

CLARE COUNTY COUNCIL



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL

Corporate Procurement Plan 2019 - 2021

Adopted by Management Team on 4th March, 2019

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1. INTRODUCTION

- 1.1 Procurement can be defined as ***“The acquisition of supplies, works and services which meet the needs of customers and service users, whilst at the same time, ensuring value for money throughout the life of the product or service including, where appropriate, disposal”.***
- 1.2 This plan aims to deliver best practice procurement in Clare County Council by setting out clear objectives and goals to be achieved over the lifetime of the plan. In order to ensure delivery it is essential that there is a Procurement Unit to act as a focal point, engaging with departments across the Council to ensure compliance with procurement policies, processes and systems.
- 1.3 This Plan is supported by Clare County Council’s ***Procurement Procedures*** which defines the processes and procedures to be followed by all those involved in procurement of goods, services and works. This document supports the operational delivery of the plan and will be kept under review throughout the life of the Procurement Plan to ensure best practice. The central data repository for detailed procurement guidance is the intranet. A suite of procurement documents can be found in the Procurement section on the intranet.

2. PURPOSE OF THE CORPORATE PROCUREMENT PLAN

- 2.1 The purpose of the Corporate Procurement Plan is to set objectives and goals to ensure that the Council’s procurement function operates in accordance with procurement directives, legislation, and other legal requirements and supports effective value for money while ensuring transparency, openness and accountability.
- 2.2 The Plan will take account of changes to procurement legislation and new requirements set out at a national level by the Department of Public Expenditure and Reform and the Office of Government Procurement.
- 2.3 This Plan has been prepared in accordance with the Local Government Strategic Procurement Centre (LGSPC) document ***“Guidance for Corporate Procurement planning in the Local Government Sector”*** issued in October 2015.
- 2.4 The Corporate Procurement plan is effective for a three year period 2019-2021. A progress review will be carried out annually.
- 2.5 The procurement objectives and goals outlined are challenging and will require the co-operation, engagement and support of all departments in the council in order for them to be successful. They

require a stronger focus on procurement planning, information sharing and collaboration between all departments. The Directors of Service and Budget Holders play a lead role in the implementation of this plan and in particular the promotion of a culture of compliance, efficiency and value for money.

3. PROCUREMENT OVERVIEW

3.1 Public procurement is an integral part of the Government's overall Public Service Reform agenda; the following are a number of measures/initiatives that have been undertaken to manage the reform of the public sector procurement spend and which Clare County Council must support in carrying out its procurement function.

3.2 Office of Government Procurement (OGP)

Following on from the recommendations of *The Capacity & Capability Review of Centralised Procurement Function*, the Office of Government Procurement (OGP) was established by Government to lead the Public Procurement Reform Programme.

The OGP commenced in 2014 and together with four key sectors (*Local Government, Defence, Education, and Health*), is taking responsibility for sourcing goods and services on behalf of the public service. There are sixteen categories identified and the OGP have responsibility for sourcing eight main categories of spend, the other remaining eight are managed by a lead agency from one of the four key public sectors on behalf of the public sector as a whole. The establishment of the OGP represents a key milestone towards centralised procurement for goods and services for the entire public sector. The procurement of capital works has remained with each Local Authority.

3.3 Local Government Strategic Procurement Centre (LGSPC)

The *Local Government Strategic Procurement Centre (LGSPC)* A Strategic Procurement centre for the Local Government Sector initially set up under the aegis of the Project Management Office for Local Government Efficiency Review, and now subsumed into the Local Government Management Agency (LGMA). The function of the LGSPC is to lead, co-ordinate and support the local government sector with procurement reform supporting its efforts within the procurement reform agenda.

3.4 Local Government Operational Procurement Centre (LGOPC)

The *Local Government Operational Procurement Centre (LGOPC)*, based in Kerry County Council, leads two categories on behalf of the entire public sector: Minor Building and Civil Works and Plant Hire and it also retains the management of the SupplyGov.ie (formally Laquotes.ie) which is the eprocurement system which facilitates Local Authorities and other state agencies in procuring goods

and services in respect of the Local Authority lead category for Plant Hire and Minor Building and Civil works.

3.5 **Munster & South Leinster Regional Procurement Network (WLAPN)**

The Munster & South Leinster Regional Procurement Network which consists of Procurement Officers in the Munster and South Leinster Region meet up on a bi-monthly basis to share views and experiences on Procurement. They liaise with the OGP and LGSPC on various categories of spend and in the implementation of National and Regional frameworks as they arise

Appendix 2 sets out the procurement governance structure in the Local Government Sector.

3.6 **Procurement Structure – Clare County Council**

Clare County Council has a primarily decentralized procurement system, where the responsibility for procurement practices lies with the individual budget holders who authorize the procurement of goods, services, works, works related services or concessions. . Where national framework agreements are in place for the local government sector, competitions should be run under these agreements.

The Chief Executive (CE) has ultimate responsibility to ensure compliant procurement. The CE delegates significant budgetary and procurement responsibilities to Directors of Service, Divisional Managers, and Heads of Section. Each Director/Divisional Manager/Head of Section has the responsibility to ensure that the budget holders, to whom they in turn delegate, take responsibility for the compliant procurement of all goods, services and works for which they authorise spend.

In recognition of the need to further develop a corporate wide view of procurement, Section Nominees for each Directorate will be included in the development of policy and support strategies to ensure procurement compliance. This group will explore procurement opportunities ensuring that procurement policy supports good quality service delivery and the council maximises value through strategic procurement.

The Procurement Officer reporting to the Senior Executive Officer, Corporate Services has a strategic role; to provide advice and guidance to The Procurement Group, (made up of nominated points of contact responsible for procurement within their Directorate) on legislative requirements and to pro-actively engage with the OGP, LGSPC/LGMA, the LGOPC and generally representing the Council externally in the advancement of good procurement practice.

The dispersion of Clare County Council's operations presents a strategic challenge in developing a procurement function to deliver high quality goods and services that represent good value in meeting

operational and corporate need. It will require significant commitment from each division and directorate to make available the necessary resources to conduct procurement consistently. In order to deliver this the procurement section must maintain well functioning communication channels to ensure the most up to date information is available through training and a centralised information repository.

3.7 Legal Framework

The Treaty of Rome signed in 1957 which resulted in the establishment of the European Economic Community (EEC) sets out a number of principles which should apply when awarding contracts, in particular, in relation to freedom of movement of goods, freedom of establishment and freedom to provide services.

The specific procurement principles that derive from these basic principles are:

1. **Transparency:** Being open and transparent about the procurement process.
2. **Equal Treatment:** Applying the same rules to all giving everyone the same rights of access.
3. **Proportionality:** Ensuring that all requirements are necessary and appropriate in relation to the contract.
4. **Mutual Recognition:** is the principle of the European Union (EU) law under which member states must allow goods that are legally sold in another member state also to be sold in their own territory.

Central to current public sector procurement practice are key guidelines and legislation founded in EU legislation that had been transposed into Irish Law including:

- Directive 2014/24/EU on public procurement (goods, services and works)
- Directive 2014/23/EU on award of Concession Contracts
- Directive 2014/25/EU on procurement by entities operating in the water, energy, transport and postal services sectors.
- Circular 10/14 (Initiatives to assist SMEs in Public Procurement) and the use of etenders system for advertising of all contracts above threshold)

All decisions made by Clare County Council must demonstrate adherence to the above legal guidelines and principles.

4. CORPORATE PROCUREMENT – MISSION AND OBJECTIVES

4.1 Mission

Our procurement mission is to transform and create the development of an effective, collaborative and co-ordinated purchasing effort within Clare County Council which will support and contribute to the corporate vision and formally support Clare County Council's key business activities and focus on delivering value for money outcomes through analysis-based purchasing strategies that are consistent with EU and National Guidelines.

4.2 Corporate Procurement Plan Objectives

The Procurement unit will be responsible for the development of strategies and initiatives that will be developed and prioritised to meet the following objectives.

Objective 1 - Procurement Governance and Compliance

Objective 2 - Support Service Delivery

Objective 3 - Procurement Organisation Structures

Objective 4 - Collaboration and Proactive Participation

Objective 5 - Processes and Systems

Objective 6 - Economic, Social and Environmental

Objective 7 - Expenditure Optimisation and Risk Management

5. SPECIFIC GOALS FOR PROCUREMENT

The procurement objectives outlined will be advanced and implemented by developing the following specific goals.

Objective 1 - Procurement Governance and Compliance

To ensure Clare County Council complies with Procurement Directives, Legislation, Circulars and other legal requirements, and that staff engaged in procurement adhere to the organisations procurement policies and procedures that will ensure all procurement activities are managed with the highest levels of compliance, probity and risk awareness.

The Procurement unit will provide clear leadership that will ensure all procurement activities are managed in an open, transparent and non-discriminatory manner and will be achieved by the following goals:

- 1.1 Ensure procurement reform is visibly supported at the most senior level of management within Clare County Council by ensuring the Corporate Procurement Plan is approved by Management Team.
- 1.2 Ensure procurement activity complies with statutory and regulatory requirements by ongoing review and updating of Clare County Council's Procurement Procedures and to deliver best practice policy.
- 1.3 Identify areas of training required by Management and staff involved in procurement by category, and provide relevant training and information sessions on an ongoing basis.
- 1.4 Ensure compliance with procurement advertising thresholds for Etenders and EU Journal (OJEU).
- 1.5 Streamline tender document process by using where appropriate OGP suite of template tender documents and Contract Documents thereby ensuring compliance with tender rules and procedures.
- 1.6 Ensure compliance with the use of the Capital Works Management Framework for the procurement of construction contracts to result in a more cost effective delivery of public works contracts together with any revisions to Construction Contract legislation.

Objective 2- Support Service Delivery

To support service delivery and to fulfill the Strategic Objectives in Clare County Council's Corporate Plan.

The Council has a vision for the development of the County which is contained in its Strategic Objectives agreed in Clare County Councils Corporate Plan 2015-2019 and subsequent business plans. Our procurement activity is an essential contributor to the achievement of these plans through a coordinated, efficient and focused procurement activity. This objective will be progressed through the following goals:

- 2.1 Ensure procurement is aligned with the service delivery and programme requirements of the Council by ensuring procurement policy is recognised in future Corporate Plans.
- 2.2 Embed a Strategic approach to Procurement by establishing a Procurement Group (PG) made up of nominated persons within each Directorate.
- 2.3 Introduce a requirement for Budget Holders to carry out procurement planning by updating a procurement pipeline for the various sections throughout the Council, to align with the OGP pipeline and list of current live Frameworks. This pipeline could be prepared in conjunction with the Council's budget process.
- 2.4 Develop spend strategies which take consideration of key corporate objectives/goals and focus on service requirements of each department to meet their delivery plans.

Objective 3 - Procurement Organisation Structures

To ensure that purchasing is carried out in a co-ordinated and strategic manner by reviewing and streamlining existing procurement processes.

To increase the role and influence of The Procurement unit there needs to be an increased coordinated and planned effort across the organisation. There is potential for efficiency savings from more effective procurement practices and this will be achieved through the following goals:

- 3.1 Review and develop procurement structures within each directorate ensuring it aligns with the delivery of the Corporate Procurement Plan representing a decentralised structure for procurement requirements and activity and develop roles and responsibilities of staff engaged in procurement and obtain relevant training and increase procurement knowledge.
- 3.2 Increase the role and influence of the Corporate Procurement unit and give the procurement officer the remit to support and monitor procurement throughout Clare County Council.

Objective 4 - Collaboration and Proactive Participation

To identify opportunities for collaboration and proactive participation in public procurement initiatives including utilising national and regional aggregated contracts.

Procurement within Clare County Council is mainly decentralised, with departments purchasing on an ad hoc basis except where National and Local centralised arrangements are in place. There is a need for a more strategic focus and improved management of procurement within the Council, this will be progressed by the following goals:

- 4.1 Ensure Clare County Council is proactive in participating in new or existing collaborative opportunities through National and Regional Frameworks.
- 4.2 Participate in LGSPC Procurement Initiatives by compiling data returns and participating in Procurement Forums when required.
- 4.3 Support effective contract management and understand procurement spend in the organisation by identifying all existing contracts and consolidating into one single register including details of contract renewal dates.

Objective 5 - Processes and Systems

To ensure that existing systems and processes are fit for purpose and strengthened to support compliance with procurement best practice.

Clare County Council has invested time and effort in the roll out of MS4 financial management system and other eprocurement systems which support and streamline the procurement function in the organisation. The following goals will assist in ensuring that these systems are utilised to their full potential:

- 5.1 Maximise the use of the Corporate Purchasing System to provide enhanced management information that will inform Clare County Council's procurement planning and practice at all management levels of the procurement function.
- 5.2 Review the MS4 financial management system training from a procurement viewpoint to emphasise the critical importance of inputting accurate information such as product codes, quantities, units, price, etc. and utilise the new procurement features on MS4 system.
- 5.3 Liaise with the LGSPC to carry out a product mapping exercise between national product codes and Clare County Council's product codes in order to produce more meaningful expenditure reports.
- 5.4 Promote e-procurement within the organisation and expand the use of the etenders online tender facility in order to improve procurement of sub threshold spend, streamline the process of obtaining quotations in conjunction with departments and expand the use of the quick quotes and Supplygov.ie eprocurement systems. Ensure the Supplygov system (managed by LGOPC Kerry County Council) is used to its full potential for the procurement of all minor building and civil works as well as plant hire by all departments in Clare County Council.
- 5.5 Ensure compliance with Circular 10/14 (Initiatives to assist SMEs in Public Procurement) and the use of etenders system for advertising of all contracts above the €25,000 threshold for goods and services and €50,000 for works and ensure that the requirement for publishing Contract Award Notices for the same thresholds are adhered to.
- 5.6 Carry out training sessions in order to maximise the use of this eprocurement systems which will further expand their use and ensure departments can administer systems independently.
- 5.7 Update on a regular basis the repository for procurement documentation available on the intranet. This site contains up to date information regarding current procurement procedures, thresholds, tender documentation, letters, National Mandatory Contract and should be the first point of information on

procurement by all staff members. Training documentation will be developed and provided on the intranet, giving 'on-demand' information to staff.

- 5.8 Promote the use of national procurement portals which are useful information sources and which should be familiar to all staff involved in procurement. These sites contain vital information in relation to procurement as well as a suite of template tender documents which can be used to simplify the procurement process.
- 5.9 Liaise with the LGSPC to review developments of a contracts register/database at National level which will track and monitor existing contractual commitments.

Objective 6 - Economic, Social and Environmental

To facilitate economic, social and environmental objectives in line with emerging policies, by identifying opportunities for social and green procurement and by engaging with businesses and suppliers.

6.1 Economic

Even though procurement legislation limits the Council's ability to favour local businesses directly for above threshold procurement, there are many ways that the Council can support small local SMEs so that they are able to compete on an equal footing with larger businesses. The following goals will be progressed:

- 6.1.1 Engage with The Local Enterprise Offices, the OGP or LGSPC as appropriate in identifying opportunities to support businesses to participate in public procurement.
- 6.1.2 Ensure tender information is available on the Council's website and link OGP/Local Authorities schedule of frameworks, and contracts/procurement pipelines are available to businesses and suppliers.
- 6.1.3 Increase the use of eTenders by suppliers by promoting its usage.
- 6.1.4 Increase engagement with local businesses and suppliers by providing SME Procurement Seminars/Workshops in conjunction with Clare's Local Enterprise Office.
- 6.1.5 Ensure that all staff are cognisant of the measures outlined in Circular 10/14 (Initiatives to assist SMEs in Public Procurement) including dividing tenders into lots, consortium bidding, greater use of open tendering and appropriate capacity and turnover requirements for tenders.

6.1.6 Promote the use of the Tender Advisory Service (TAS) offered by the OGP.

6.1.7 Review the procedure for submission of quotations at sub threshold spend in order to identify opportunities and facilitate this process from local businesses.

6.2 Social

To facilitate social objectives through procurement by identifying opportunities for social procurement.

In line with merging EU and National guidance work with the sector in identifying how the Council's procurement might improve the social well-being of the area and develop appropriate social clauses for use in the various tender and contracts documents.

6.2.1 Work with national organisations to develop appropriate social clauses for use in various contracts, the impact of these clauses will be monitored by the procurement unit or third party organisations when implemented.

6.3 Environmental

Facilitate Environmental objectives through procurement by identifying opportunities for green procurement.

Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation but also to society and the economy, whilst minimising damage to the environment and promoting the conservation of natural resources. The following goals will be progressed:

6.3.1 Consider green procurement options to by ensuring sustainability aspects are considered in the procurement process and promote the use of whole life/total acquisition costs for all appropriate contracts and include sustainability criteria in tender award criteria and evaluation process.

6.3.2 Ensure contracts will be awarded only to suppliers who have environmental systems in place where appropriate.

Objective 7 - Expenditure Optimisation and Risk Management

To develop, monitor and measure procurement-related activity and to develop a supply category management system that will enhance the capacity of Clare County Council to leverage the best value from the market for each supply category and to proactively manage its supplier base and introduce initiatives designed to enhance demand management and purchasing strategy development.

The scope for reducing and streamlining the processing effort involved in purchasing goods and services, and removing duplication of effort or other inefficiencies will be explored. Existing processes and systems will be assessed including rationalising the supplier base to decreasing the number of invoices.

7.1 Supply Category Management

To develop a supply category management system that will enhance the capacity of Clare County Council to leverage the best value from the market for each supply category and to proactively manage its supplier base.

The correct use of supply classification (product codes) will enable the Council to profile spend on a category basis. This analysis is used to gain an understanding of the relationship that the organisation has with its suppliers.

Specifically, it concentrates on identifying:

- the number of suppliers in each supply category
- the value of business within each supply category
- the main suppliers by value
- the number of transactions conducted within each supply category

Establish high level approaches for the different supply categories identified in the spend analysis and implement detailed procurement strategies for the high spend categories.

7.1.1 Identify category specialists within Clare County Council who will develop or enhance their expert knowledge for particular supply categories and where appropriate, seek to reduce the size of the supplier base.

7.1.2 Identify opportunities to streamline the purchase-to-pay process through maximising the utilisation of e-procurement techniques and functionalities, e.g. low value purchase cards, Purchase Cards, Fuel Cards, and e-invoicing / EFT.

7.2 Demand Management

To introduce initiatives designed to enhance demand management and procurement development.

Demand Management consists of activities designed to monitor and manage procurement processes to ensure that the organisation optimises the benefits of supplier relationships over time. Some of the fundamental prerequisites of demand management are a thorough understanding of the organisation's needs, historical purchasing trends, and accurate projected future demand for specific products or services. A Demand Management approach will challenge the organisational culture of Clare County Council with a focus on real needs, specifications, alternatives and quantities.

7.2.1 Devise a procurement planning pipeline/database by introducing a requirement for Budget Holders to carry out procurement planning, liaising with the procurement unit to prepare planning pipeline.

7.3 Identification of opportunities for savings and achieving better value for money.

To develop, monitor and measure procurement-related activity to ensure that the adopted procurement policies and strategies are working efficiently and effectively.

The development and implementation of this Plan will be assessed continuously in terms of the opportunities for savings and value for money. A spend analysis for 2018 will provide a snapshot of the local authorities' procurement activity in transactional terms and this data will form an objective baseline against which the implementation of the plan can be measured and monitored.

7.3.1 Develop a system of capturing and reporting cash savings and efficiency gains arising from the adoption of better procurement practices.

7.3.2 Identify two areas of spend categories each year of the plan which will be examined in order to identify where streamlining, collaborative arrangements, efficiencies and greater value for money can be achieved.

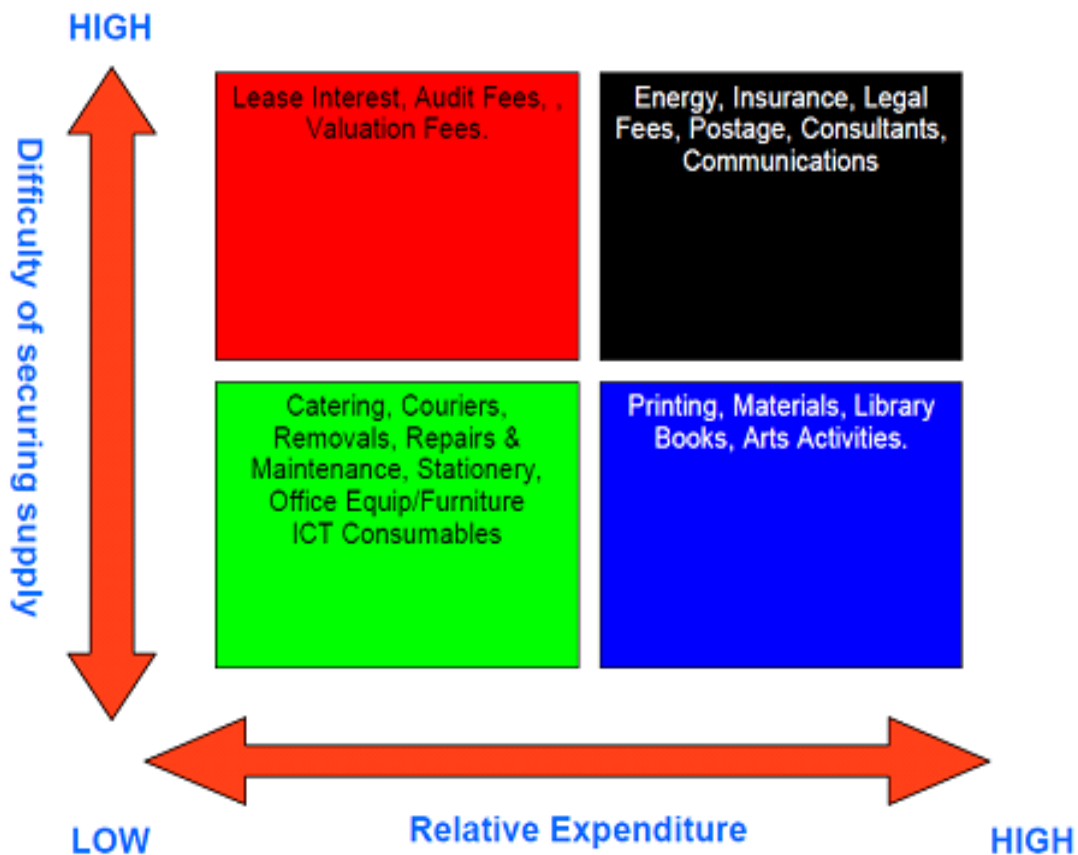
7.4 Risk Analysis

Risk Management is an effective management tool to support good governance. It refers to the systematic application of principles, approach and processes to the task of identifying and assessing risks, and then planning and implementing risk responses.

7.4.1 A risk register for the procurement function will be developed and maintained which will complement the Council's overall Risk Register. A supply positioning analysis will be carried out to identify the most suitable sourcing and supplier management approaches depending on the difficulty in securing supply and the amount of expenditure. Total procurement expenditure for the year can be listed for all supplies and services, the difficulty of sourcing each supply/service and the degree of risk of supply failure should be assessed. The Council's Corporate Procurement Plan will be informed by where each supply/service falls within the matrix.

The diagram below provides the risk/value model to guide procurement decisions.

Supply Positioning Tool for Clare County Council.



The expenditure in the '**green box**' refers to routine expenditure with low relative expenditure and ease of securing supply. This expenditure has a high level of purchasing transactions. The transaction costs associated with purchasing these items are often high, leading to high administrative costs relative to the value of the items themselves.

Because the overall spend here is low, huge savings will not accrue to improvements in this area. A small amount of procurement effort should be spent here to improve the administrative processes.

There is little opportunity to aggregate demand to improve buying power.

Potential Supply Strategies

- 1) Minimise Transaction Costs
- 2) Reduce the number of invoices generated
- 3) Streamline purchasing in this area
- 4) Buy from competitive suppliers where VFM can be demonstrated

The expenditure in the '**blue box**' refers to high relative expenditure with low-moderate difficulty of securing supply. Here the council may be able to exert some leverage over suppliers. This also results in a high level of invoices. Goods and services in this category are generally commodity type items available from stable supply markets. They are items that are commonly used across the organisation, often in high volumes and with the individual transactions being of low value.

Potential Supply Strategies

- 1) Drive Total Costs Down
- 2) Exert leverage over suppliers
- 3) Secure/negotiate unit price reduction
- 4) Simplify buying practices that reduce transaction costs
- 5) Aggregate demand with a few suppliers to gain volume discounts
- 6) Collaborate with other Local Authorities when procuring common goods/services.

The expenditure in the '**red box**' refers to a relatively low level of expenditure, with a high difficulty of securing supply. This is where the market is constrained and there are a limited number of suppliers. These items

collectively make up a very small proportion of the total expenditure on purchased items. Goods and services in this category are usually highly specialised and there are often very few potential suppliers.

Potential Supply Strategies

- 1) Ensure Continuity of Supply
- 2) Reduce the organisation's vulnerability in the market
- 3) Actively identify alternative sources of supply
- 4) Change the demand requirement
- 5) Develop stronger relationships with key suppliers

The expenditure in the '**black box**' refers to a high relative expenditure and high difficulty of securing supply because of limited number of suppliers. Goods and services in this category are often a complex 'bundle' or 'package' of services and associated goods that are critical to the organisation's services delivery.

Potential Supply Strategies

- 1) Manage the Supplier Base
- 2) Long-term relationships with suppliers
- 3) Develop effective contract management practices

Whilst the individual procurement approach will vary by contract the overall priorities of how we approach procurement/commissioning within the Council should be based on these principles.

6. CONCLUSION

The aim of this plan is to ensure that Clare County Council adheres to effective, strategic and professional procurement methods incorporating all relevant EU directives and Government legislation and guidelines while at the same time delivering value for money on all spend. Public Procurement is continuously examined and audited; therefore it is a requirement that all staff take responsibility for and are accountable for their procurement activity. The successful implementation of this plan will require support and commitment from our Management Team and Budget Holders to ensure the objectives of the plan are pursued and in doing so Clare County Council will deliver an open, transparent and accountable procurement process.

APPENDIX 1 – IMPLEMENTATION PLAN

MT – Management Team
 HOF – Head of Finance
 PO – Procurement Officer

Goal ID	Goal	Actions to achieve goal	Target Date	KPI	Responsibility	Status
OBJECTIVE 1 – PROCUREMENT GOVERNANCE AND COMPLIANCE						
1.1	<ul style="list-style-type: none"> Ensure procurement reform is visibly supported at the most senior level of management within Clare County Council 	<ul style="list-style-type: none"> Three Year Corporate Plan approved by Management Team & publication of plan. 	Q1 2019	Plan completed, approved and published.	PO & MT	
1.2	<ul style="list-style-type: none"> Ensure procurement activity complies with statutory and regulatory requirements. 	<ul style="list-style-type: none"> Ongoing review and updating of Council’s Procurement procedures and rules documents. 	Q1 2019 & ongoing	Policies updated.	PO	
1.3	<ul style="list-style-type: none"> Ensure best practice procurement 	<ul style="list-style-type: none"> Identify areas of training required by staff involved in procurement across the organisation and provide relevant training and information sessions. 	Q1 2019 & ongoing	Training requirements identified and provided.	MT/PO & Training Unit	
1.4	<ul style="list-style-type: none"> Ensure compliance with procurement advertising thresholds for Etenders and EU Journal (OJEU) 	<ul style="list-style-type: none"> Utilise etenders/OJEU for tender adverts above threshold levels 	Q1 2019 & Ongoing	Contracts above thresholds are utilising Etenders website for advertising.	All Departments	
1.5	<ul style="list-style-type: none"> Streamline tender document preparation and process 	<ul style="list-style-type: none"> Utilising where appropriate OGP suite of template tender documents and ensuring compliance with tender rules and procedures. 	Q1 2019 & Ongoing	Documents used where appropriate.	All Departments	
1.6	<ul style="list-style-type: none"> Ensure compliance with Capital Works Management Framework and any revision to same. 	<ul style="list-style-type: none"> Compliance with the use of Capital Works Management Framework and related documents via website. 	Q1 2019 & Ongoing	Compliance with the use of documents increased.	All Departments	

OBJECTIVE 2 – SUPPORT SERVICE DELIVERY

Goal ID	Goal	Actions to achieve goal	Target Date	KPI	Responsibility	Status
2.1	<ul style="list-style-type: none"> Ensuring procurement is aligned with service delivery and programme requirements of the Council. 	<ul style="list-style-type: none"> Procurement policy is recognised and included in future Corporate Plans. Include procurement activity in staff reviews PDPs (where appropriate). 	Q1 2019	Included in future corporate plans.	MT/ All Departments	
2.2	<ul style="list-style-type: none"> Embed a Strategic Approach to Procurement & Contract Management. 	<ul style="list-style-type: none"> Establish a Procurement Group made up of nominated staff within each Directorate . 	Q1 2019	Procurement Group set up and TOR agreed.	PO/ MT	
2.3	<ul style="list-style-type: none"> Introduce a requirement for Budget Holders to carry out procurement planning. 	<ul style="list-style-type: none"> Pipelines prepared and implemented into one register by the Procurement Section. 	Q4 2019	Pipeline prepared and furnished to procurement unit.	PO/ All Departments	
2.4	<ul style="list-style-type: none"> Develop spend strategies which take consideration of key corporate objectives/ goals and individual service requirements. 	<ul style="list-style-type: none"> Directors/Section Heads to inform procurement section of the service requirements of each department so that spend categories can be developed in order to provide a consistent approach to the delivery of the Council’s business needs. 	Q2 2019	Service requirements reviewed.	PO/ MT/ Procurement Group/ Procurement Section	

OBJECTIVE 3 – PROCUREMENT ORGANISATION STRUCTURES

Goal ID	Goal	Actions to achieve goal	Target Date	KPI	Responsibility	Status
3.1	<ul style="list-style-type: none"> Develop roles and responsibilities of staff engaged in the procurement unit/function. 	<ul style="list-style-type: none"> Staff assigned to procurement role will obtain relevant training and roles defined. 	Q1 2019	Training received and roles defined.	MT/ PO & Training Unit	

3.2	<ul style="list-style-type: none"> Increase the role and influence of the Corporate Procurement Section. 	<ul style="list-style-type: none"> Evaluate the potential of increasing the level of spend influence and monitoring through the procurement section. 	Q1 2019	Decision to decentralise various spend categories.	PO/ Procurement Unit	
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OBJECTIVE 4 - COLLABORATION AND PROACTIVE PARTICIPATION

Goal ID	Goal	Actions to achieve goal	Target Date	KPI	Responsibility	Status
4.1	<ul style="list-style-type: none"> Ensure Clare County Council is proactive in participating in public sector procurement initiatives. 	<ul style="list-style-type: none"> By ensuring participation in the use of new contracts/frameworks by the OGP / LGOSPC where they add value and enhance compliance. 	Q1 &Ongoing	No. use of National and Regional contracts used.	All Departments	
4.2	<ul style="list-style-type: none"> Participate in LGSPC Procurement Initiatives 	<ul style="list-style-type: none"> Respond to LGSPC Data Returns when required and participate in procurement forums by the LGSPC when organised. 	Ongoing	Returns made in time and forums attended.	HOF/PO	
4.3	<ul style="list-style-type: none"> Support effective contract management and understand procurement spend in the organisation. 	<ul style="list-style-type: none"> Identify all existing contracts and consolidate into one single register including details of contract renewal dates. 	Q2 2019	Register collated and updated	PO/ All Departments	

OBJECTIVE NO. 5 - PROCESSES AND SYSTEMS

Goal ID	Goal	Actions to achieve goal	Target Date	KPI	Responsibility	Status
5.1	<ul style="list-style-type: none"> Maximise the use of the Corporate Purchasing System to provide enhanced management information 	<ul style="list-style-type: none"> Implement the Agresso Milestone 4 monitoring features to monitor spend and purchase order patterns and evaluate the impact of on-going procurement initiatives (Proc-Ref). 	Q3 2019	Spend areas identified for ongoing monitoring.	HOF/PO/MS4	

5.2	<ul style="list-style-type: none"> Review the MS4 financial management system training from a procurement viewpoint. 	<ul style="list-style-type: none"> Carry out Training in conjunction with MS4 Team to emphasise the critical importance of inputting accurate information such as product codes, quantities, units, price, etc. 	Q3 2019	Training Provided by Procurement and MS4 Team.	PO/MS4 Team	
5.3	<ul style="list-style-type: none"> Carry out review of Clare County Council's Product Codes to map and consolidate into spend categories prescribed by the LGSPC. 	<ul style="list-style-type: none"> Introduce new spend cat as approved by LGSPC in order to streamline the product codes throughout all local authorities and to produce more meaningful expenditure reports 	Q3 2019	New Spend Cat Introduced.	PO/MS4 Team	
5.4	<ul style="list-style-type: none"> Promote eprocurement throughout the organisation. 	<ul style="list-style-type: none"> Expand the use of online tendering facilities and streamline the process for obtaining quotations. 	Q3 2019	New quotation process identified and utilise online submission portal.	PO	
5.5	<ul style="list-style-type: none"> Ensure compliance with Circular 10/14 and the use of etenders website for all above threshold contracts 	<ul style="list-style-type: none"> Monitor spend and ensure advertising of contracts above thresholds, ensure compliance with the requirement to publish contract award notices. 	Q2 2019	Increase compliance.	PO	
5.6	<ul style="list-style-type: none"> Carry out Training Sessions on eProcurement systems. 	<ul style="list-style-type: none"> Training identified and carried out to further expand their use and users can administer independently. 	Q1 2019	Training carried out and use of eprocurement systems increased.	PO/ Training Unit	
5.7	<ul style="list-style-type: none"> Update repository for procurement documentation available on the intranet. 	<ul style="list-style-type: none"> Procurement portal to be the first point of information for staff update regularly. 	Q1 2019 & ongoing	Updated regularly and increase its use.	PO	
5.8	<ul style="list-style-type: none"> Promote use of National procurement portals. 	<ul style="list-style-type: none"> Increase awareness throughout the organisation of the procurement portals such as the OGP website, Etenders website, Construction procurement website. 	Q2 2019	Link is available on the intranet and training provided.	PO	

5.9	<ul style="list-style-type: none"> Liaise with LGSPC to review development of a Local Authority Contracts Management System. 	<ul style="list-style-type: none"> To facilitate procurement planning liaise with LGSPC to participate in the proposed roll out of a local authority procurement management system. 	Q3 2019	Ensure Clare County Council support and participate.	PO	
<u>OBJECTIVE NO. 6 – ECONOMIC, SOCIAL AND ENVIRONMENTAL</u>						
6.1 ECONOMIC						
Goal ID	Goal	Actions to achieve goal	Target Date	KPI	Responsibility	Status
6.1.1	<ul style="list-style-type: none"> Ensure Procurement will support the economic development objectives of the Council. 	<ul style="list-style-type: none"> Engage with the Local Enterprise Offices and the OGP or LGSPC as appropriate in identifying opportunities to support businesses participate in public procurement. 	Q4 2019	Measure Implemented	PO/Local Enterprise Office	
6.1.2	<ul style="list-style-type: none"> Support Business participation in public procurement. 	<ul style="list-style-type: none"> Ensure tender information is available on the Council’s website and link OGP schedule of frameworks and contracts are available to businesses and suppliers. 	Q2 2019	Website updated	PO/All Departments	
6.1.3	<ul style="list-style-type: none"> Increase the use of eTenders to suppliers by promoting its usage. 	<ul style="list-style-type: none"> Promote the use of Etenders to local suppliers by actively engaging with suppliers 	Q2 2019 & Ongoing	Etenders promoted	PO/ All Departments	
6..1.4	<ul style="list-style-type: none"> Increase engagement with local businesses and suppliers. 	<ul style="list-style-type: none"> Increase engagement with local businesses and suppliers by attending, SME Procurement Seminars and examining the use of Small Business Innovation Research 	Q4 2019 & Ongoing	Liaise with LEO	PO/Local Enterprise Office	

6.1.5	<ul style="list-style-type: none"> Ensure that all staff are cognisant and compliant of the measures outlined in Circular 10/14. 	<ul style="list-style-type: none"> Ensure that all staff are cognisant and in compliance with Circular 10/14 to assist SMEs, including dividing tenders into lots, open tendering and appropriate capacity and turnover requirements. 	Q1 2019 & ongoing	Incorporated into Procurement Policy and Documents.	PO/ All Departments	
6.1.6	<ul style="list-style-type: none"> Promote the use of the Tender Advisory Service (TAS) offered by the OGP. 	<ul style="list-style-type: none"> Promote the use of TAS a free of charge informal outlet, for suppliers to raise concerns to live tenders carried out by OGP or other public bodies. 	Q2 2019	Link in with OGP regarding its use & promotion.	PO	
6.1.7	<ul style="list-style-type: none"> Streamline the process of quotations for below procurement thresholds for local business. 	<ul style="list-style-type: none"> Promote the use of Supplygov.ie and Etenders quick quotes for below threshold to suppliers. 	Q2 2019 & ongoing	Increased spend through equotes systems.	PO/All Departments	

6.2 SOCIAL

Goal ID	Goal	Actions to achieve goal	Target Date	KPI	Responsibility	Status
6.2.1	<ul style="list-style-type: none"> Facilitate social objectives through procurement. 	<ul style="list-style-type: none"> In line with merging EU and National guidance, the Council will work with the sector in developing appropriate clauses for use in the various contracts where appropriate. 	Q4 2019	Appropriate Social and community clauses developed.	All Departments	

6.3 ENVIRONMENTAL

Goal ID	Goal	Actions to achieve goal	Target Date	Measure of Delivery Outcomes	Responsibility	Status
6.3.1	<ul style="list-style-type: none"> Consider green procurement options to minimise the impact of procurement. 	<ul style="list-style-type: none"> Ensure sustainability aspects are considered in the procurement process and promote the use of whole life/total acquisition costs for all appropriate contracts and include sustainability criteria in tender award criteria and evaluation process where appropriate. 	Q2 2019 & ongoing	Sustainability aspects incorporated into tender documents.	All Departments	
6.3.2	<ul style="list-style-type: none"> Ensure contracts will be awarded only to suppliers who have environmental systems in place where appropriate. 	<ul style="list-style-type: none"> Examine where the Council can enhance its environmental objectives in the procurement of Printing; Vehicles; IT equipment; Catering services. 	Q3 2019 & ongoing	Sustainability aspects incorporated into Tender Award Criteria	All Departments	

OBJECTIVE 7.1 Supply Category Management

Goal ID	Goal	Actions to achieve goal	Target Date	Measure of Delivery Outcomes	Responsibility	Status
7.1.1	<ul style="list-style-type: none"> Seek to reduce the supplier base. 	<ul style="list-style-type: none"> By actively carrying out an analysis on the supplier base, introduce initiatives to reduce same where duplication is present. 	Q3 2019	Supplier base reduced.	PO	
7.1.2	<ul style="list-style-type: none"> Identify opportunities to streamline the purchase-to-pay process. 	<ul style="list-style-type: none"> Maximise the use of eprocurement techniques and functionalities, e.g. LVPs, Purchase Cards, Fuel Cards and invoicing/EFT where applicable. 	Q4 2019 & ongoing	Increased use of eprocurement techniques.	HOF/PO/All departments	

OBJECTIVE 7.2 Demand Management

Goal ID	Goal	Actions to achieve goal	Target Date	Measure of Delivery Outcomes	Responsibility	Status
7.2.1.	<ul style="list-style-type: none"> Introduce Initiatives to enhance Procurement and Demand Management 	<ul style="list-style-type: none"> Develop a procurement planning pipeline/database and introduce a requirement for budget holders to plan procurement 	Q4 2019	Annual pipeline prepared.	PO/All departments	

OBJECTIVE 7.3 Identification of opportunities for savings and achieving better value for money

Goal ID	Goal	Actions to achieve goal	Target Date	Measure of Delivery Outcomes	Responsibility	Status
7.3.1	<ul style="list-style-type: none"> Identification of opportunities for savings and achieving better value for money 	<ul style="list-style-type: none"> Develop a system for capturing cash savings and efficiency gains and examine at least two categories of spend each year. 	Q4 2019 & Ongoing	Development of procurement plan for monitoring spend areas	PO	

OBJECTIVE 7.4 Risk Analysis

Goal ID	Goal	Actions to achieve goal	Target Date	Measure of Delivery Outcomes	Responsibility	Status
7.4.1	<ul style="list-style-type: none"> Risk Analysis 	<ul style="list-style-type: none"> Prepare a risk analysis for the procurement function and carry out supply positioning analysis. 	Q12020 & ongoing	Risk Register prepared and supply analysis carried out	PO	

PERFORMANCE MEASUREMENT

The Council's goal is have procurement services to deliver sustainable outcomes and value for money. To measure progress the following performance review table has been developed and will be used to measure performance over the three year plan.

The below table will be used to measure performance over the three year plan.

	Goal/Target	Actions to Achieve Goal/target	Target Date	Measure Delivery	of	Progress Review Year 1	Progress Review Year 2	Progress Review Year 3

