

Property and corporate real estate services

Capability and Capacity Statement

July 2009



Contents

	Page No.
1 Introduction	3
2 Company capability	5
3 Methodologies and tools	8
4 Company capacity	17
Attachments	21

Introduction

Introduction

Specific knowledge and experience in property related services

Grosvenor management consulting is an Australian owned private consulting practice with over 13 years of experience in assisting organisations to define and execute their property and corporate real estate (CRE) service delivery strategies.

Organisations whom we have provided these services to include leading private sector and major public sector organisations many of whom have had an ongoing relationship with Grosvenor for many years.

Through constant engagement with our clients and the property markets Grosvenor has achieved wide-spread recognition as one of the leading management consulting practice in property services and CRE. However, we understand that this position can only be maintained as long as we add value to our clients business by:

- tailoring services to the unique requirements of each and every client and project
- bringing practical knowledge and experience to the table. Knowledge that directly impacts client decisions and outcomes
- maintaining a detailed understanding of leading practices in property services and in the capabilities of the service provider market in Australia and internationally.

Our philosophy is simple. We work to improve our clients businesses and to improve their performance beyond the scope of the actual assignment. We do this in part by applying the best and most experienced consulting team for each assignment.

Through our ongoing engagement with clients we have developed a range of value adding services. While many projects are unique, the broad range of assignments include:

- service delivery strategies covering CRE, real estate, facilities management, project management and workplace services
- contracting and market engagement strategies for one-off contracts, panel providers and major outsourcing initiatives
- strategic portfolio and accommodation planning
- performance reviews, business improvement services, cost reviews and benchmarking
- risk assessments and development of risk management processes
- policy and procedure documentation including operational manuals and contract management manuals
- business case development, internal engagement strategies and change management.

Grosvenor's core business includes consulting on CRE and property services

Company capability

Capability

Advice and assistance to public and private sectors

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
- and many more

Grosvenor has gained experience, expertise and a client list that enables us to compete with major front-line consulting companies. The key reasons for Grosvenor's rapid growth over recent years have been our commitment to our clients which is evidenced by:

- delivering value through recommending tangible and quantifiable change and improvement strategies
- maintaining accountability through assisting with implementation
- seeking innovation in our core competencies
- providing fearless, independent and impartial advice
- placing emphasis on senior consulting staff
- delivering on our commitment to exceed client expectations

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

Grosvenor's capability is best demonstrated through the numerous examples of property and CRE 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**

Methodologies and tools

Methodologies

Tailored to suit specific client needs

A key part of our service is the ability to tailor project methodologies to suit the unique requirements of each client. By combining the knowledge gained from previous assignment with the client's own specific needs, Grosvenor seeks to tailor our processes and methodologies for each and every assignment.

That does not mean we 'learn on the job' rather, we apply our learning to the client's needs to develop individual solutions to unique situations.

Through this process Grosvenor continuously refines the tools and techniques deployed to ensure that we stay ahead of the curve. As a consequence many of our CRE clients have repeated used our services over multiple years relying on Grosvenor to bring to the table best practice and knowledge that can be leveraged to their situation.

There is a ready market of property experts able to provide specific market and transactional advice. Grosvenor provide a service that focuses on the management and strategic aspects of property and CRE. We are management consultants with significant direct experience in property and CRE related management.

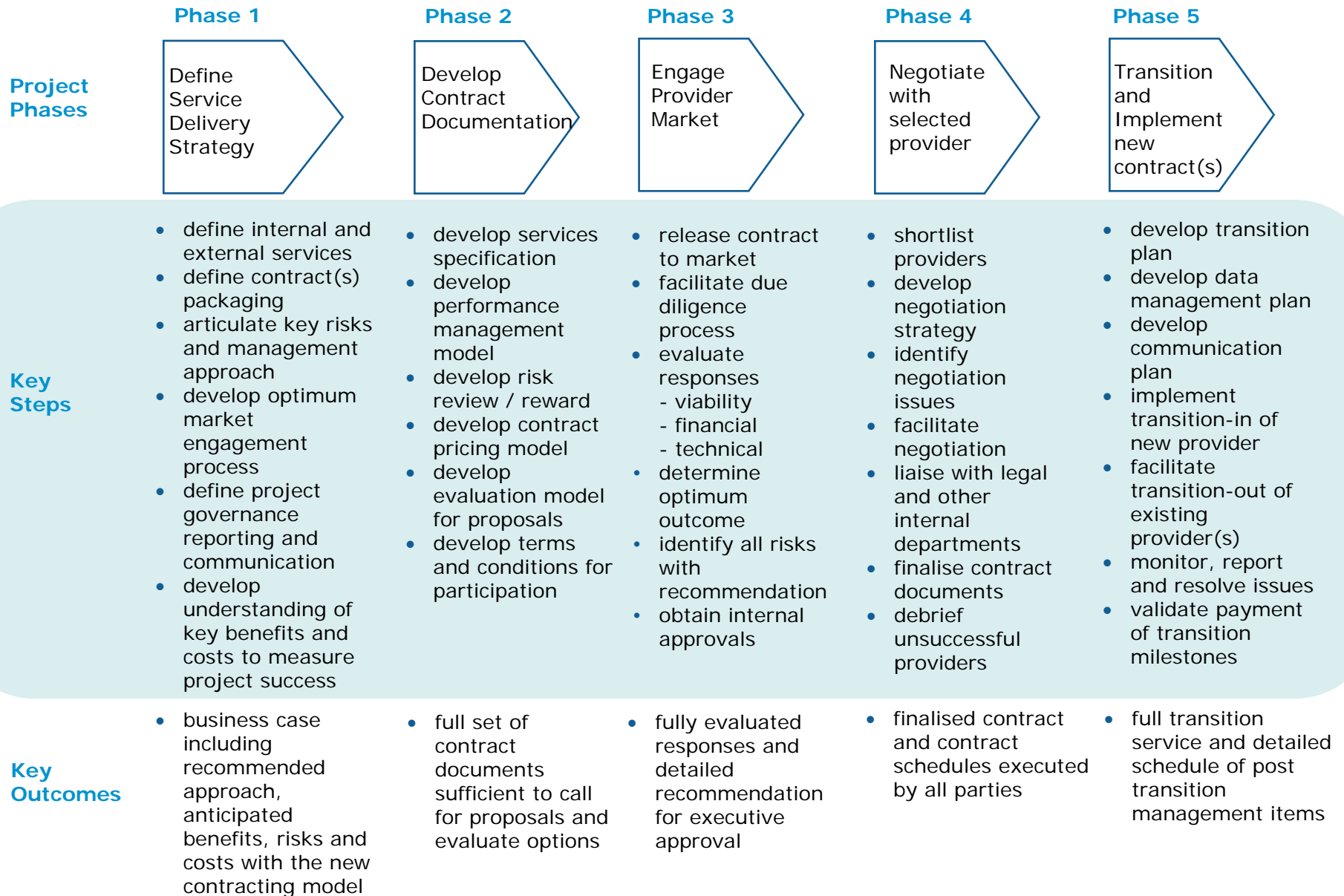
On the following pages we have provided some examples of the methodologies used to address major property and CRE management challenges including:

- market engagement strategies and contracting for major services
- business case development
- contracting strategies
- management maturity assessment
- cost management strategies
- internal structure reviews
- service delivery models

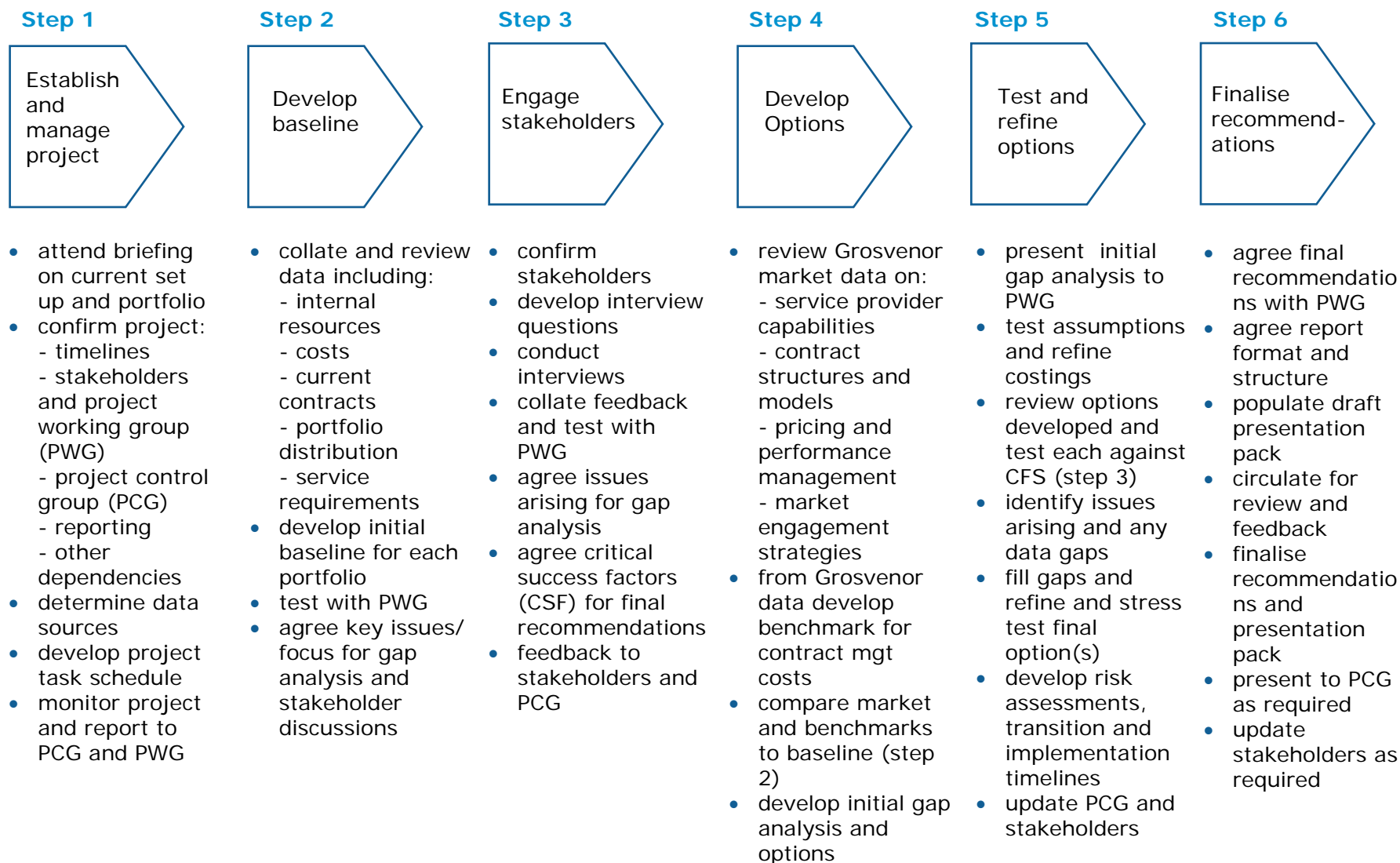
These examples demonstrate the range and depth of advice that Grosvenor can provide to improve management outcomes.

**Examples provided
overleaf**

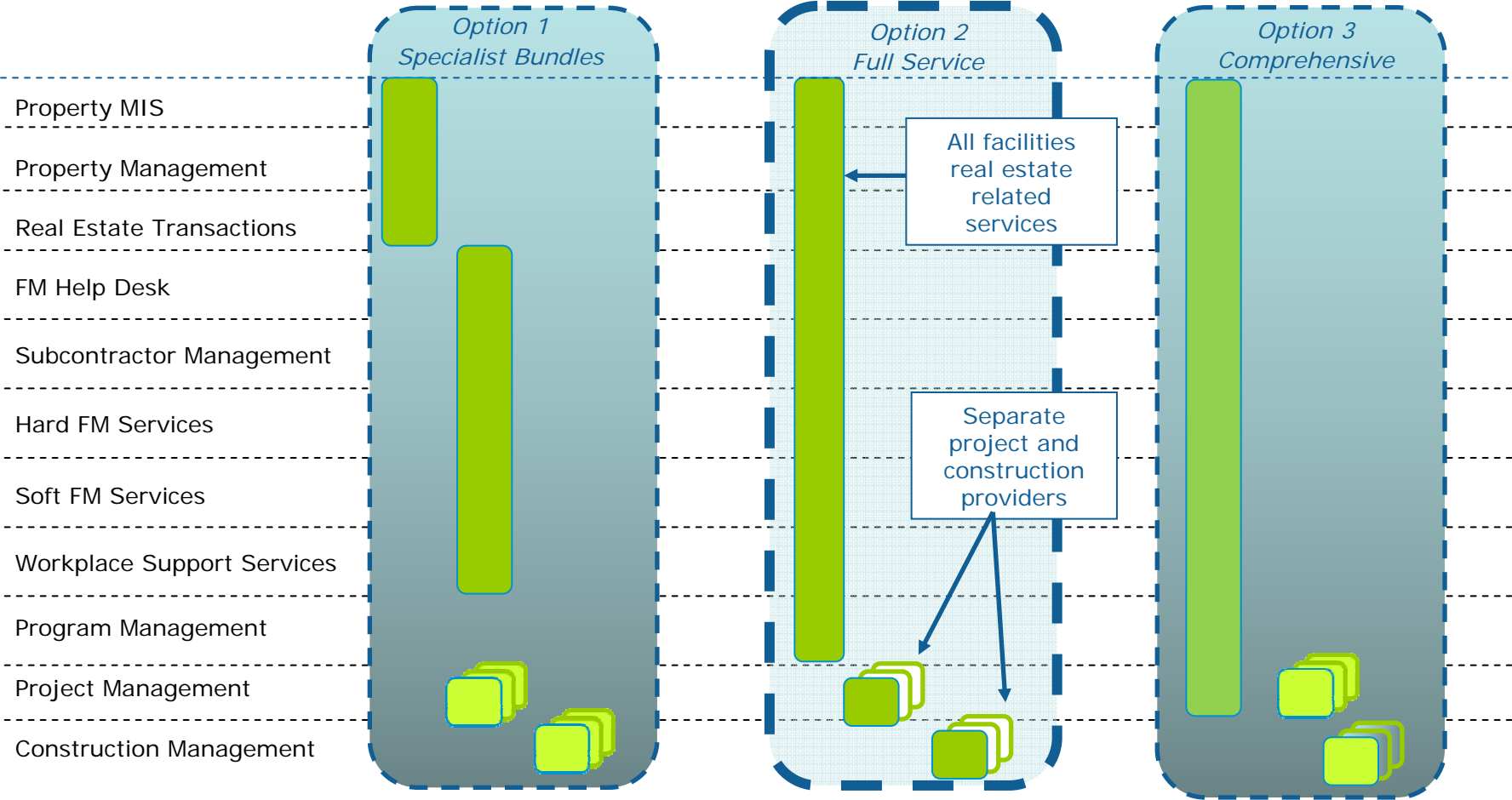
Service delivery and market engagement



Business case development



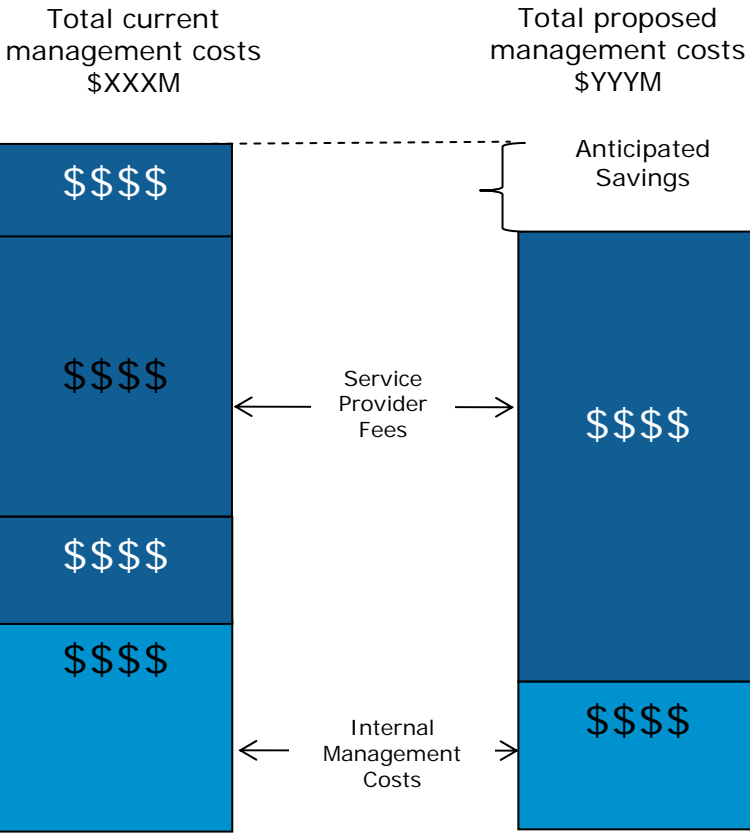
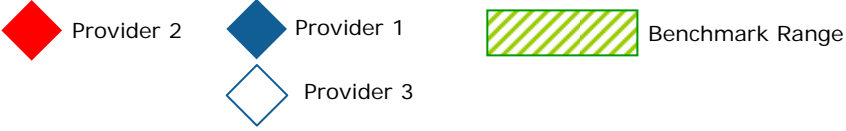
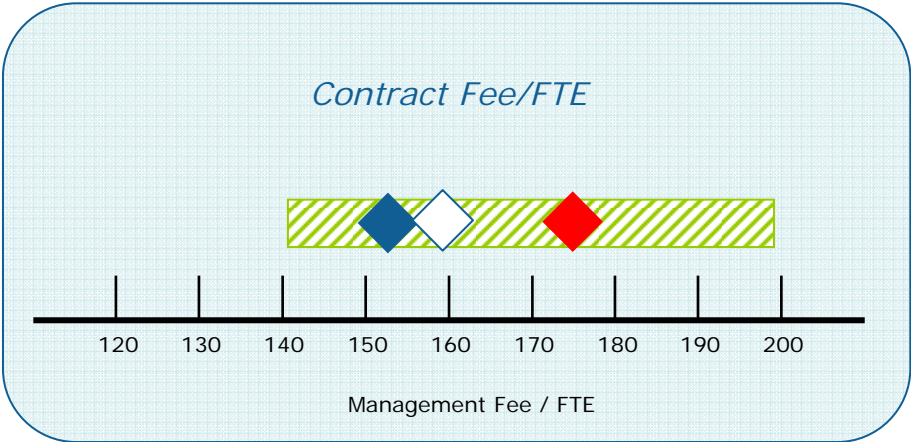
Contracting strategies



CRE maturity model

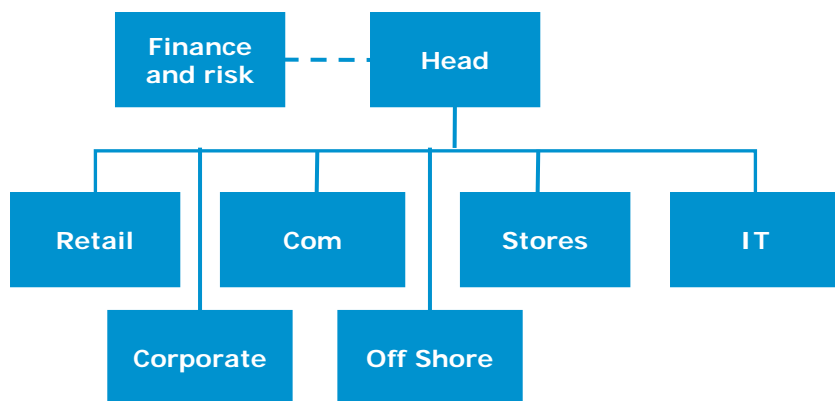
Service delivery	Majority of services performed by in-house staff	Out-tasking of some operational activities. i.e. cleaning, maintenance and project management	Out core outsourcing of operational management and subcontractor responsibility	Long term strategic relationships with specialist provider firms. 2 nd and 3 rd generation outsourcing
Management focus	Operational focus based on building management. Co-ordination fragmented or state-based	Contractor management to achieve operational objectives. Some basic benchmarking	Alignment of property to core business strategy. Cost reduction through incentive based outsourcing	Using CRE as a lever to improve business performance and reduce risks
Customer focus	Little or no understanding of internal customers needs	Some understanding of internal customers but little effort in changing property to suit the customer	Key focus on internal customers needs. Customer satisfaction measures for in-house and outsourced team	Pro-active CRM with dedicated internal relationship management. CRE involved in customer strategy level
Resourcing	Large in-house teams often staffed with resources from core business operations	Mix of in-house staff who retain core business knowledge and some external property professionals	Majority property professionals for small in-house team	CRE specialists, financial and strategy specialists. Extensive knowledge sharing the HR, IT and core business
	Pre – 1990's "We're property and this is what you're getting"	Early 1990's "We're property and we know what's best for you"	Late 1990's "How can we serve you better"	2000 + "This is how we can add value to your business"

Management cost analysis

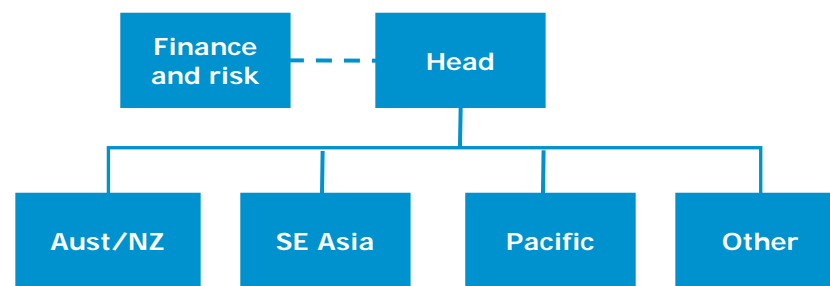


Internal structure assessment

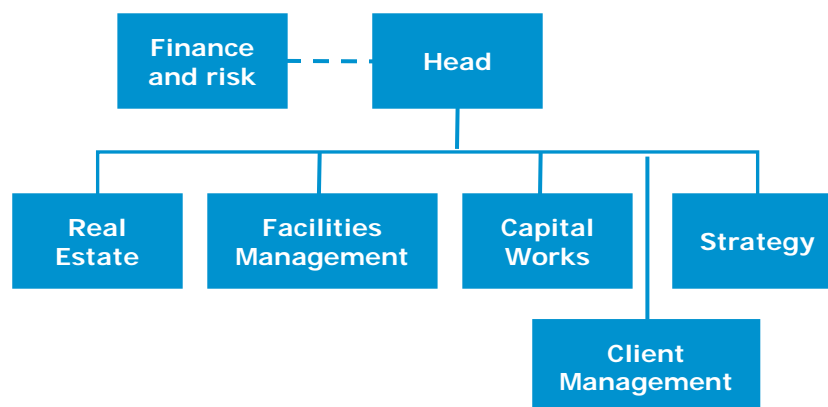
Client based structure



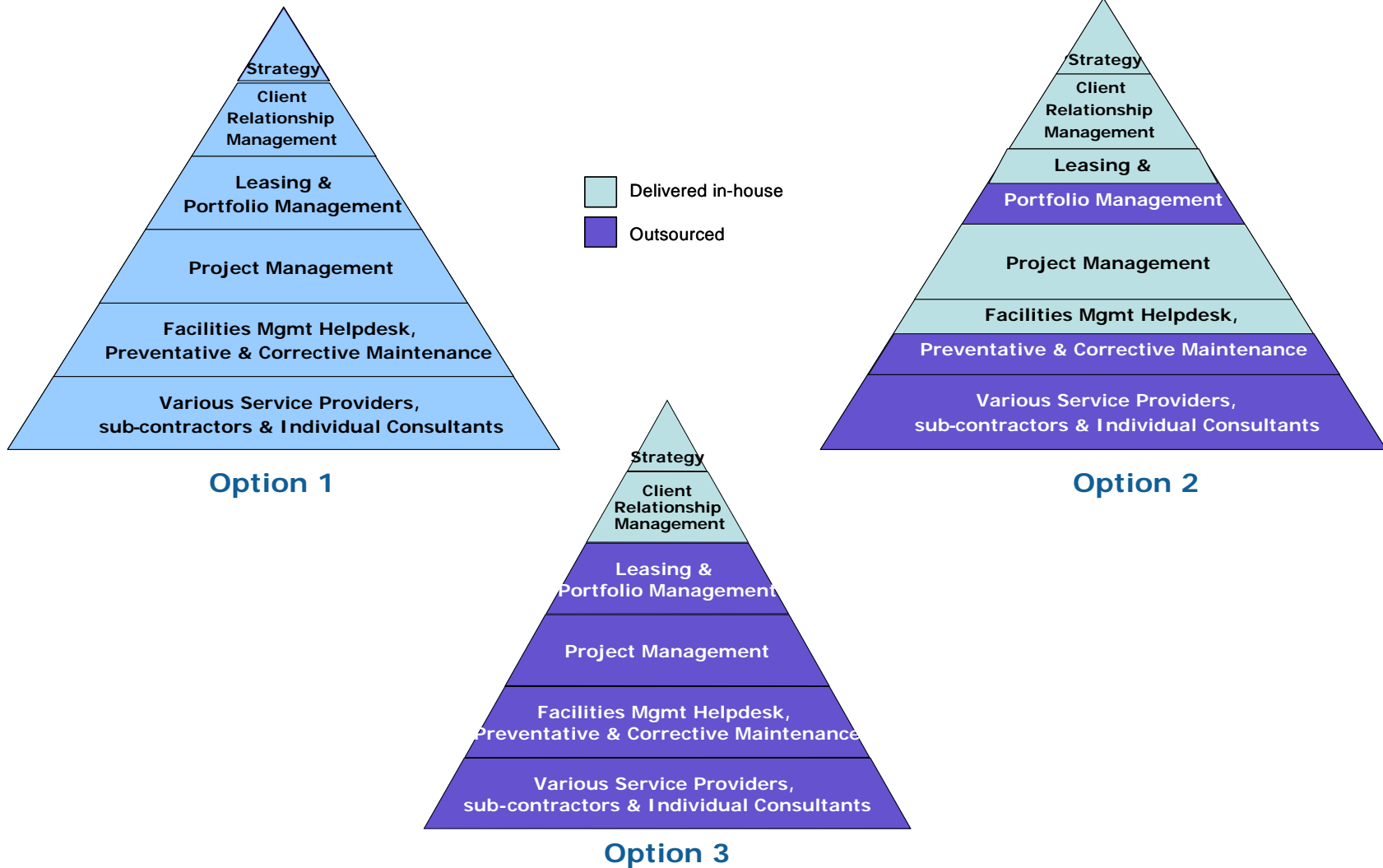
Geographic structure



Function (technical) structure



Service delivery models



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.

The strength of our property business lies in the diverse range of skills and experience we bring to each assignment including:

- property management and operational management of major portfolios
- major transactional and portfolio restructuring
- valuation and asset management
- accounting, finance and audit
- IT and systems implementation
- relationship and change management
- risk assessment and management
- contracting, outsourcing and tender management

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 fulfil 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 property and CRE 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.

[View our website for key staff details](#)

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

Canberra

Business & Postal Address	Level 7 / 15 London Circuit, Canberra ACT 2601
Phone Number	(02) 6274 9200
Fax Number	(02) 6274 9299

Melbourne

Business & Postal Address	Level 2 / 534 Church Street, Richmond Victoria 3121
Phone Number	(03) 9425 1900
Fax Number	(03) 9429 7488

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**

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**