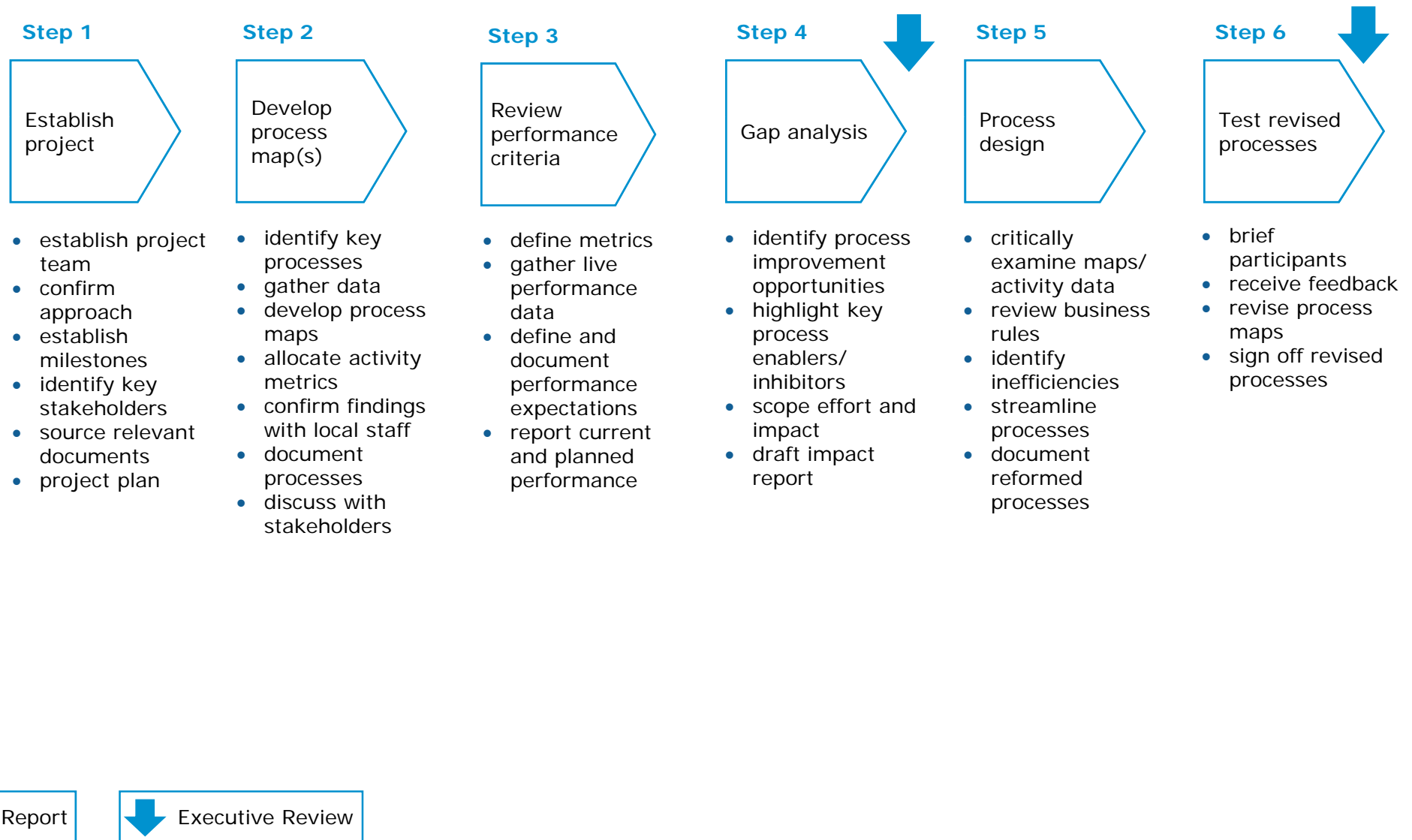
We concentrate on clearly understanding current operations, understanding the needs of the business and customers of the service and understanding best practice or the practices of different organisations. This typically leads to a gap analysis between current operations and the business needs/best practice. These reform projects are often supported by detailed mapping of processes and looking at ways of incremental improvement (improve existing process) or transformation of processes (eg restructuring or deploying technology).

One example is the digitisation strategy we developed for a major government agency taking them from a paper based transaction organisation to a workflow based organisation where workload can be redeployed to where capacity exists. This will have major implications for the operations, structuring and resourcing of the business. At the other extreme we have developed incremental improvements to an organisation's personnel administration processes leading to development of training material and procedures to ensure accuracy, consistency and compliance.

These services are typically integrated with business analysis and change management and so the example methodologies included in this capability statement apply. We can provide numerous further examples of methodologies or deliverables for business process reform projects if required.

Service delivery  
models successfully  
operating today

# Methodology – process reengineering



# Change management

## Leading provider of change management services

Grosvenor has particularly strong credentials in business improvement and change management. Some of our clients for business transformation and change management advice include such organisations as:

- Defence
- Department of Foreign Affairs and Trade
- Department of the Treasury
- Westpac
- Australia Post
- ANZ Bank
- Royal Australia Mint

Grosvenor understands that wholesale change is a challenging thing to plan for and successfully execute. There are key elements to managing change that must be proactively addressed. These include:

- staff capabilities
- corporate capacity to absorb changes
- historic performance of the organisation
- dealing with resistance
- building commitment.

Understanding where the client is heading, comparing with where you are starting and planning how you will get there, will ultimately lead to timely and sustained success. To aid change there must be an appropriate framework of change processes and tools.

A change management framework must provide comprehensive plans and tools to ensure change is well-planned for and accepted by those impacted as a result of the change.

Grosvenor's approach, used recently for a major transformation project (illustrated over page) incorporates the following elements into such a framework:

- compiling a consolidated plan of the tasks required, including key tasks, timelines, responsibilities and resources required
- high level costing of change tasks to understand what budgets will need to be put aside to successfully implement the changes
- governance framework consisting of such things as project team structures and steering committees, meetings, roles and responsibilities
- the required tools to manage the transformation. Such tools will include project plan formats, reporting templates, meeting agendas and communication plan.

The transformation map that illustrates the interconnectivity of the components for change at the highest level and from this we develop the specific project plans, mapping critical path and dependencies.

**Solid approach to change management**



# Change management

## Requirement for effective communication

Ensuring successful delivery of projects requires clients to effectively communicate their intentions for change.

Taking the staff on the journey is critical to a successful implementation. They need to be aware of the reasons for the change and how they will be personally involved or affected. Through our analysis we know why individuals resist change. In order of highest ranking they are:

- current stress levels
- lack of rewards for adopting changes
- low involvement during the early stages
- high personal cost (loss of responsibility/role)
- changes to daily work pattern
- unclear communications.

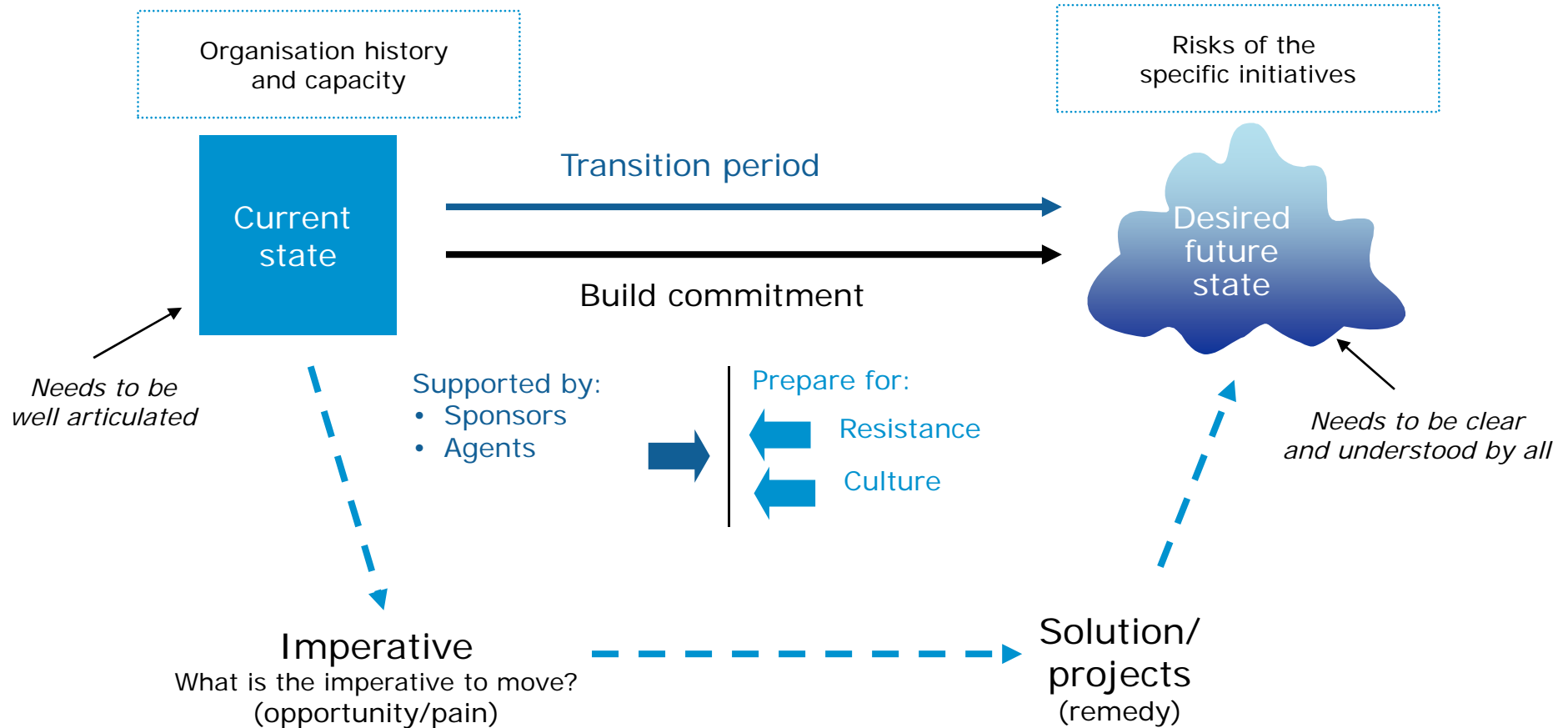
Our approach has been developed to deal with and mitigate these issues. Through facilitation by our experienced team, Grosvenor will be able to help shape, scope and provide momentum for your change program. We will identify and mitigate risks and barriers to successful implementation.

A summary of the key elements to successful business change is illustrated in the diagram overleaf. Planning processes that address each of these key elements will ensure the organisation is well equipped to deal with change and produce a successful outcome.

Grosvenor's experience in undertaking post implementation reviews for large projects gives us insight into the factors that lead to better and quicker change outcomes at the operational level. These learning and experiences are key to our ability to plan and manage large scale change and business transforming programs. Following our illustration of business change management we provide a methodology for undertaking a post implementation review.

**Key elements of successful business change illustrated overleaf**

# Business change management



# Methodology - post implementation review

## Step 1



- confirm project plan with project sponsor
- initial review of key documents
- initial briefing with project sponsor
- stakeholder identification

## Step 2



- schedule interviews
- conduct interviews and compile notes
- review additional materials
- conduct follow up discussions

## Step 3



- compile and analyse all information
- develop findings and conclusions
- present draft report

## Step 4



- receive feedback from project sponsor
- revise report and conduct any follow up queries with stakeholders as required
- present report
- address any follow up queries
- prepare general brief

# Preparation of process and training documents

## Development and delivery of training material

Grosvenor has an extensive understanding of leading practice in business process review and improvement and can directly leverage our experience in developing and implementing diverse service delivery models and protocols in both the private and public sectors. This experience and knowledge will be directly used to develop the training material and case studies as appropriate. Typical examples are:

- chief executive instructions including discretionary limits and protocols
- operations manuals including process change controls
- web based decision governance tools and user manuals
- contract management manuals
- train the trainer work books, slide presentations and related materials
- learning assessment tools

As testimony to the quality of Grosvenor's work in this area, the Chartered Institute of Purchasing and Supply have contracted with Grosvenor for the design and development of training materials, presentation slides and work books for 80% of their open learning program. Grosvenor has been involved with CIPS Australia since 2007.

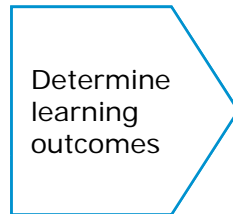
Another example is that we have recently completed the development of standard operating procedures and training packs for Defence's reengineered personnel administration function.

One of the keys to our training success is our ability to clearly articulate the learning objectives and to develop an approach commensurate with the culture and competencies of the target audience. This includes identifying the performance measures that indicate when learning has been achieved. These metrics become the tool by which to monitor the progress of learning in the workplace. It is used also to identify shortcoming and planning remedial action.

The methodology illustrated over page provides an overview of our approach to training.

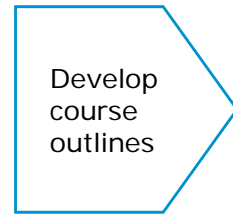
# Preparation of training documents, example methodology

## Step 1



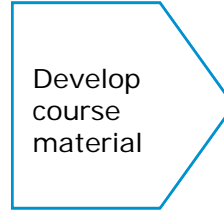
- define the objectives
- nominate key performance metrics that will indicate what success looks like
- understand target audience
- develop training assessment methodology including monitoring system
- plan when, where and how for training delivery

## Step 2



- review material provided
- draft contract management training outlines for:
  - process reform
  - system requirements
  - governance requirements
  - application of discretions
- circulate for feedback
- review feedback with Client
- finalise course outlines

## Step 3



- draft course workbooks, slides and exercises
- circulate for feedback
- refine and modify course materials based on feedback
- deliver final training materials and workbooks

## Step 4



- select attendees and advise course details
- deliver training
- collect feedback from trainees
- refine materials if necessary
- test learning if necessary (especially if change is due to regulatory requirement)

## Step 5



- gather monitoring data
- observe reformed processes in action
- test outcomes against learning objectives
- define and document where improvements are required
- undertake remedial training / coaching as required

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## Company capacity

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# Capacity

## Skills, experience and competency to match assignments

Grosvenor is a privately owned Australian firm which meets the Commonwealth's definition of a small to medium enterprise (SME). Formed in 1996, the company is now owned by four partner-employees (directors) of the firm with a majority holding held by the Managing Director.

Grosvenor is an expanding firm which operates out of offices in Melbourne, Sydney and Canberra. We understand that consulting is an industry where the quality and capability of staff is a key determinant of continued success. We therefore operate on a flexible model which maximises the use of our own employees to deliver the services.

The consulting positions in the firm commence at the level of Associate Consultant and progress through; Consultant, Senior Consultant, Managing Consultant to Director. The current employee base inclusive of leave and training provisions provides a capacity of approximately 300 consulting days per month.

Grosvenor is not operated on the basis of geographical responsibilities where specific regions or states are serviced out of a particular office. Rather the skills and competencies of all staff are considered when developing a project team irrespective of the primary location of the project delivery.

**Grosvenor can fulfill short term demands**

# Key personnel

## Skills, experience and competency to match assignments

To maximise our success in assignments, Grosvenor selects consulting teams to closely match the skills, experience and competencies of the individuals with the objectives of the assignment.

Grosvenor is an organisation in which the majority of staff has supported a number of business improvement initiatives. In these roles we have often been asked at short notice, to provide additional consulting and support staff resources and expertise. Our ability to fulfill sudden short term demand has been a contributing factor in our continued success.

Grosvenor staff all sign a confidentiality agreement as part of our employment contract. We are also regularly required to sign confidentiality agreements with both public and private sector clients as a condition of our engagement on a project. We have also undertaken assignments with Defence where we have been required to obtain security clearances up to the level of SECRET.

Given our geographic locations, our assignment and project teams sometimes are required to work together. We facilitate this through a number of things:

- shared server access at all sites for all assignment work
- scanning and electronic files are maintained for each client assignment, reducing the need for hard copy files
- all consultants are able to access the company servers through a secure VPN at any location, to facilitate flexible and home working
- the company has a knowledge repository (called the Wiki-G) where company policies, staff communications, project details are stored
- all our reporting, time recording and forecasting is already completed electronically.

All of our consultants are equipped with the latest laptop and mobile phone technology that allow us to work to our optimum at any client site. Grosvenor is able to demonstrate its capabilities to operate and communicate via secure, electronic means.

In order to promote efficiency and sustainability Grosvenor has taken the initiative to run a paperless system which utilises electronic filing systems and electronic mail.

## Processes and systems to maximise flexibility and productivity

# Company details

Grosvenor is a stable  
and financially viable  
enterprise

Company Name	<b>Grosvenor Management Consulting Pty Ltd</b>
Australian Company Number (ACN)	<b>105 237 590</b>
Australian Business Number (ABN)	<b>47 105 237 590</b>
Company email address	<b>grosvenor@grosvenor.com.au</b>
Website	<b>www.grosvenor.com.au</b>
<hr/>	
<b>Canberra</b>	
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Phone Number	<b>(02) 6274 9200</b>
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<b>Melbourne</b>	
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Phone Number	<b>(02) 9241 6944</b>
Fax Number	<b>(02) 9241 6368</b>

Financial referees  
available on request

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## Attachments

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# Examples of services supported

As an indication of our total organisational capability, we list below a range of services provided by both public and private sector organisations (sample provided only). Grosvenor has had consulting assignments within each of the listed services and in some cases this has been on numerous occasions.

## Support services

- Cleaning
- Catering
- Grounds maintenance
- Porterage
- Laundries
- Accommodation
- Property Services including cleaning, facilities maintenance and real estate management
- Concierge

## Local Government services (not exhaustive)

- Design engineering
- Infrastructure maintenance
- Waste collection and refuse transfer stations
- Recreation and leisure facilities
- Visitor services
- Environmental health
- Local laws
- Valuations

## Other Government services (not exhaustive)

- Aged and disability services
- Childcare
- Public housing
- Primary healthcare
- Youth and family services

## Corporate services

- Financial services including accounts, system management and budgeting
- HR services including strategy, recruitment, training and payroll
- Procurement
- Contract management
- Legal services
- Records management
- Libraries
- Mail and distribution
- Clerical support
- IT&T
- Help desks and call centres
- Audit
- Parliamentary services
- Communications, PR and marketing
- Strategic planning and organisational development
- Change management
- Printing and publishing
- Fleet management
- Risk management
- Share registry services
- Gymnasium services and fitness programs
- Travel management services

**Diverse services  
present diverse  
challenges**