



**Building a safe and vibrant city for the Greater
Dandenong community through the
VendorPanel source-to-contract platform**

City of Greater Dandenong Case Study

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Deloitte.

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Context

City of Greater Dandenong

Greater Dandenong City Council is a 129 square kilometre area south east of Melbourne which covers the suburbs of Springvale, Dandenong, Keysborough and Noble Park to name a few. Since the Council amalgamations in 1994, the City of Greater Dandenong has thrived, boasting a rich and diverse community. It has an estimated population of 169,000 people, with a forecast of 197,000 by 2029. Recognised as Australia's most culturally diverse community, key languages spoken include Vietnamese, Khmer, Punjabi, Mandarin, Cantonese and Greek. The community also has 61 kilometres of shared bike paths, 1,084 kilometres of footpaths and 127 playgrounds, industries within the community are health care, retail, wholesale trade, transport and warehousing. It is recognised as a manufacturing hub, which has 22 per cent of all jobs in Victoria. In addition to common local government services such as planning, waste and transport to name a few, the City of Greater Dandenong also provides a broad range of services in the areas of youth, family, disability and positive ageing.

VendorPanel Implementation

The City of Greater Dandenong embarked on the journey to implement the VendorPanel solution as an innovative Source-to-Contract platform to simplify procurement and supplier management, reduce risk, maximise savings and drive positive social outcomes for the City.

Within the 38 business units, the solution has been implemented across IT, Major Projects, City Improvement Program and Greater Dandenong Business. The remaining business units are progressively being onboarded onto the VendorPanel solution, with the goal to complete the roll out by June 30 2020. Where the solution has been implemented, the City of Greater Dandenong are realising benefits such as streamlined business processes, single point of contact and portal for all tenders and more user friendly system functionality.

The purpose of the Case Study is to provide an overview of the challenges that the City of Greater Dandenong experienced within sourcing prior to implementing VendorPanel, the experience with the current implementation, the benefits realised and future plans.

This Case Study has been completed by Deloitte, informed by and in collaboration with the City of Greater Dandenong.



Sourcing before VendorPanel

Prior to the introduction of the VendorPanel solution, the City of Greater Dandenong experienced a broad range of challenges with sourcing.

The Fleet Business Unit had manual, complex and time consuming processes when obtaining quotes for the Heavy Plant areas (e.g. Trucks). Previous tools and processes involved using word, excel, email and phone to contact and engage suppliers.

Across other areas of the Council, there was no visible documentation and it was unclear if there was consistency in regards to engaging and sourcing suppliers. Management were unsure if staff within the Council were being consistent in their approach to finding and engaging the best suppliers. When looking at products and services within the lower threshold, it was particularly unclear if the right local suppliers were engaged.

Obtaining quotations was a manual task, using Word documents, email, web searches and phone calls. This made it especially challenging to engage with local suppliers and with social and Indigenous-owned businesses.

Poor visibility meant that it was difficult to identify all of the suppliers that the 38 City of Greater Dandenong business units were using.



Sourcing during implementation and after 12 months with VendorPanel

Implementation Experience

During the implementation of VendorPanel, it was noted that the training was easy and the end users did not have to make enquiries since its implementation. The VendorPanel project team who were involved in the implementation, were professional and well organised, noting the use of templates and plans were well laid out and helped with the progressive roll out to the various business units.

The value add was the development of an implementation strategy, which VendorPanel checked with the Council to ensure it was aligned with the City of Greater Dandenong's needs.

Overall, VendorPanel helped guide and ensure the City of Greater Dandenong was on track as per the implementation plan.

Current Benefits

As Fleet and a number of other business units have used the VendorPanel solution, they have been able to experience a number of key benefits. They include:

1. Streamlined business processes, in particular, streamlining the quotation process.
2. Made it easier for end users to procure and have a single source. There was no longer the need for separate registers.
3. The solution is more user friendly and allows for easy uploading of files and receiving files during the tender process.

Integrated supplier intelligence

Thanks to the integration between VendorPanel and Rapid Contractor Management, City of Dandenong staff can see supplier compliance data at point of procurement, ensuring they only access suppliers with an appropriate compliance status.

A traffic light icon against each supplier makes it easy to identify which are compliant and non-compliant - whether a buyer is shortlisting for an RFx or selecting a winning bidder.

This is an important factor in reducing procurement risk at the organisation.



Future Benefits

As the solution is progressively rolled out to the other business units, the City of Greater Dandenong is expected to realise further benefits. They are:

1. Transparency

Have the ability to see the procurement activities, spend and quotations across the business units at any point in time.

2. Reduce Risk

Ensure the City of Greater Dandenong is aligned to the audit requirements and policy compliance. As all information is captured, there is data available that demonstrates that the City of Greater Dandenong has been compliant with audit needs and policies.

3. Analytics

Once all business units are on the solution, the City of Greater Dandenong will be able to see where all the spend has been performed, where spend was/ wasn't equitable and where there could be greater benefits realised.

4. Collaboration

Once the whole City of Greater Dandenong is on the solution, there is an additional benefit and long term plan to collaborate with other councils so that they can all work more collaboratively with the suppliers. This may help realise further savings and opportunities for both councils and suppliers.

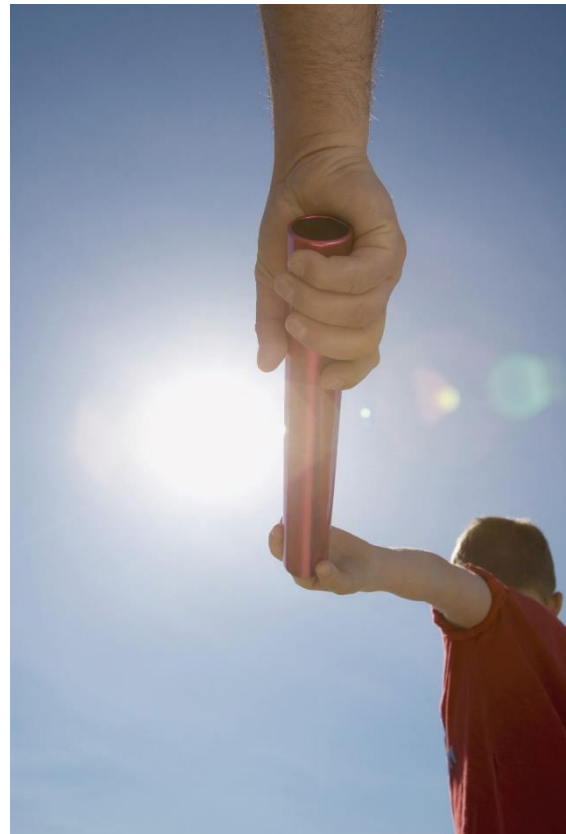


Future plans for use of VendorPanel

The Council is in the process of rolling out the solution across the remaining 30 plus business units. The plan is to complete the roll out by June 30 2020. Once the roll out is complete, the Council is hoping to implement the following plans in the near future:

1. Analyse the spend across all business units to identify further benefits.
2. Broaden the list of suppliers to include more local and social enterprise providers e.g. Disability providers.
3. Look to collaborate with other councils and regions on supplier engagement and council service delivery.

Whilst the Council has only rolled out the solution to a few business units, there has been clear benefits delivered and they are looking forward to the accelerated roll out to the other business units to realise the gains that can be made across the whole organisation.





For questions in relation to this case study, please contact Frank Kelloway at Deloitte Consulting on fkelloway@deloitte.com.au.

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