

Expression of interest

WS5393526308 – ICT Managed Services

The organisation

Western Power is a government-owned corporation responsible for building, maintaining, and operating the electricity network in the south-west of Western Australia. With a strong focus on safety, reliability, and innovation, Western Power plays a critical role in enabling the energy transition and supporting the region's economic growth.

Our infrastructure spans over 255,000 square kilometres, delivering electricity to more than 2.3 million customers. As part of our strategic transformation, we are investing in digital capabilities, modernizing our IT services, and enhancing operational efficiency to better serve our communities and stakeholders.

This expression of interest (EOI) analysis supports our ongoing efforts to optimize service delivery, improve cost- effectiveness, and ensure long-term value creation across managed services portfolio.

Objectives and process

The primary purpose of the EOI is to initiate the pre-qualification of suppliers and get an understanding of modern market capabilities on managed services.

Following this EOI, Western Power will shortlist selected suppliers and issue a detailed Request for Proposal (RFP), which will include comprehensive technical and functional requirements to enable deeper engagement and proposal development. Please note that the RFP is not expected to be released before **May 2026**, with a transition expected to be fully completed by **June 2027**. While the indicative timeline allows for some flexibility, responses to this EOI will be a key determinant in selecting suppliers who will be invited to participate in the RFP process.

Western Power will also host presentations with a shortlisted group of suppliers at 363 Wellington Street (Perth) following the EOI event. These sessions aim to discuss supplier capabilities and explore modern market practices through the presentation of various use cases prepared by Western Power. These sessions will be scheduled from the **second week of February**. To support preparation, Western Power will share the expected agenda with the selected supplier ahead of the session.

Please note that registering for this opportunity does not guarantee that your organisation will be invited to participate in a market event or become a supplier to Western Power.

Key Details:

- Anticipated Contract Execution: January 2027
- Contract Start: July 2027
- Contract Term: TBA
- Contract Type: IT Master Services Contract (MSC) - contract draft to be shared in RFP (Western Power template)
- Procurement Process: 2 stages (expression of interest and closed tender)
- Questions during EOI: All questions are submitted by COB Thursday 22nd January 2026

The scope

Western power is seeking insights from suitably qualified and experienced companies with the following capabilities:

- a. Contemporary model: Demonstrated experience supporting clients in transitioning from traditional ICT organisational models to contemporary operating models. Western Power is seeking partners who have successfully orchestrated similar transformations.
- b. Large-Scale Technology Programs: Proven capability in delivering complex technology programs exceeding \$25 million in value, including program management in operational technology (OT) environments.
- c. Local presence in Western Australia.
- d. Sector Expertise: Strong credentials and experience in the energy/utilities sector or other critical infrastructure sectors governed by the Security of Critical Infrastructure (SOCI) framework.
- e. Integrated IT/OT Solutions: Ability to deliver solutions that meet the requirements of both corporate information technology (IT) and operational technology (OT) environments, including multi-vendor ecosystems.
- f. Innovation/Automation: Demonstrable experience in delivering automation-based efficiency and continuous improvement programs.
- g. Demonstrated expertise across key service domains (non-exhaustive) such as:
 - i. Infrastructure and Application Management: End-to-end management of on-premises, cloud, and platform environments, including cloud-native and hybrid solutions.
 - ii. Network and Security Services: Provision of network management and cybersecurity services.
 - iii. Cloud Services: Management of cloud infrastructure and application architecture, including migration, optimisation, resource management, backup, and disaster recovery.
 - iv. Remote end-user Support Service desk and support to ensure smooth and efficient operations.
 - v. Workplace Services: Provisioning of end-user compute services, including device support and user access management.
 - vi. Proactive Monitoring and Maintenance: Use of advanced observability tools and technologies to monitor system performance and resilience, identify potential issues, and proactively address them to minimise downtime and optimise IT resources.
 - vii. Operational Excellence: Delivery of efficient, reliable, and high-quality services through ITIL best practices (incident, problem, change, and service level management), driving continuous improvement and customer satisfaction.

In addition, supplier should be aware of the following strategic considerations:

- Western Power is classified as part of Australia's critical infrastructure and must comply with the Security of Critical Infrastructure (SOCI). Supplier must demonstrate their ability to operate within this framework
- Western Power is actively exploring the use of Artificial Intelligence and automation to enhance service delivery.

Infrastructure and application overview

The following information is provided as a guide to support your understanding of our current scope

Infrastructure overview (not exhaustive)

- Wintel and Unix based environments
- Intel based EUC devices – Tablet, laptop., desktop
- Mobile workforce
- Microsoft centric, O365, D365, Entra, Azure,
- Oracle database (Exadata) platforms
- Cisco network and telephony
- Predominantly on premise.

Applications (not exhaustive)

- Western Power's application environment comprises of custom-built applications, integrations and packaged software deployed in the following instances: Production, Test, Development, Training, and Staging.
- The Application and technology Landscape covers software technologies including (but not limited to) Java, web Methods, Microsoft technologies (Access, Excel, VBA, VB, C#), PhoneGap, Avoka, Ingres Open Road, Hansen Hub, XSLT, REST, JSON and Bentley (for CAD systems). These applications are deployed on the following internal servers (but not limited to) Glassfish, JBOSS EAP, webMethods, DataPower, and cloud-based services like Azure and Avoka running on

Submission guidelines and dates

Key dates:

Step	Date	Owner
EOI release	15/01/2026	Western Power
EOI supplier questions	22/01/2026	Supplier
EOI western power answer	27/01/2026	Western Power
EOI submission	02/02/2026	Supplier
Presentation	From 12/02/2026	Supplier

Thank you for submitting your response to the EOI by following the instructions below:

- Please provide your answers to the questionnaire (see below expression of Interest Questionnaire) in a separate supporting document that substantiates your responses. The document must:
 - i. Address all questions from the questionnaire
 - ii. Be submitted in PDF format
 - iii. Not exceed 25 pages with minimum font size of 10

- Please share your questions no later than **22nd of January 2026** using the Q&A template provided only, maximum 10 questions.
- EOI responses must be submitted **Monday 2nd of February 2026** and sent electronically to: alexandre.birot@westernpower.com.au / Sam.McCormack@westernpower.com.au
- Email subject line: Please ensure your registration clearly reference – Advertised event number WS5393526308

Western Power reserves the right to:

- Amend the requirements of this EOI at any time prior to the Closing Date.
- Invite any additional Contractors as it deems desirable or abandon this process whether before, or after, the receipt of Submissions.
- Seek the advice of external Consultants to assist in the evaluation of EOI Submissions.
- Make inquiries of any person, company or organization about the Contractor.
- Consider an incomplete EOI Submission or consider an EOI Submission submitted otherwise than in accordance with this document; and
- Suspend or Cancel the EOI.

Non-binding document and declaration

The Contractor is solely responsible for its costs of preparing and submitting a EOI Submission and for any other costs that may arise out of, or consequent upon, this process. A guarantee of work allocation or revenue from Western Power is not suggested nor implied in any way by the EOI.

Expression of Interest – Questionnaire

1. Company details

- a) Legal name
- b) Company trading name
- c) Website

2. Contact details

- a) Name and role
- b) Email address
- c) Phone number

3. Organisation

- a) Please provide an overview of your organisation including the following (and any other relevant information)
 - i. Provide overview of your activities/presence in Western Australia (history of operations, key clients, number of employees etc)
 - ii. Share key information and data sets around global locations, number of employees, revenue and core business activities.
- b) Please outline your organisation employee retention rate, highlighting how do you attract and keep your staff engaged. Furthermore, how do you maintain flexibility in the workforce to accommodate changes in service volumes throughout the contract term.

4. References

- a) Please provide references from at least two (2) different organisations from the electricity/utility sector and/or organisations considered as critical infrastructure. Please include client names and email address, with an overview of the contracted scope of services. Please acknowledge that the Western Power may contact the provided references, as part of the EOI process.

5. Capabilities and experience

- a) Please provide at least two (2) examples of major technology programs you've delivered ($\geq \$25M/\text{year}$), including those involving onshore OT environments, highlighting initial challenges and outcomes.

- b) Please describe your approach to the end-to-end management of applications (COTS and custom built) and infrastructure, including an example of how you've rolled out full lifecycle management, asset discovery and continuous improvement, within a similar environment including roadmaps, upgrades, maintenance of support, licenses and certificate management.
- c) Please include how your organisation will leverage the client's in-house toolsets to drive efficiency improvements. Please list out the client's in-house toolsets you can leverage and detail the efficiency improvements expected for each
- d) Could you please share an example where your organisation supported a client in transitioning from a traditional IT service management model to a contemporary IT operating model? Please include how a future operating model can better align technology outcomes to business outcomes. We would appreciate insights into the key success factors that enabled this shift, the challenges encountered (e.g. in delivery or capabilities), and the benefits observed following the transition.

6. Innovation and Continuous Improvement

- a) How do you ensure that the client is able to receive proactive innovative solutions that are relevant and practical?
- b) Describe your use of Artificial intelligence in delivering application and infrastructure managed services, including AIOps, predictive analytics or automation capabilities. Provide at least two (2) examples for your clients in the energy/utilities or critical infrastructure sectors, and the measurable outcomes achieved?
- c) How do you identify and prioritize improvement opportunities across IT services? What governance and cadence do you propose for reviewing and implementing improvements?

7. Performance Management

- a) Describe your overall performance management approach for IT outsourcing engagements.
 - i. Which frameworks or standards do you follow?
 - ii. How do you ensure alignment with business outcomes rather than just technical SLAs?
- b) Explain how you incorporate XLAs (Experience Level Agreements) into your performance model.
 - i. What experience metrics do you typically measure (e.g., end-user satisfaction, digital experience scores)?
 - ii. How do you collect and validate experience data (surveys, telemetry, sentiment analysis)?
 - iii. Provide examples of XLAs implemented for other clients and the impact achieved.
- c) What is your approach to balancing traditional SLAs with outcome-based and experience- based measures?
 - i. How do you prevent "watermelon SLAs" (green on the outside, red on the inside)

- ii. What is your approach to implementing business-aligned KPIs (e.g., outage communication timeliness, regulatory reporting accuracy)?

8. Commercial Model

- a) Pricing Structure & Flexibility
 - i. Describe the commercial models you offer for IT outsourcing services (e.g., fixed price, consumption-based, outcome-based, gainshare).
 - ii. How do these models align with utility industry needs for predictability and scalability?
 - iii. Provide examples of where you have successfully implemented flexible pricing for similar clients.
- b) Risk & Incentive Alignment
 - i. Explain how your commercial model shares risk and incentivizes performance.
- c) Transparency & Cost Optimisation
 - i. What tools or dashboards do you provide for real-time visibility of consumption and cost drivers?
 - ii. How do you manage cost predictability during surge events (e.g., storms, outages) and major transitions?

9. Security

- a) Please describe your capabilities in delivering security services across application and infrastructure domains (server, storage, network, telephony), including vulnerability analysis, secure configuration management, and alignment with client-specific security policies and standards.
- b) How your service aligns with the physical security and cybersecurity Security of Critical Infrastructure Act obligations for critical infrastructure operators? Please explain.
- c) How do you collaborate with client-side Security Operations Centres (SOC) to support real-time threat detection, log delivery, and incident response in critical infrastructure environments?
- d) Please provide an example of how your organisation has participated with a client in a major security incident.

10. Onshore / Offshore Ratio

- a) With consideration given to Australia's Security of Critical Infrastructure Act 2018 (SOCI Act), provide an overview of your approach to delivering IT services onshore and offshore.

11. Cultural fit

- a) Please explain how an engagement with Western Power would align with your priorities, industry focus or innovation roadmap

