

Procurement services

Capability and Capacity Statement



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Introduction

Introduction

Grosvenor is a leading provider of strategic sourcing

Grosvenor is an Australian owned consulting firm, with offices in Canberra, Melbourne and Sydney. Grosvenor's core purpose is to be successful for our clients and as a business.

Over the past 15 years Grosvenor has developed unparalleled industry experience in procurement and contracting across the broadest possible range of services.

The company's core business includes the provision of advice and support to the full scope of contestable processes including procurement, outsourcing, transition and, contract and performance management.

Grosvenor has extensive experience in procurement across the private and public sectors. We have a comprehensive suite of tools and templates from the obvious such as evaluation plans right down to letters to unsuccessful tenderers and question and answer databases.

Grosvenor has been involved in numerous procurement partnerships with leading public and private sector organisations, including:

- Westpac Banking Corporation
- Australia Post
- St George Bank
- ANZ Group Ltd
- Suncorp Metway
- City of Melbourne
- Monash University
- Brambles Limited
- City of Sydney
- Australian Taxation Office
- Australian Federal Police
- Centrelink
- Department of Defence
- Fairfax Limited
- Department of Finance and Deregulation
- Fosters Group

Grosvenor is a consultant to leading organisations

Values and capability

Values & 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 modeling including activity based costing/pricing
- risk management, governance and compliance
- program evaluation.

Grosvenor's capability is best demonstrated through the numerous examples of procurement 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**

**Value for money by leverage of
competencies, tools & methodologies**

Competencies, tools & methodologies

Acknowledged leader in procurement

Grosvenor is an acknowledged leader in the development and implementation of leading edge procurement and contract management frameworks. Our approach to assisting organisations with their procurement projects, developing project management and procurement frameworks and providing high-quality probity advice and training is highly commended by our clients and industry bodies.

This can be evidenced by:

- Grosvenor's procurement approach, tools and templates were identified as the benchmark in terms of best practice in a recent cross-agency performance audit conducted by the Australian National Audit Office (ANAO)
- Grosvenor's approach is highly regarded by significant market players and organisations such as Australian Government Solicitor (AGS)
- An outsourcing/procurement framework developed for a major bank by Grosvenor was awarded the Silver Medal at the World Outsourcing Summit

Overleaf we provide details of our constituent competencies that are present within Grosvenor.

**Our approach highly
regarded by the
Australian Government
Solicitor**

Constituent Competencies

Planning a procurement	Approaching the market	Evaluating offers
<ul style="list-style-type: none"> • Overseeing business case/feasibility • Benchmarking • Scoping the services • Service packaging • Service delivery model development • Developing outsourcing framework • Project planning • Developing acquisition strategies • Relative risk assessments • Communication strategies • Baseline costing 	<ul style="list-style-type: none"> • Market capability assessment • EOI development • Memorandum development • Terms and conditions of tendering • Developing pricing models • Drafting SOR/SOW/SLAs • Managing EOI/tender processes • Drafting mandatory response schedules • Industry briefings 	<ul style="list-style-type: none"> • Tender evaluation participation • Financial/price assessment • Financial viability • Tender evaluation reports • Tenderer interviews • Reference checks • Sensitivity analysis
Contracting suppliers	Contract management	Tailored instructions
<ul style="list-style-type: none"> • Advisor/liaison with legals • Contract negotiation • Developing performance management frameworks • Transition planning 	<ul style="list-style-type: none"> • Post implementation reviews • Performance management • Contract option evaluation • Transition management • Contract management plan drafting • Performance benchmarking 	<ul style="list-style-type: none"> • Model comparator development • Tender/EOI evaluation plans • Evaluator training • Workload data collection templates • Contract management training • Open tendering training

Value for money

Significant experience in strategic sourcing

As stated previously, Grosvenor has developed extensive intellectual property (IP) which is of considerable benefit to our clients and which provides a sound platform for our consulting teams. We have developed and refined our methodologies for various steps in the procurement process over numerous assignments.

Our staff understand however, that Grosvenor seeks to leverage these methodologies only in ways that are in the best interest of our clients.

We have also developed a range of procurement tools which allow us to deliver quality outcomes to clients with a much lower consumption of consulting resources.

Whilst our daily rates are not the lowest, with discounts for larger projects and utilising Intellectual Property and team structures, our average daily rate can typically be around \$1,450 a day.

Our IP further enables us to deliver value for money. As an example, when Grosvenor first conducted an RFT we charged approximately \$120K for the development of the full suite of documents (at much lower rates), whereas now it is possible to prepare the full suite for under \$35K (note that this would be much less for a low complexity/low risk procurement).

**Leverageable IP but
with an eye to
customised solutions**

Procurement tools

An ability to customise and leverage off existing tools

In the following tables we have indicated a sample of the tools that Grosvenor has available and their use. Grosvenor has numerous other tools available but we are conscious of limiting the information to that which is highly relevant.

While not specifically recognised as “tools”, the treatment of the government’s sustainability agenda now occupies a prominent role in Grosvenor’s contracting models. This has attained greater prominence through our property services role at the Department of Sustainability and Environment.

Tool	Benefit
Stakeholder commitment chart	Templates which bring rigour, transparency to stakeholder engagements and which enhance commitment
Stakeholder stocktake	
Stakeholder action and communication chart	

Tool	Benefit
Tender templates:	Easily leveragable templates that have been used with Commonwealth clients and have been heavily scrutinised by AGS and others, and which significantly reduce timeframes to prepare.
- Procurement plan	
- Probity plan	
- EOI	
- Specification/ Statements of Work/SLA	
- pricing schedules	
- Tender Form	
- Conditions of Tender	
- Evaluation plan	
- Probity Guidelines	
- Q&A database	
- RFT amendment	
- Compliance checking	
- Financial viability	
- Financial evaluation reports	
- Evaluation Report	
- Negotiation Strategy and brief	
- Negotiation Term Sheet	
- Transition Plan	
- numerous others	

Procurement tools

Tool	Benefit
Tender Workbooks: <ul style="list-style-type: none"> - EOI/RFT development - Evaluation - Tender Administration - Negotiations - Transition 	Workbooks are internal guidance on best practice and process for each phase of a procurement. Can be leveraged into client procedures and manuals.
Contract management manual templates	Templates for quickly preparing a manual on how to manage a contract in accordance with best practice principles
Contract management and evaluation training	Hands on training that can be certified via Victoria University of Technology
Data collection templates for service specification development	Easy to use hard and soft copy forms for rapid data collection
Tender Data Request proforma/ and question database	An electronic database of questions and data requests to solicit suitable tenderer responses

Tool	Benefit
Tenderer Rating Schedule	An easy to use 0-100 scale with clear definitions for ranking tenderer performance
Contract Transition Planning Software	An electronic database for rapid <i>in situ</i> loading of key transition tasks and subtasks
Probity Checklist	An easy to use checklist for maximising probity during planning / implementing procurement processes
Evaluation Sensitivity Analysis Software	An electronic modelling tool to test sensitivity of evaluation outcomes to price/weighting changes
Evaluation Criteria database	An electronic database of evaluation criteria relevant to a wide range of different services

Our approach

Existing approaches tailored to your needs

Grosvenor's extensive work with public and private sector clients has ensured that our methodologies are in line with leading industry practice for procurement.

The following pages contain examples of our base methodologies in flowchart form that address the scope of works of each stage of a procurement project.

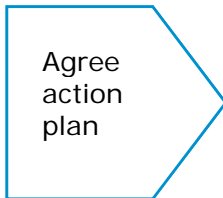
These base methodologies, which have all been utilised successfully, are adapted and modified to suit each individual client's requirements and objectives. They have been included to demonstrate our level of knowledge and expertise in the public sector procurement of complex services.

We would be delighted to further evidence our capabilities and competence by discussing any of the elements documented in the following pages.

**Example
methodologies
provided overleaf**

Develop a provision of services model

Step 1



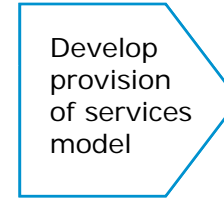
- map essential dates
- assign tasks
- agree methodologies

Step 2



- examine current commercial models
- define service outcomes
- investigate best value methods of achieving outcomes
- review contract models
- identify risks

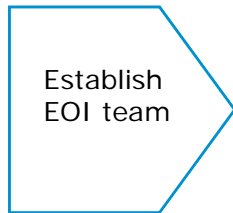
Step 3



- analyse most applicable models
- workshop benefits and risks
- develop provision of services model concept
- develop contract model

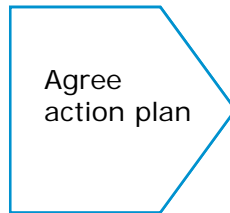
Manage an EOI

Step 1



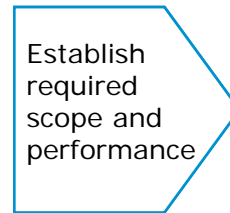
- select members
- determine availability
- assign roles
- assess skills
- establish support infrastructure

Step 2



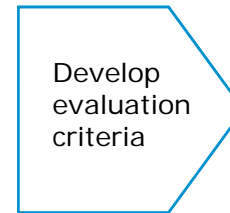
- map essential dates
- assign tasks
- agree methodologies
- determine steering committee interfaces
- agree EOI structure

Step 3



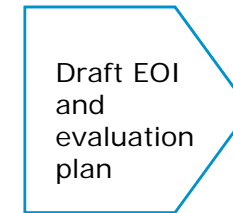
- critical users
- critical outcomes
- constraints
- establish performance standards

Step 4



- pass/fail
- qualitative
- financial viability
- assign weightings

Step 5



- agreed
 - contents
 - level of detail
- prescribed response format



Evaluate and short list EOI

Step 1



- check
 - lodgement
 - timelines
 - declaration
 - completion format

Step 2



- check balance sheet ratios
- check profit/loss accounts
- check cash flow
- independent audit

Step 3



- use common rating card
- reach broad agreement
- identify issues
- ascertain referee feedback

Step 4



- further sensitivity testing
- seek unanimity
- final scoring

Step 5



- draft report
 - style
 - structure
 - recommendations
 - identify shortlist
 - identify RFT issues



Develop tendering plan

Step 1



- determine availability
- assess skills
- assign roles
- establish support infrastructure

Step 2



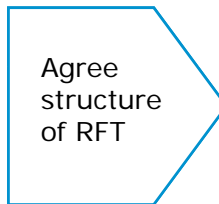
- map critical dates
- assign task responsibilities
- determine Steering Committee interfaces
- agree methodologies

Step 3



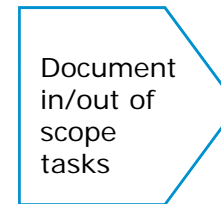
- recap benefits sought
- reconfirm service packaging
- assess workplace strategies

Step 4



- establish document hierarchy
- draft structure synopsis
- confirm with legal advisers

Step 5



- identify critical process hold points
- articulate service outcomes
- identify strengths and weaknesses
- assess residual organisational roles



Step 6



- fixed costs
- management fee
- schedule of rates
- rewards/penalties



Develop tender documentation

Service standards and performance measures

Step 1



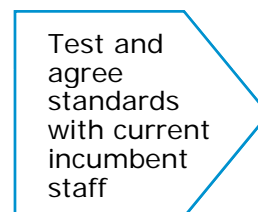
- audit/assess
 - existing contracts
 - accepted practice
 - industry standards
 - policy

Step 2



- source
 - Australian standards
 - other industry standards

Step 3



- check comparability
- test cost variation

Step 4



- agree critical success factors
 - common
 - task specific
- agree performance measures
 - common
 - task specific

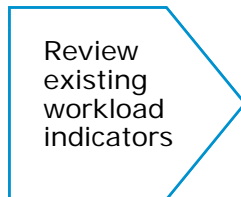
Step 5



- draft minimum standards

Workload indicators

Step 1



- review workload indicators
 - availability
 - integrity
 - reliability

Step 2



- assess time available
- time value of pursuing

Step 3



- caveats required
- schedule of rates solution
- evaluation model

↓ Steering Committee Submission

Develop the tender evaluation plan

Step 1

Develop tender price schedules

- establish structure
- develop price assessment model
- ensure comparability

Step 2

Develop non financial evaluation criteria

- agree headline criteria eg:
 - cost
 - innovation
 - experience and skills
 - cultural fit
- develop subcriteria

Step 3

Develop tender evaluation plan

- ascribe weightings
 - evaluation protocol
 - value for money
 - weighted attribute
- develop financial assessment
- develop viability assessment



Step 4

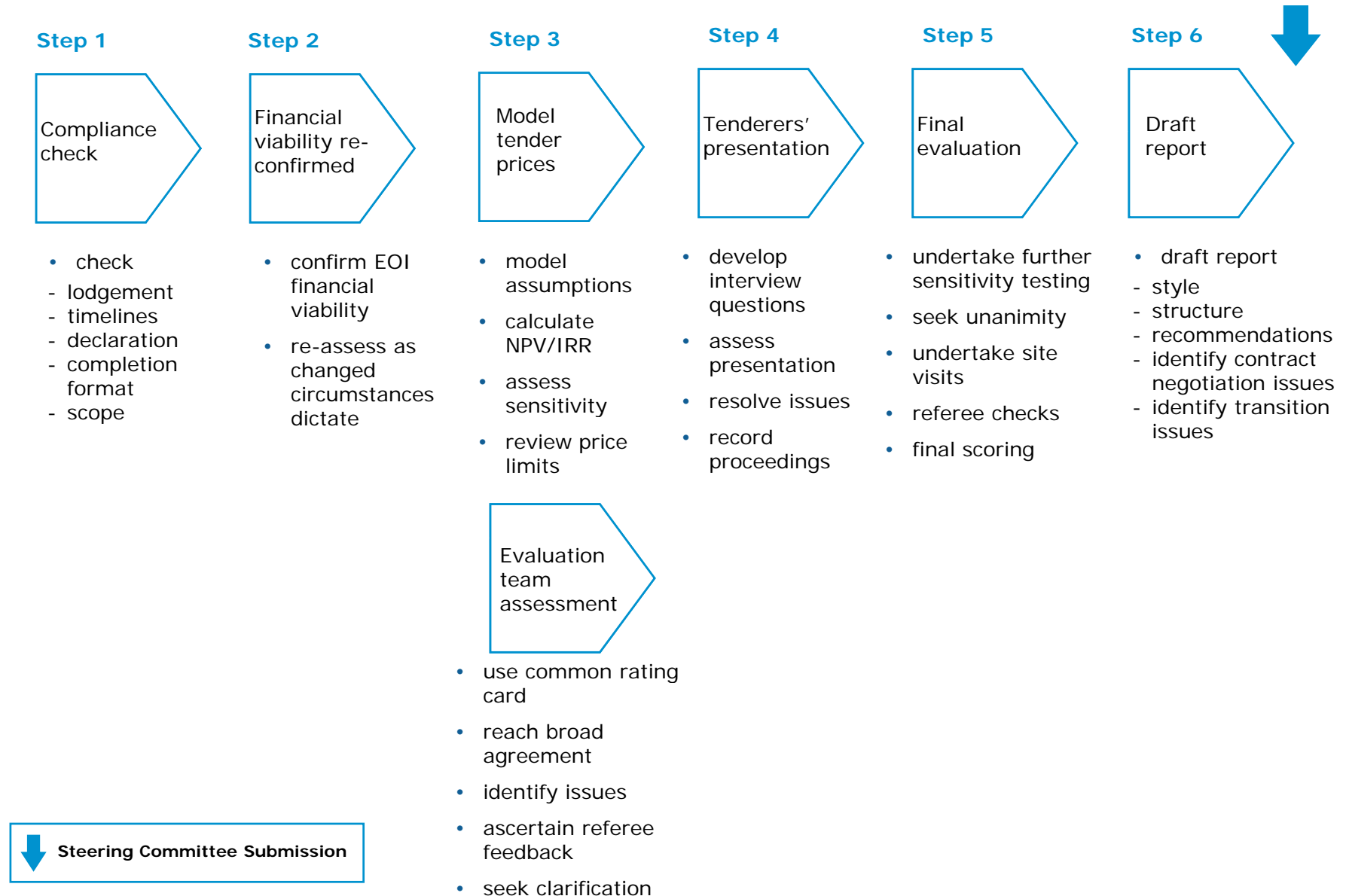
Draft tender data requests

- detail tenderers' required response
 - structure and format
 - media (electronic/hardcopy)



Steering Committee Submission

Evaluate and select



Implement the chosen solution

Step 1



- review
 - RFT
 - preferred tenderer's response
- develop communication strategy

Step 2



- identify tasks
- develop
 - timelines
 - roles / responsibilities
 - resources
 - deliverables
 - communication protocols
 - establish team

Step 3



- agree mobilisation plan
- agree administration of plan
- establish subordinate plans

Step 4



- control, manage and report on mobilisation
- service delivery component mobilisation
- data gathering validation and transfer
- transfer responsibility
- monitor and test achievement of mobilisation milestones

Step 5



- seek provider feedback
- complete full service handover
- finalise existing contract obligations
- communicate change
- seek feedback
 - 'clients'
 - provider
 - customers
 - staff
- document learnings

Step 6



- assess customer service
- performance management
- ongoing innovation
- develop partnership

Company capacity

Capacity

Skills, experience and competency to match assignments

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.

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. Therefore, Grosvenor selects consulting teams to closely match the skills, experience and competencies of the individuals with the objectives of the assignment.

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.

Grosvenor's employee base provides a capacity of approximately 300 consulting days per month inclusive of leave and training provisions.

Grosvenor can fulfil short term demands

Company details

Grosvenor is a stable
and financially viable
enterprise

Company Name	Grosvenor Management Consulting Pty Ltd
Australian Company Number (ACN)	105 237 590
Australian Business Number (ABN)	47 105 237 590
Company email address	grosvenor@grosvenor.com.au
Website	www.grosvenor.com.au
<hr/>	
Canberra	
Business & Postal Address	Level 7 / 15 London Circuit, Canberra ACT 2601
Phone Number	(02) 6274 9200
Fax Number	(02) 6274 9299
<hr/>	
Melbourne	
Business & Postal Address	Level 2 / 534 Church Street, Richmond Victoria 3121
Phone Number	(03) 9425 1900
Fax Number	(03) 9429 7488
<hr/>	
Sydney	
Business & Postal Address	Level 12 / 220 George Street, Sydney NSW 2000
Phone Number	(02) 9241 6944
Fax Number	(02) 9241 6368

Financial referees
available on request

Services we support

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**