

Evaluation services

Capability and Capacity Statement

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Introduction

Introduction

Grosvenor's core business includes consulting for evaluation 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:

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

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
- Department of Innovation, Industry, Science and Research

Grosvenor is a consultant to leading organisations

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, service, products, business outcomes, client relationships and thinking at an unparalleled value to our clients
- *Develop and grow potential*
We will nurture, challenge and stretch each person to realise their full potential
- *Reciprocal respect*
We excel by working together to achieve goals and always respecting 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 evaluation 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

Company capability

What is evaluation?

Any agency charged with the delivery of policy will at some point need to review a program's implementation and make amendments to provide for greater benefit to the community to which the policy is targeted. To undertake this type of policy review a formal methodology is required.

Evaluation involves attributing value to an intervention, which may be a program, policy, organisation, people or product. The value of intervention is usually assessed against agreed evaluation criteria including effectiveness, efficiency and appropriateness.

Attributing value to an intervention involves the systematic collection of information, and making comparisons for the purpose of understanding the agents of change and causal mechanisms.

The type of evaluation, and the methods employed will vary depending upon the nature of the intervention being evaluated.

Evaluation should enable more informed decisions by those who use the results of an evaluation.

While formal evaluation of policy and delivery will provide for invaluable information to those charged with policy development, those who are experienced in policy delivery will often consider how a formal evaluation can be undertaken prior to commencement of implementation. This approach provides monitoring metrics on program implementation against predetermined objective measures. This can greatly improve the effectiveness of the program from inception.

Grosvenor's experience covers both the development of evaluation programs and the performance of independent evaluations.

Expert personnel

Ms Susan Garner is a public policy and program evaluation expert in Grosvenor Management Consulting. Ms Garner joined Grosvenor in April 2008 to lead the policy analysis and program evaluation practice of the company. She has postgraduate qualifications in public policy and public health and highly relevant knowledge and skills in analysing survey and administrative data on government social policies and programs.

Her knowledge and experience in the appropriate use of data and statistical techniques is drawn from 20 years of policy and program experience across Australian Government portfolios responsible for health and ageing, social welfare, community and human services, communications and science. During this time she also completed post graduate qualifications in Public Policy and Public Health (majoring in Program Evaluation). Both involved advanced units in research methods, applied statistics, economic analysis and program evaluation statistical methods applied to a range of social policy issues. Her research and evaluation knowledge includes understanding when quantitative data analysis is appropriate, as well as using a range of qualitative and mixed analytical methods.

Susan is highly experienced in undertaking, managing and interpreting research that uses complex analytical and statistical methods. She is also able to facilitate the conduct of policy relevant research and evaluation while matching the most appropriate data and statistical analytical methods to the research.

Since being in Grosvenor, Ms Garner has been commissioned to undertake consultancies in the health and social policy fields, covering evaluating data registries to improve clinical care: developing evaluation frameworks for social welfare interventions in Indigenous communities; and feasibility studies for aged, respite and palliative care services in the ACT.

With Ms Garner's leadership, Grosvenor has established a strong program evaluation capability across a diverse range of industry areas:

- Health care systems, management and services
- Social and welfare programs
- Aged and respite services
- Indigenous programs
- Environment
- Education
- Research

Specifically designed programs

Grosvenor understands the complexities and real constraints on clients in delivering new programs and services to the Australian community.

Our program evaluation services are provided to clients within the context of their policy goals and strategic objectives for the particular program to be evaluated. Understanding the environment and policy context of the program is crucial to delivering evaluation recommendations that are actionable, whether to change the direction of a program or for ongoing funding and implementation.

Each program evaluation project is designed to be 'fit for purpose' but usually involves one or more of the following elements to provide a sound evidence base for effective action:

- evaluability assessment to determine whether an existing or new program can be evaluated
- front end evaluation to scope and successfully evaluate a program at a future date
- scoping studies and needs analysis for program outputs
- policy analysis in relation to program implementation
- program theory and program logic to understand the mechanism for change and causal pathways and relationships
- monitoring and evaluation frameworks to provide a conceptual framework for conducting evaluations
- identification of key performance measures for ongoing monitoring and evaluation of medium and longer outcomes of programs
- qualitative quantitative and mixed evaluation methods to determine the impacts and outcomes of programs
- survey development design and implementation for target population groups for a particular program

Company capacity

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. This 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 *major evaluation* 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.

Work from your site or ours

Company details

Grosvenor is a stable
and financially viable
enterprise

Company Name	Grosvenor Management Consulting Pty Ltd
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**Financial referees
available on request**

Attachments

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

Local 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**