

# Share Registry services

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## Capability and Capacity Statement



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**Introduction**

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# Introduction

**Grosvenor's core business includes consulting for share registry services**

Grosvenor Management Consulting is a private Australian owned company which is a leading provider of strategic and operational advice to public and private sector organisations.

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 has been involved in numerous assignments 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**

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## Company value and capability

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# Values and 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 in reviewing registry services is demonstrated over the following pages

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## **Demonstrated experience**

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# Demonstrated experience

## Current engagement models with registry service providers lack detail

Grosvenor understands the complexities associated with management of registry services for large institutions. These complexities include:

- There tends to be a lack of definitions on what are the client service requirements.
- Service standards tend to be general and have no real consequence to the service provider in instances where there is a service failure. Given the regulated environment in which the Company Secretary operates, service standards need to be far more strict.
- The quality and timeliness of technical advice often less than desired
- Invoices tend to lack information to aid review and understanding of the charges made. Often there is a feeling of a lack of cost control. Disbursements lack transparency.
- The pricing for corporate actions appears excessive of the actual work efforts and requirements
- The risk profile for Employee Share & Option Programs is often under estimated by the client
- Client specific services for managing unlisted trusts, sub entity management and AGM voting are not fully documented to the degree required to ensure service quality commensurate with price

Grosvenor understands best practice in managing registry and associated services. Firms can address these complexities, specifically:

- analysis of total registry spend to determine the fully loaded cost per Holder
- on going performance management of registry service providers based on a transparent process of measurable outcomes.
- clarifying how registry service providers can value add to their services (at no cost to the client)
- deploying invoice and contract audit tools to aid management of service quality and cost
- pricing models for corporate actions
- applications of financial sanctions in instances of poor performance and applications of price rewards for superior service or cost containment

**Best practice processes provide for the management registry services**

# Demonstrated experience

Grosvenor has assisted on high value contracts

Grosvenor Management Consulting has demonstrated significant capability in supporting and advising client organisations in large scale contracting projects. Our breadth of experience in the sourcing registry services places us in a unique position to not only leverage in-house protocols in best practice benchmarking but also access current market trends and future thinking to achieve the greatest benefit for our clients.

Grosvenor clearly recognises that our clients have exacting standards of probity and transparency. We ensure that all procurement and contracting initiatives meet stringent standards.

Our sound knowledge of the competitive forces among registry providers and expertise in establishing a high degree of visibility in complex pricing/service level models ensures key outsourcing objectives are met with tangible improvements.

Grosvenor's strategic interventions have achieved material outcomes for our clients in the form of significant cost savings and improved service level agreements. Our clients will not only confirm the quality of our input, but also provide an even broader understanding of our capability and experience.

Grosvenor's approach to reviewing and sourcing registry services is illustrated over page. This approach can take place at anytime; not just a contract renewal stage. We have many examples where clients redefine their service requirements midway through an existing contract. Due to the limited number of registry service providers, they will tend to work with the review than against it. Better pricing can also be obtained at any time during the contract period.

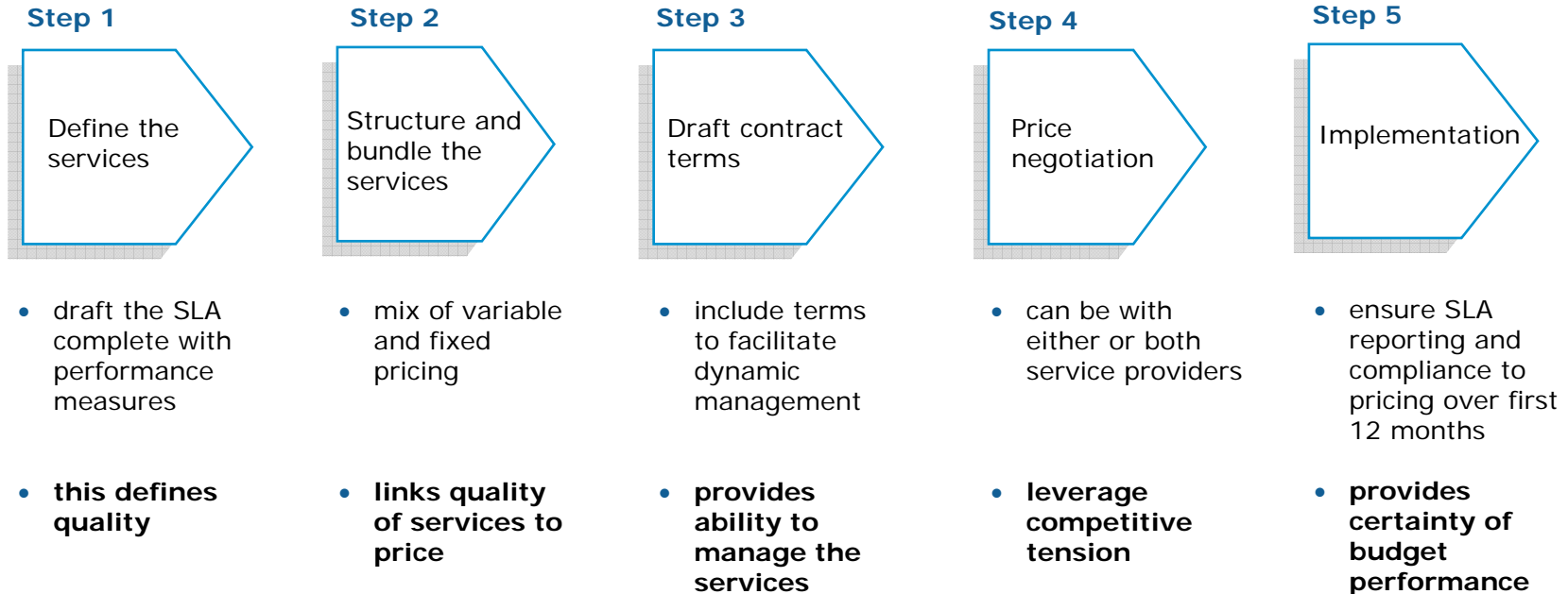
One of the clear learnings from undertaking service reviews is that service quality will typically improve while actual cost will typically decrease.

You will appreciate that registry services are typically provided in an environment of confidentiality and thus Grosvenor's engagements are always covered by Non Disclosure Agreements. We are not able to detail our assignments but will be happy to provide references upon request.

Grosvenor also provides monthly invoice audit services and currently does so for many blue chip organisations. The first of these was commenced in 2001 and is still in operation.

**A typical methodology follows**

# A typical methodology for registry services



A better quality of service is a key outcome of this methodology  
Quality improvements actually drive better pricing outcomes

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## Company capacity and personnel

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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  
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 registry 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	<b>Grosvenor Management Consulting Pty Ltd</b>
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**Financial referees  
available on request**