



Request for Quotation

Digital Consultant for Digitisation Roadmap Program

Date of Issue: 25th May 2023

Closing date: 8th June 2023

Contact Details

Name: Sharon James	Position: Coordinator Customer Services
Department: Corporate Services	Organisation: West Coast Council
Phone: 03 6471 4700	Email: cccs@westcoast.tas.gov.au



1 Background

Through the *Digitisation Roadmap Program*, the West Coast Council is creating a modern framework for decision-making and service delivery with a focus on improving the service experience of individual customers and communities across Tasmania's West Coast.

Following an evaluation of the efficiency, effectiveness, and reliability of current operational processes and information systems, the Council has recognised a need to improve the processes and systems that underpin the organisation's customer, employee, regulatory and operational functions.

The Council is now inviting quotes from suitably qualified consultants to support implementation of the program.

2 Submission Requirements

A response must be fully completed and submitted by 3pm on the closing date. A late response may be excluded from evaluation. West Coast Council may, in its discretion, extend the closing date and time.

A response can be provided in any format that the proponent wishes but must include responses to all requirements outlined in **Section 4 Scope of Work**.

Any clarifications regarding this RFQ shall be submitted via email to the officer identified in **Contact Details**.

The response will be treated as commercial-in-confidence.

3 Timeline

RFQ Release Date	25 th May 2023
RFQ Submission Deadline	8 th June 2023
Final Selection and Contract Award	15 th June 2023
Estimated Commencement	Negotiable

4 Scope of work

4.1 Project details

What is the Digitisation Roadmap Program

The *Digitisation Roadmap Program* (DRP) will look at improving the customer, employee, regulatory and operational experiences, and ways of working at Council, enabled by renewed processes and uplifted technology systems. It is estimated to be undertaken over 5-years commencing June 2023.

The program will include remediation work for Council's current financial and regulatory management functions and systems (RX) and new solutions across a range of other functions. DRP will move Council towards a target operating model shaped by changes to service delivery and technology governance, and ultimately provide a baseline for enhanced delivery capabilities on the West Coast for the next 20-years.

Going Digital

The West Coast Council is a reflection of its community. It values self-sufficiency and resilience and seeks to optimise self-service capabilities for all stakeholders. As a remote organisation, minimising downtime is crucial. Through the DRP Council will pursue a cloud-first strategy for system improvements. It will promote upskilling and shared responsibility for systems support and delivery throughout the organisation. For Council, digitisation means digital interactions not digital transactions. It means improving the capability of the organisation to respond and engage.

The overarching objectives of the DRP program include to:

- Boost the efficiency and effectiveness of Council operations.
- Improve communication and collaboration within the Council.
- Elevate customer satisfaction with the services provided by the Council.
- Enhance decision-making processes through data-driven insights.
- Cultivate a customer-centric culture within the Council.
- Foster an atmosphere of collaboration and engagement between Council and the community.

4.2 Project Scope

The Digitisation Consultant will work closely with the General Manager, senior leadership team, and the Digitisation Project Officer, both remotely and out of the Queenstown office, to achieve the overarching objectives of the DRP to ensure it is delivered on time, within budget, and to the required quality standards. The Digitisation Consultant will also provide regular progress reports to the General Manager and Council, identifying and escalating issues and risks as required. The Digitisation Consultant will be responsible for a range of specific tasks, which are listed below as examples. These tasks are non-exhaustive, meaning that there may be additional responsibilities that are not explicitly listed.

- Establish a program governance structure that enables a fit-for-purpose decision-making framework.
- Collaborate with Council officers and the Digitisation Project Officer to conduct mapping and analysis of operational processes and information systems.
- Provide ongoing recommendations for service improvements, including the development and implementation of new digital processes and systems that support Council's service delivery objectives.
- Assist with the selection and implementation of new software and technology solutions, ensuring they are aligned with Council's business requirements.
- Guide the training and support to staff and key stakeholders to ensure they are equipped with the skills and knowledge required to obtain benefit from the digitisation program.
- Provide general advice and ongoing support to Council and its service providers in relation to the over-arching digital and technology environment, including assisting with the development and implementation of policies and procedures.

The successful consultant(s) will have:

- A proven track record in digital transformation projects, with a particular focus on implementing software upgrades and new systems in organisations with complex operational environments.
- Experience in developing and delivering strategic support programs.
- An exceptional understanding of business processes and project management methodologies.
- Strong interpersonal and communication skills, with the ability to engage with staff at all levels of the organisation.

4.3 Project Risks

As a remote local government authority operating in Tasmania, the West Coast Council faces unique challenges that may impact the success of its digitisation program. The program is expected to run for a period of five years, and therefore may be subject to disruptions and business challenges that could potentially impact its timely delivery. The successful proposal will need to demonstrate a clear understanding of the unique challenges facing the West Coast Council and provide realistic and effective mitigation strategies to ensure the success of the digitisation program. Responses should provide mitigation strategies for how they will address the following inherent risks:

Program Length: Due to its extended five-year duration, the proposal should outline measures for maintaining continuity of service throughout the program and mitigating any disruptions to ensure its timely delivery.

Change Management: Levels of digital literacy may present a challenge to user adoption and resistance to change. The proposal should address how change management strategies will be implemented to ensure staff are engaged and informed throughout the project, and how training and support will be provided to enable them to adapt to new ways of working.

Budget Management: The proposal should address how program costs will be managed and how potential cost overruns will be administered to ensure the program remains within budget.

4.4 Project Timeline

The Council is seeking a digital consultant(s) to provide support services to our multi-year program of work. The Digital Consultant(s) will be for an initial term of two (2) years, with the option to extend for an additional one (1) year, subject to mutual agreement and the consultant's satisfactory performance. Requirements for the final two years of the program will be assessed in year three. The specific deliverables and timelines will be agreed upon and detailed in the consultant's contract following assessment of this RFQ process.

4.5 Pricing Model

Responses should offer competitive and transparent pricing and include a clear itemisation of costs for services, expenses, and any other relevant costs associated with the response. All prices are to be proposed in AUD. Pricing must also:

- indicate where discounts have been applied or offered,
- include role-based costs for hourly and daily rates,
- include costs for additional services outside the quoted scope of services,
- include expense assumptions.

4.6 Submission Requirements

Suitably qualified organisations are requested to submit a response that includes the following:

1. Details of experience and qualifications relevant to the Digitisation Roadmap Program.
2. Methodology for operational and strategic support (addressing 4.2 and 4.3).
3. Proposed budget for the project, including any contingencies (addressing 4.5).
4. Proposed consultant(s) and their relevant experience.
5. Three references from previous clients for similar projects.

5 Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- **Proposed Support Model:** The proposal should present a clear and detailed response to Section 4 – Scope of Work and highlight how the proposed response addresses Council's requirements.
- **Qualifications and Expertise of the Respondent:** The proposal should demonstrate the skill and experience of the organisation and consultant resources.
- **Pricing Structure and Cost-Effectiveness:** The proposal should offer competitive and transparent pricing, including clearly itemised costs for consulting support services, travel expenses, accommodation expenses, and any other relevant expenses.
- **Client References and Testimonials:** The proposal should include references from three (3) organisations operating in the local government sector.

5.1 Presentations

Council reserves the right to invite respondents to present their proposals to Council officers during the evaluation period. Should they be required options will be provided for either onsite or remote presentations between 12th – 15th June 2023.

6 Award and Formation of Contract

Council reserves the right to launch subsequent processes if it determines that the quality and comprehensiveness of RFQ submissions is insufficient. This is to ensure the selection of the most appropriate solution and service provider. Please note that the Council is not obligated to accept any proposals and has the discretion to:

- a) Cease to proceed with the RFQ process outlined.
- b) Not proceed with the RFQ and decline to enter any contract.
- c) Call for new proposals.
- d) Accept or reject any proposal that does not comply with this RFQ.

7 Assumptions

- The project scope will remain consistent with the information provided in the RFQ.
- Any changes to the project scope or requirements will be communicated in a timely manner by the Council and may result in adjustments to timelines or costs.
- Council will provide timely access to required information, resources, and personnel during the project.
- Council will actively participate in decision-making, testing, and approval processes throughout the project.
- All costs submitted in the proposal will remain valid for the specified term of the agreement.
- If successful, the preferred respondent will provide ongoing support and assistance in resolving any issues that may arise during the specified term of the agreement.
- Any additional costs or services not specified in the proposal will be negotiated and agreed upon by both parties before commencing work.
- Council will provide a contact person to coordinate and facilitate communication between the preferred respondent and Council officers for the specified term of the agreement.