



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL



Corporate Procurement Plan 2022-2024



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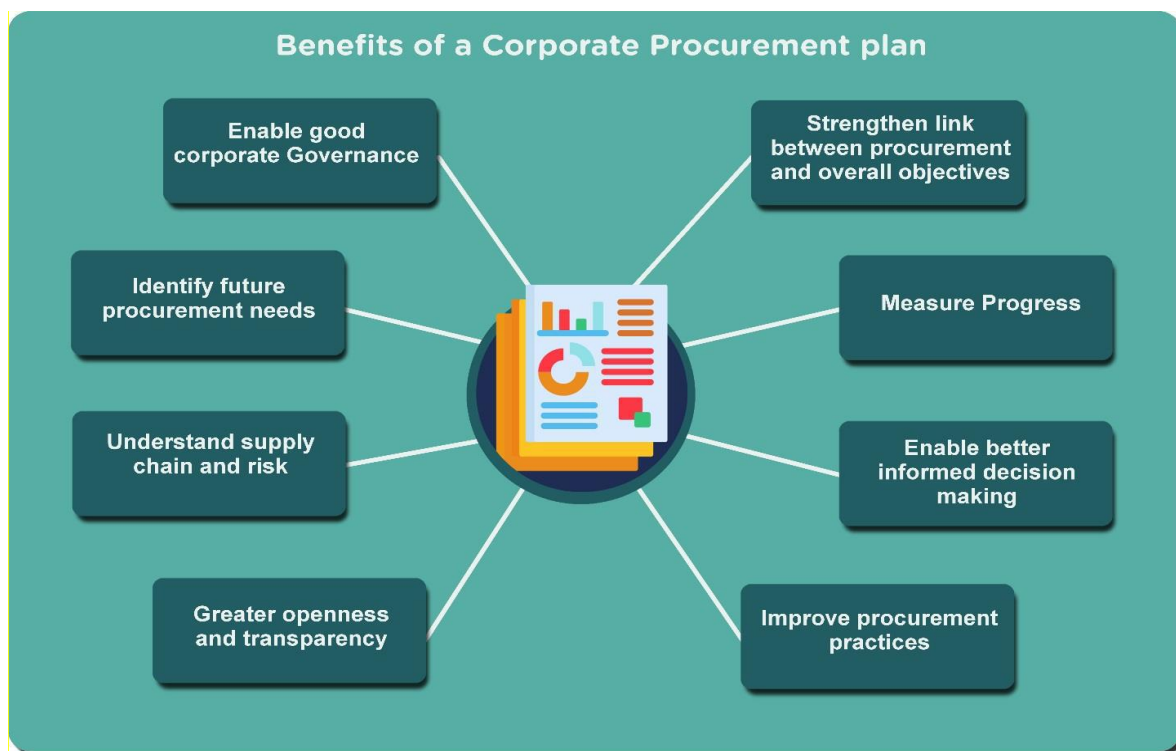
1. INTRODUCTION

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”.

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 – 2022 to 2024 inclusive. The Procurement and Capital Support Team will lead on the plan’s delivery and act as a focal point, engaging with departments across the Council to ensure compliance with procurement policies, processes and systems. This plan is supported by **Clare County Council’s Procurement Policy** and **Clare County Council’s Procurement Procedures** documents which define, respectively, the policy and procedures to be followed by all those involved in the 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 plan to ensure best practice.

2. PURPOSE & BENEFITS OF A CORPORATE PROCUREMENT PLAN

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.



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. 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 December 2020, and the OGP’s information note on ‘Corporate Procurement Plans’.

The Corporate Procurement plan is effective for a three-year period 2022-2024. A progress review will be carried out annually. 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 compliance and procurement planning 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. **The goals in the Corporate Procurement Plan should be embedded within all Directorates’ Annual Team Plans.**

3. PROCUREMENT FRAMEWORK IN LOCAL GOVERNMENT SECTOR

Public procurement is an integral part of the Government’s overall Public Service Reform agenda; the following are several 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.

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 in 2014 by Government to lead the Public Procurement Reform Programme. Together with four key sectors (Local Government, Defence, Education, and Health), the OGP is taking responsibility for sourcing goods and services on behalf of the public service.

There are sixteen public procurement categories and the OGP have responsibility for sourcing eight categories of spend, with the other eight 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 a function of each Local Authority.

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.

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.

Munster & South Leinster Regional Procurement Network

The Munster & South Leinster Regional Procurement Network consists of Procurement Officers in the Munster and South Leinster Region. The group meets 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.

4. PROCUREMENT STRUCTURE IN CLARE COUNTY COUNCIL

Procurement is a day-today responsibility within departments, with budget holders responsible for ensuring their sourcing requirements are met while operating to best procurement practice and compliance with relevant legislative, regulatory and policy requirements. Where national framework agreements are in place for the local government sector, competitions should be run under these agreements.

Procurement Responsibility

The Chief Executive (CE) has ultimate responsibility to ensure compliant procurement practices are adhered to. 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.*** 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 for money 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 as per regulations and legislative requirements.

Procurement and Capital Support Team

The Procurement and Capital Expenditure Officer leads the Procurement and Capital Support Team and reports to the Management Accountant, Finance Department. The Procurement and Capital Support Team has a strategic role; to provide support, advice and guidance to the organisation on all procurement related matters, to pro-actively engage with the OGP, LGSPC, LGOPC, LGMA and generally represent the Council externally in the advancement of good procurement practice; and to ensure org-wide compliance with the Council's Procurement Procedures and Procurement Policy at local, national and EU level.

The Procurement and Capital Support Team will maintain well-functioning communication channels to ensure the most up to date information is available. The team also supports all Departments with their tendering by reviewing draft tender documentation and advising on evaluation of tenders where required. Where challenges to contract awards occur, the Procurement and Capital Support Team can guide and advise on appropriate courses of action. The team will also organise relevant procurement related training and provide and maintain a centralised procurement portal on the intranet.

Procurement Group

In recognition of the need to further develop a corporate wide view of procurement, a Procurement Group has been established which comprises key procurement representatives from Departments and Municipal Districts. This group acts as a conduit between the Procurement and Capital Support Team and the wider organisation on all Procurement matters.

5. LEGAL FRAMEWORK

The Treaty on the Functioning of the European Union (Treaty of Rome), signed in 1957, which resulted in the establishment of the European Economic Community (EEC) sets out several principles which should apply when awarding contracts in relation to freedom of movement of goods and services:

- **Transparency:** Being open and transparent about the procurement process;
- **Equal Treatment:** Applying the same rules to all giving everyone the same rights of access;
- **Proportionality:** Ensuring that all requirements are necessary and appropriate in relation to the contract; and
- **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 have been transposed into Irish Law. The principal - but not exhaustive - list of Procurement legislation includes:

- 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;
- S.I. No. 284/2016 - European Union (Award of Public Authority Contracts) Regulations 2016; and

- Circular 10/14 Initiatives to assist SMEs in Public Procurement.

All procurement practices and decisions made by Clare County Council must demonstrate adherence to the above legal guidelines and principles, as well as adherence to all other Procurement related Circulars, Statutory Instruments and EU Directives.

6. CORPORATE PROCUREMENT VALUES

Clare County Council is committed to the compliant procurement of goods, services and works, in line with best public procurement practices, to achieve value for money outcomes for its citizens, that are strategically aligned to the business needs of the organisation.

In all of Clare County Council's procurement and purchasing activities, staff will endeavour to operate in accordance with the following values:

- Compliance with all relevant procurement legislation and guidelines;
- Maximising competition and thus Value for Money, whilst achieving optimum quality to meet the authority's business needs;
- Minimising the use of non-competitive procurement procedures;
- Minimising the Council's exposure to procurement risk;
- Minimising waste;
- Encouraging local business engagement;
- Maximising contract performance; and
- Promoting Environmental and Social Consideration in competitions.

7. SPEND ANALYSIS OF PROCURABLE ITEMS

Knowing how goods and services were purchased in the past is fundamental to planning future procurement. Spend analysis provides an opportunity to review historic expenditure with a view to improving future spending, for example, by consolidating lower value purchases and/or the number of suppliers. The Council's spend on procurable items (goods/services/works) in 2021 is broken down below.



2021 : Spend Analysis on Procureable Goods/Services/Works						
€ Spend band	# Pos Raised	% of Total Volume	Spend per range	% of Total Spend	Average PO Volume per week	% Overall PO Volume per Threshold
0-500	16067	61%	€2,550,444	3%	315	
>500 <1000	3647	14%	€2,630,780	3%	72	
>1000<5000	4755	18%	€10,479,709	12%	93	92.36%
>5000<10000	927	3%	€6,370,332	7%	18	
>10000<15000	316	1%	€3,877,484	4%	6	
>15000<20000	168	1%	€2,938,497	3%	3	
>20000<25000	96	0.36%	€2,147,167	2%	2	5.69%
>25000<50000	249	1%	€8,872,840	10%	5	
>50000<125000	152	1%	€11,722,244	13%	3	
>125000<215000	47	0.18%	€7,895,807	9%	1	1.69%
>215000<1000000	68	0.26%	€25,187,633	28%	1	
>1000000<3.82	2	0.01%	€4,700,000	5%	0	0.26%
	26494		€89,372,936			

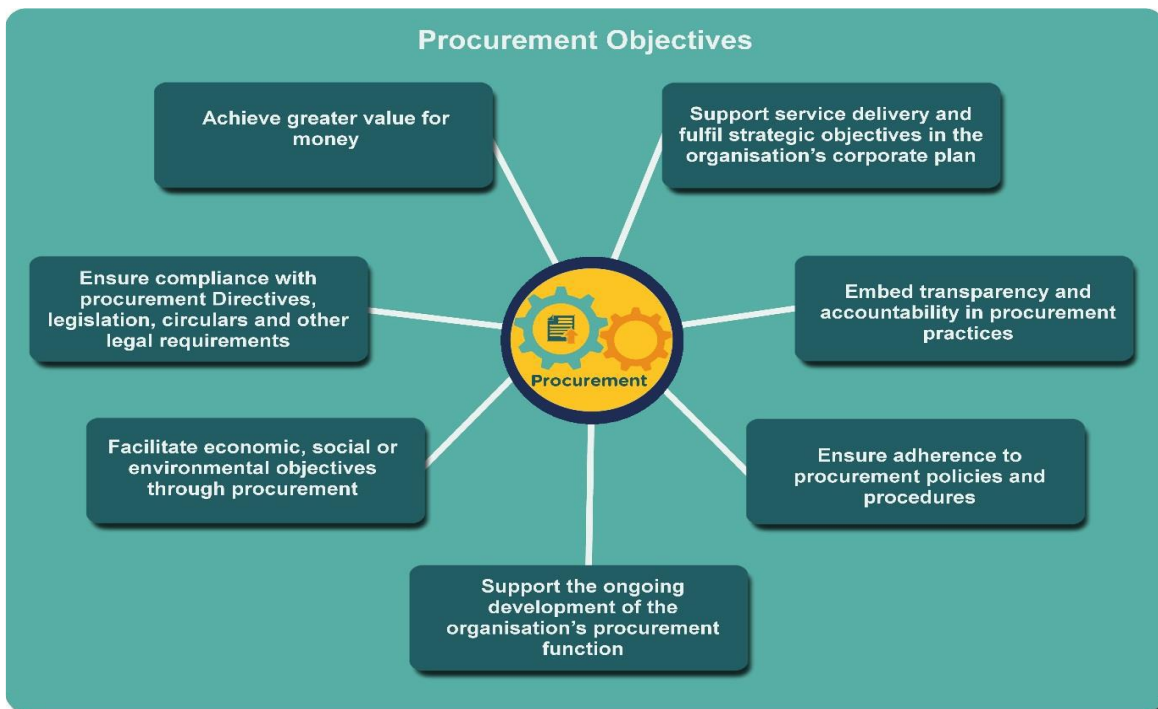
Total spend through Low Value Purchase Cards in 2021 was €1,195,997 across 9309 transactions

From the above statistics we can see that:

- 92.36% of all POs are for less than €5,000 and this equates to 18% of the spend c €15.5m. Heretofore policy has been for at least one quote to be sought under the €5,000 threshold. **The revised Procurement Procedures and new Procurement Policy will address the controls for the €500-€5000 threshold – increasing this band to requiring minimum three quotations.**
- There were 9309 Low Value Purchase Card (LVP cards) transactions (under €500) in 2021 while there were 16067 POs raised for under €500. There is further scope for PO/Agresso spend under €500 to be channelled through the Low Value Purchase Card system. The traditional purchase order system that can also be used for these transactions is labour intensive and the same amount of labour is required for matching and paying a low value invoice as a high value one. The card system also reduces late payments and penalty interest as suppliers receive funds within two working days of the transaction. **The revised Procurement Procedures and new Procurement Policy will encourage the use of LVP cards for spend under €500.**
- With c. 25000 transactions under €500, there are opportunities to see if better value for money can be achieved by **consolidating spend through collaborative procurement arrangements across Directorates** and/or consolidating the number of suppliers for the goods or services being provided.

8. CORPORATE PROCUREMENT OBJECTIVES 2022 -2024

The OGP sets out seven broad objectives for a Corporate Procurement Plan. These objectives will guide Clare County Council’s Corporate Procurement Plan for 2022-2024.



OBJECTIVE 1 – ACHIEVE GREATER VALUE FOR MONEY

This objective will be achieved by:

- O1.1 Reducing 'legacy contract' procurement arrangements /prompt re-engagement of the market: Auditing large spends on organisation-wide services to ensure that valid and live contracts are in place for such services and where services are found to be drawing from expired 'legacy contracts' (non-compliant procurement), supporting the relevant department to re-engage the market to ensure value for money and ensure a competitive procurement environment.
- O1.2 Collaborative procurement across Directorates/consolidation of suppliers: Conducting Spend Analysis on at least three account elements / product types to see if better value for money can be achieved through consolidating spend through collaborative procurement arrangements across Directorates and/or consolidating the number of suppliers for the good or service being provided or by establishing local single or multi-party frameworks.
- O1.3 Mandatory use of National Framework agreements/Dynamic Purchasing Systems: Ensuring and mandating that where Council buyers can utilise a National OGP or SupplyGov Framework or Dynamic Purchasing System (DPS), that these platforms are used given the economies of scale and thus value for money that these frameworks/DPS offer to public bodies.

OBJECTIVE 2 - SUPPORT SERVICE DELIVERY & ACHIEVE STRATEGIC DIRECTIVES IN CORPORATE PLAN

The Clare County Council Corporate Plan 2019-2024 references Procurement related objectives in two instances, as follows:

- O2.1 Corporate Plan reference: *“Ensure value for money in the procurement of goods and services through the use of best practice and compliance with national procurement policies.”* This objective will be supported through the creation of a stand-alone overarching Procurement Policy for Clare County Council. Heretofore a Procurement Procedures document contained some policy stances but a separate Procurement Policy reflecting National and EU Policy on Public Procurement is required. This policy should be signed off by the CE and by each Director of Service to recognise the governance implications and importance of the policy.
- O2.2 Corporate Plan reference: *“Pursue a policy of environmentally friendly procurement throughout the council and include in contracts and supporting documentation specifications regarding lowering carbon emissions.”* - See Objective O6.1-O6.3 inclusive.

OBJECTIVE 3 – EMBED TRANSPARENCY AND ACCOUNTABILITY IN PROCUREMENT PRACTICES

This objective will be achieved by:

- O3.1 Revision of Procurement Procedures, Procurement Spend Thresholds and the Low Value Purchase Card Policy: Re-examining the Council’s procurement procedures at each tier / threshold and identifying stronger controls in regard to documenting quotes received, the number of quotes required at each threshold and the requirements and policy in regard to the use of Low Value Purchase cards.
- O3.2 Promotion of use of eTenders/SupplyGov above €5000: The audit trail, transparency and accountability of a procurement procedure are all significantly enhanced when electronic tendering platforms are used. The revised Procurement Procedures manual will encourage the use of eTenders or SupplyGov for all procurement procedures above €5,000 where no other framework or contract is in place.
- O3.3 Procurement Section on Council Website: Review and update the Procurement section of the Clare County Council website to make our procurement processes more transparent to the Public. Examine other Local Authorities websites’ Procurement info and establish best practice. Create links to OGP’s existing and schedule of frameworks, and a link to the Council’s tenders on eTenders. Provide information to local suppliers on how they can register for eTenders and SupplyGov.

OBJECTIVE 4 – ENSURE ADHERENCE TO PROCUREMENT POLICIES AND PROCEDURES, PROCUREMENT DIRECTIVES, LEGISLATION, CIRCULARS AND OTHER LEGAL REQUIREMENTS

This objective will be achieved by:

- O4.1 Procurement Reference (ProcRef) functionality on Agresso will embed an internal control /governance measure to oversee and improve procurement compliance and accountability. The management information relating to Procurement/spend will also be enhanced as the ProcRef system can categorise spend by procurement procedure (type) or by contract. The ProcRef system will also provide a safeguard against the use of ‘legacy contracts’ as each procurement reference is end dated (and then disabled) based on the end date of the contract.
- O4.2 Additional Compliance Checks (if required): If required, additional compliance checks (further to the compliance checks that the ProcRef system will introduce) can be carried out by the Procurement and Capital Support Team to validate the procurement procedures across certain spend categories or between/under/over certain spend thresholds or checks based on Section/Department/Directorate. It should be noted that Procurement Compliance is part of the Internal Audit multi-year plan.
- O4.3 Capital Works Management Framework: Review adherence and 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.
- O4.4 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 all contracts over €25,000 are adhered to.

OBJECTIVE 5 – DEVELOP THE PROCUREMENT FUNCTION

This objective will be achieved by:

- O5.1 The creation of an organisation-wide centralised Contracts Register which will bring Clare County Council in line with the majority of other Local Authorities. National guidance is that each public body has a central register of all contracts across its organisation with all relevant contract data – contract value, contract end date etc. The creation of a central Contracts register for Clare County Council will be coordinated as part of the ProcRef project and will be maintained by the Procurement and Capital Support Team after the ProcRef functionality on Agresso goes live.
- O5.2 Quarterly Procurement bulletins to all Clare County Council staff informing them of the latest Procurement policy, new frameworks, training courses, ‘lessons learned’ etc.

O5.3 Quarterly Procurement reports to Management team. Heretofore reporting on Procurement practices and/or spend on goods and services has been ad-hoc. After the Procurement Reference functionality is launched on Agresso, the Procurement management information available to the Senior Management Team will, as a result, be more informative. Quarterly reports will be issued to Management Team and the KPIs in Appendix 2 could form part of the suite of quarterly Procurement reports.

OBJECTIVE 6 – ADVANCE GREEN PUBLIC PROCUREMENT AND SOCIALLY RESPONSIBLE PUBLIC PROCUREMENT

'Green' Public Procurement: 'Green' Public Procurement (GPP) is an objective in the Government's Climate Action Plan 2021. Action 58 in the plan mandates the inclusion of 'green' criteria in all public procurements using public funds from 2023 forward. Ten priority sectors have been developed for GPP, based on common EU criteria, with adaptations to reflect the Irish market and procurement practices. Staff commencing a procurement procedure for goods/services/works (especially in the categories below) are therefore required, from 2023, to include 'Green' selection or award criteria when tendering and/or include 'Green' terms in contracts for (but not limited to):

- Road transport vehicles and services;
- Indoor and outdoor lighting;
- ICT products and services (including data centres);
- Heating equipment (including boilers, cogeneration, trigeneration and heat pumps);
- Food and catering services;
- Energy-related products (white goods/appliances, electronic displays, vacuum cleaners);
- Cleaning products and services;
- Paper products and printing services;
- Design, construction and management of office buildings; and
- Textile products and services (including uniforms and laundry services).

To meet this objective, the following actions will be taken:

- O6.1 Green Procurement Training: The Procurement Compliance and Support unit will attend appropriate Green Procurement Training, Seminars and Webinars and report back to the Procurement Group/wider organisation with guidance on Green Procurement. Training on Green Procurement can be arranged for relevant staff.
- O6.2 'Green' Criteria when Tendering/'Green' terms in Contracts: A pilot to introduce 'green' criteria into a number of goods/services/works contracts will be rolled out. By extension, the Council can explore the introduction of 'green' terms in relation to lowering carbon emissions, promotion of the circular economy etc. into the terms of contracts.
- O6.3 Measuring the impact of Green Procurement Implementation: Beyond basic monitoring and reporting on the application of 'green procurement', Clare County Council will also consider how to measure the impact of this in terms of CO2 emissions, energy

consumption, waste or other environmental indicators. This will allow the Council to quantify the contribution of green procurement to the Council's environmental targets.

Socially Responsible Public Procurement: While procurement is primarily focused on enabling the delivery of public services in a sustainable manner by ensuring value for money and broad access to public procurement opportunities for businesses, there are possibilities for public bodies to deliver wider social and environmental aims through their procurement processes. This can be achieved through the inclusion of social considerations as requirements throughout the process, from setting the specifications and award criteria through to the management of the contract. Essentially, socially responsible public procurement (SRPP) is about achieving positive social outcomes in public contracts. To meet the objective of advancing Socially Responsible Public Procurement within Clare County Council, the following actions will be taken:

- O6.4 Social Clauses in Contracts: In line with emerging EU and National guidance explore how the Council's procurement procedures could improve the social well-being of the County and, working with relevant national organisations, understand how social clauses can be used in appropriate tender and contract documents. A pilot to introduce a 'social clause' into a works or supplies/services contracts will be rolled out.

9. CONCLUSION

The aim of this Corporate Procurement 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 framework.



APPENDIX 1 – IMPLEMENTATION PLAN

Obj. No.	Objective	Actions to achieve objective	Target Date	KPI	Responsible
Objective 1 – Achieve Greater Value for Money					
1.1	Reduce 'legacy contract' procurement arrangements /promote prompt re-engagement of the market	Audit of large spends on organisation-wide services to ensure that valid and live contracts are in place for such services and where services are found to be operating under expired 'legacy contracts' (procurement non-compliant), supporting the relevant department to promptly re-engage the market. Create a 'Market Engagement/Procurement Action Plan' form to be attached to POs where 'Non-compliant Procurement Process' is chosen in the Procurement Reference dropdown on Agresso.	Ongoing	% of Procurement arrangements listed under 'Non-compliant Procurement Process' on Agresso	All Budget Holders/ Procurement and Capital Support Team
1.2	Promote collaborative procurement across Directorates/ consolidation of suppliers	Conduct Spend Analysis on at least three account elements / product types to see if better value for money can be achieved through consolidating the spend through collaborative procurement across Directorates and/or consolidating the number of suppliers for the good or service being provided or by establishing local single or multi-party frameworks.	Q2 2023	Number of new internal collaborative procurement procedures established	Procurement and Capital Support Team
1.3	Mandatory use of National Framework agreements/ Dynamic Purchasing Systems	Ensuring and mandating that where Council buyers can utilise a National OGP or SupplyGov Framework or Dynamic Purchasing System (DPS), that these platforms are used given the economies of scale and thus value for money that these frameworks/DPS offer to public bodies.	Ongoing	Number of centralised procurement arrangements used (by the OGP and other CPBs)	All Budget Holders/ Procurement and Capital Support Team
Objective 2 – Support Service Delivery & Achieve Strategic Directives in Corporate Plan					
2.1	Adopt a Procurement Policy for Clare County Council	Draft Policy and have Management Team sign off on it. Heretofore a Procurement Procedures document contained some policy stances but a separate Procurement Policy reflecting National and EU Policy on Public Procurement is required.	Q1 2022	Procurement Policy Live on intranet and website	Procurement and Capital Support Team



Objective 3 – Embed Transparency and Accountability in Procurement Practices

3.1	Revision of Procurement Procedures document	Re-draft the Council's procurement procedures at each tier / threshold and identifying stronger controls regarding documenting quotes received, the number of quotes required at each threshold and the requirements and policy regarding the use of Low Value Purchase cards. Have Management Team sign off on the revised procedures.	Q2 2022	Procurement Procedures Live on intranet	Procurement and Capital Support Team
3.2	Promotion of eTenders/ SupplyGov for spend above €5000	Procedures document and Procurement Policy will incorporate this change. The Procurement and Capital Support Team will check a number of procurement procedures against compliance with this policy.	Q4 2023 forward	% of audited procurement procedures above €5000 using eTenders or SupplyGov	All budget holders/ Procurement and Capital Support Team
3.3	Review and enhance the Procurement Section on Council Website	Review and update the Procurement section of the Clare County Council website to make our procurement processes more transparent to the Public. Examine other Local Authorities websites' Procurement info and establish best practice. Create links to OGP's existing and schedule of frameworks, and a link to the Council's tenders on eTenders. Provide information to local suppliers on how they can register for eTenders and SupplyGov.	Q1 2023	Procurement part of CCC website is updated.	Procurement and Capital Support Team

Objective 4 – Ensure Adherence to Procurement Policies and Procedures, Procurement Directives, Legislation, Circulars and Other Legal Requirements

4.1	Procurement Reference (ProcRef) functionality on Agresso	Roll-out Procurement Reference (ProcRef) functionality on Agresso. User guides, testing and training of staff.	Q3/4 2022 forward	Procurement Type and Procurement Reference functionality in Purchasing Module on Agresso is live.	Agresso Team/ Procurement and Capital Support Team
4.2	Additional Compliance Audits if required	If required, additional compliance checks (further to the compliance checks that the ProcRef system will introduce) can be carried out to validate the procurement procedures across	Q3/Q4 2023 (If required)	% of Procurement arrangements listed under	Procurement and Capital Support Team



		certain spend categories or between/under/over certain spend thresholds or checks based on Section/Department/Directorate.		'Non-compliant Procurement Process' on Agresso	
4.3	Review adherence and compliance with the use of the Capital Works Management Framework	Audit of adherence and compliance with the use of the Capital Works Management Framework including self-serve procurement procedures for Clare County Council frameworks.	Q1/Q2 2024	Number of audited contracts fully compliant with all aspects of the CWMF	Users of the CWMF/ Procurement and Capital Support Team
4.4	Review compliance with Circular 10/14 - use of eTenders system for advertising of all contracts above the €25,000 threshold for goods and services and €50,000 for works/works related consultancy	Audit of adherence to Circular 10/14 - use of eTenders system for advertising of all contracts above the €25,000 threshold for goods and services and €50,000 for works/works related consultancy and audit the requirement for publishing Contract Award Notices for the same thresholds.	Q4 2023	% of audited tenders above the thresholds being advertised on eTenders/% of audited tenders whose Contract Award Notices were published on eTenders	All Budget Holders/ Procurement and Capital Support Team
Objective 5 – Develop the Procurement Function					
5.1	Creation and maintenance of a centralised Contract Register	National guidance is that each public body has a central register of all contracts across its organisation with all relevant contract data – contract value, contract end date etc. The creation of a contracts register is a necessary pre-cursor to the roll out of the Procurement Type/Procurement Reference functionality on Agresso.	Q2 2022	Contract Register live	Procurement and Capital Support Team
5.2	Quarterly Procurement bulletins	Emails to all CCC staff with a link to a PDF on the Procurement part of the of staff informing them of the latest Procurement policy, new frameworks, training courses, 'lessons learned' etc.	Ongoing from Q1 2022	Quarterly bulletin issued each quarter	Procurement and Capital Support Team



5.3	Procurement Reporting	The Procurement Reference date from Agresso will enhance the management information available to the Senior Management Team. The KPIs in Appendix 2 can form part of the suite of quarterly reports.	Q1 2023 forward	Quarterly Procurement Report issued to Management Team	Procurement and Capital Support Team
Objective 6 – Advance Green Public Procurement And Socially Responsible Public Procurement					
6.1	Green Procurement Training	The Procurement Compliance and Support unit who will attend appropriate Green Procurement Training, Seminars and Webinars and report back to the Procurement Group/wider organisation with guidance on Green Procurement. Training on Green Procurement can be arranged for relevant staff.	Ongoing	No. of Green Procurement training sessions/seminars attended	Relevant staff/ Procurement and Capital Support Team
6.2	'Green' Criteria when Tendering/'Green' terms in Contracts	A pilot to introduce 'green' criteria into a number of goods/services/works contracts will be rolled out. By extension, the Council can explore the introduction of 'green' terms in relation to lowering carbon emissions, promotion of the circular economy etc. into the terms of contracts.	Q2 2023	No. of audited procurement procedures with 'Green' criteria in tender documentation and/or contract	Relevant staff/ Procurement and Capital Support Team
6.3	Measuring the impact of Green Procurement Implementation	We will aim to measure the impact of green procurement initiatives in terms of CO2 emissions, energy consumption, waste or other environmental indicators.	Q1 2024 forward	Measurement of impact of environmental indicators from Green procurement initiatives	Relevant staff/ Procurement and Capital Support Team
6.4	Pilot to introduce a Social Clause in a procurement procedure	In line with emerging EU and National guidance explore how the Council's procurement procedures could improve the social well-being of the County and, working with relevant national organisations, develop appropriate social clauses for use in appropriate tender and contract documents. A pilot to introduce a 'social clause' into a works or supplies/services contract will be rolled out.	Q1 2024 forward	No. of audited Procurement Procedures incorporating a Social Clause	Relevant staff/ Procurement and Capital Support Team



APPENDIX 2 – KEY PERFORMANCE INDICATORS

PERFORMANCE MEASUREMENT							
The below table contains indicative KPIs considered for implementation to measure performance over the three-year plan. The KPIs in part rely on the roll-out and embedding of the Procurement Reference functionality on Agresso.							
KPI No.	KPI	Actions to Achieve Goal/target	Target Date	Measure of Delivery	Progress Review Year 1	Progress Review Year 2	Progress Review Year 3
1	% of Procurement arrangements listed under ‘Non-compliant Procurement Process’ on Agresso	Decreasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
2	Number of new internal collaborative procurement procedures established	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
3	Number of centralised procurement arrangements used (by the OGP and other CPBs)	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
4	% of audited procurement procedures above €5000 using eTenders or SupplyGov	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
5	% of audited contracts above the €25,000 threshold for goods and services and €50,000 for works/works related consultancy being advertised on eTenders /% of audited tenders whose Contract Award Notices were published on eTenders	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
6	No. of audited procurement procedures with ‘Green’ criteria in tender documentation and/or contract	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
7	No. of audited Procurement Procedures incorporating a Social Clause	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			