

**Comhairle Contae  
Fhine Gall**  
Fingal County  
Council



# CORPORATE PROCUREMENT PLAN

2022 - 2024

19<sup>th</sup> July 2022

# 1. Introduction

## 1.1 Requirement for a Corporate Procurement Plan

Fingal County Council is the Local Authority for the administrative county of Fingal which has a population of 296,214 making it the third most populous local authority area in the country. Further information is available at our corporate website [www.fingal.ie](http://www.fingal.ie).

Local Authorities are the closest and most accessible form of Government to citizens. They have responsibility for delivery of a wide range of services in their local area with a focus on making cities, towns and countryside attractive places to live, work and invest. These services generally include housing; planning; infrastructure; environmental protection; and the provision of recreation and amenities and community infrastructure. Local Authorities also play a key role in supporting economic development and enterprise at a local level.

One of the priorities in the Public Sector Reform Plan (2011) is to achieve reduced costs and better value for money through procurement reforms. The reform, principally a transition to greater use of centralised contracts and frameworks by the public sector, is co-ordinated and driven by the Office of Government Procurement (OGP) with the support of four key sectors (Health, Defence, Education and Local Government). The Local Government Strategic Procurement Centre (LGSPC) and the Local Government Operational Procurement Centre (LGOPC) were established to support the Local Government Sector play a meaningful role in the reform of procurement.

Whilst these developments represent a key milestone towards centralised procurement for the entire public service, the procurement of supplies, services and works not covered by national centralised procurement arrangements will remain with the organisation. Fingal County Council as the Contracting Authority under Centralised Procurement Arrangements and as procurer in its own right for all other procurement activity remains accountable for all procurement it conducts.

As such it is imperative that Fingal County Council ensures it has suitable policies, procedures and systems in place to ensure compliance, achieve value for money outcomes and to manage risks related to procurement, while supporting service delivery.

A Corporate Procurement Plan sets out strategic objectives for improved procurement outcomes and measures to achieve these objectives. The Corporate Procurement Plan provides an opportunity for Fingal County Council to identify and state its procurement objectives and how these will be delivered over the lifetime of the plan.

The Fingal County Council Corporate Procurement Plan 2022 - 2024 will ensure that the procurement function formally supports the Council's key corporate objectives and is focused on delivering value for money outcomes through purchasing strategies that are consistent with EU and National procurement legislative and/or policy requirements.

The Plan will assist in the identification and review of the current procurement practices in the organisation and will link procurement to the Council's strategic objectives. The Plan also provides clear and challenging objectives and defines the future direction for the procurement function within Fingal County Council while building on the achievements of previous Corporate Procurement Plans.

The Corporate Procurement Plan forms the basis for strong financial management, risk management, audit and corporate governance systems for procurements by the Council. The specific procurement objectives for 2022 – 2024 are in keeping with the 'Guidance for Corporate Procurement Planning in the Local Government Sector' (Local Government Strategic Procurement Centre, 2015) and the 'Corporate Procurement Plan Information Note' (Office of Government Procurement, 2019).

## 1.2 Objective of a Corporate Procurement Plan

The objectives of a Corporate Procurement Plan can be summarised as follows:

- To provide and strengthen governance for procurement within Fingal County Council.
- To ensure the Council **complies** with Public Procurement Directives, Legislation, Circulars and other legal requirements, and that staff engaged in procurement also adhere to the Council's procurement policies and procedures.
- To support **service delivery** by the Council and fulfill the **strategic objectives** in the Council's Corporate Plan.
- To achieve greater **value for money** for the Council by
  - ensuring that purchasing is carried out in a collaborative and strategic manner;
  - reviewing and streamlining existing procurement processes;
  - identifying opportunities for savings by utilising national and regional collaborative arrangements.
- To facilitate **economic, social or environmental objectives** through procurement by
  - identifying opportunities for social or green procurement;
  - engaging with businesses and economic operators.

## 1.3 Approval and Implementation of the Corporate Procurement Plan

The Corporate Procurement Plan was approved by the Chief Executive and Executive Management Team on 19<sup>th</sup> July 2022.

Overall responsibility for the implementation of the Corporate Procurement Plan is assigned to the Head of Finance who is supported by the Procurement Officer and staff of the Central Procurement Unit.

The implementation of the objectives and specific goals over the lifetime of this Corporate Procurement Plan will assist in the delivery of Fingal County Council's Corporate Plan 2022-2024. The Chief Executive and the Executive Management Team will play a lead role by promoting a culture of compliance, transparency, best practice procurement, sound risk management and the achievement of value for money outcomes. The Corporate Procurement Plan will be subject to ongoing review in light of further reform within local government and the wider public sector.

## 1.4 Communication of the Corporate Procurement Plan

The preparation of the Corporate Procurement Plan is a key instrument of communication with stakeholders on the direction of procurement reform within the Council and to contribute to its development. Accordingly, it is imperative that all staff are aware of the adoption of the Corporate Procurement Plan, its key objectives and the ongoing monitoring of progress to meet the stated objectives. The Central Procurement Unit will promote the awareness of the Corporate Procurement Plan through existing communications channels and arrange information sessions for all staff.

## 2. Review of Previous Corporate Procurement Plan

The following were the key achievements of the previous Corporate Procurement Plan 2016-2018:

### *Policy and Governance*

- Chief Executive's Order for approval limits and associated procurement requirements revised in 2019. (CAG/84/19)
- Structured reporting to Audit Committee in place.
- Standard suite of tender and contract documents implemented.
- Quick Quotes facility implemented and monitoring in place.
- Use of correct product codes on purchase orders monitoring and reporting in place.
- MS4 Procurement Functionality introduced and reporting in place.
- Product codes introduced to improve SpendCat reporting.
- Conflict of Interest Forms implemented for evaluation team members.
- Tender Reports and approval of evaluation recommendations in line with best practice implemented.
- Publication of Contract Award notices on eTenders and Contract Award Reports on [www.fingal.ie](http://www.fingal.ie) implemented.
- Article 84 reports prepared, where applicable.

### *Processes and Systems*

- Centralised Procurement Pipeline maintained by CPU with Departmental input.
- Centralised Tender Register maintained by CPU with Departmental input.
- Centralised Contracts Database maintained by CPU with Departmental input.
- Improved usage and conformance with Quick Quotes portal.
- Improved usage and conformance with SupplyGov.ie portal.
- Improved usage and conformance with eTenders.gov.ie portal

### *Expenditure and Value-For-Money*

- Quarterly Procurement expenditure reporting to Executive Management Team in place.
- Annual Procurement Expenditure Return submitted to OGP
- Procurement expenditure in 2020 amounted to €73.5m across 190 different spend categories.

### *Stakeholder Management*

- Utilisation of National and Regional frameworks / contracts throughout the organisation monitored and reported.
- Procurement Officer participates in the Dublin Regional Procurement Forum to monitor and maximise regional opportunities.
- Procurement Officer participates in Local Government Procurement Forums.
- Nominated staff participate on Category Councils, Sourcing teams, Working Groups and Evaluation Boards where required.
- Nominated staff engage with OGP or Sectoral requests for information on collaborative procurement initiatives where required.
- Greater supplier and market engagement implemented – Market Soundings, PINS, Information briefing sessions for live tenders held

- Improved information resources on procurement made available to economic operators on Council's website and external communication channels.

### ***Organisation Capability***

- Central Procurement Unit established in November 2018 following review of Procurement.
- Procurement Liaison Group meetings held.
- Regular assessment of organisation capability.
- Comprehensive investment in Training achieved.
- Appropriate Training programmes to meet skills gaps put in place.

### ***Procurement Planning***

- Annual Procurement Plans (Procurement Pipelines) prepared by Departments and input into the Council's Business Planning systems established.
- Expiring contracts on the Council's Contracts Database are monitored and input into Annual Procurement Plans.

### ***Sustainable Procurement***

- Tender documents inform prospective tenders that Fingal County Council is committed to promoting and supporting innovative and environmentally sustainable practices and endeavours to ensure their inclusion in all contracts.
- ISO 50001 Energy Management accreditation achieved. Criteria established for evaluating energy performance over the planned or expected operating lifetime, when procuring energy using products, equipment and services which are expected to have a significant impact on its energy performance.
- Energy Performance Contract for Public Buildings procurement conducted.

### ***Measurement and Monitoring***

- Monthly Procurement Performance Reporting to Executive Management Team, Seniors and Procurement Liaisons established.
- Quarterly Procurement Review Meetings with Executive Management Team in place.
- The 2020 Annual Procurement Plan updated at year end resulted in 269 procurements commenced with an estimated valued of €132m.
- 86 of the 269 procurements conducted in 2020 were collaborative procurements using 17 different arrangements put in place by other public bodies for use by FCC. The value of these collaborative procurements is €9.4m.

### **3. Procurement Overview**

#### **3.1 Organisation Structure**

Procurement responsibilities in Fingal County Council are delegated to staff members throughout the Council who must ensure their sourcing requirements are met while operating to best procurement practice and compliance with relevant legislative, regulatory and policy requirements. During the procurement process, buyers must be cognisant of complex Public Procurement requirements in tandem with strategic value adding procurement activities such as strategic sourcing and contracting.

The Central Procurement Unit (CPU) situated within the Finance Department manages all strategic spend for the categories of supplies, services and works with responsibility for strategic and operational procurement policy and compliance across the organisation. The CPU also provides professional advice and guidance on the requirements of the EU Procurement Directives, National legislation/guidance and tender processes.

The primary role of the CPU is to deliver contracts across the organisation in line with Public Procurement requirements while meeting the service delivery requirements of the organisation. The CPU is customer focused and will manage all tender communications and act as the primary point of contact with external stakeholders.

The CPU is also responsible for:

- Maintenance of Tender Register
- Maintenance of Contracts Register
- Maintenance of Collaborative Procurement Arrangements Register
- Monitoring and Reporting on Procurement performance
- Publishing Contract Award Reports
- Operation of eProcurement portals
- Dissemination of Government Procurement Policy / Guidance
- Point of contact, liaison and collaboration with the Office of Government Procurement (OGP) and Local Government Operational Procurement Centre (LGOPC) to develop Collaborative Procurement Arrangements.
- Liaison and collaboration with the Dublin Regional Local Authority Procurement Group to develop Collaborative Procurement Arrangements and related procurement initiatives
- Providing appropriate procurement training

#### **3.2 Procurement Policies and Procedures**

Fingal County Council has a number of policies and procedures in place to guide staff involved in the procurement of supplies, services and works:

1. Procurement Policy
2. Procurement Procedures Manual
3. Purchase to Pay Manual
4. Agresso MS4 Procurement Functionality

The Council's Procurement Policies, Procedures and supporting Manuals have been prepared in the context of complying with Public Procurement Directives, Regulations, Guidance and Policy.

### 3.3 Procurement Capability

There are varying levels of procurement capability throughout the organisation. Fingal County Council has conducted comprehensive procurement training for staff since 2014. The Central Procurement Unit comprises a team of eight staff under the leadership of the Procurement Officer who collectively have the expertise, experience and skills to deliver compliant and effective procurements in collaboration with their colleagues across the organisation. Appropriate training and development opportunities for all staff engaged in procurement activities will be provided during the lifetime of the Plan.

### 3.4 Collaborative Procurement Hierarchy

A developed procurement hierarchy now exists within Local Government and the wider Public Sector. Emerging legislation and Central Government policy will continue to shape the approach to procurement. This involves a procurement hierarchy prioritising participation in Public Sector, Local Government or Regional procurement approaches over standalone local procurement.

The OGP have adopted a Category Council model with sixteen Category Councils, comprising representatives from the various sectors, each operating to address a particular category of spend across the Public Sector. The role of each Category Council is to develop the category management strategy including policy setting, demand management, sourcing strategy and executive decision-making on strategic sourcing initiatives, including implementation and compliance measurement.

Engagement with national and local government arrangements ensures that the purchasing power of the public sector is leveraged using purchasing aggregation as a mechanism to bring value for money outcomes. It will also reduce costs incurred in conducting procurement processes. All staff involved in procurement must work to ensure that all such contracts and frameworks are fully utilised throughout the organisation where appropriate.

Public Sector procurement at national level is undertaken by the OGP who have classified procurement into sixteen categories of expenditure as follows:

Professional Services	Minor Building Works & Civils
Facilities Management, Maintenance	Plant Hire
Utilities	Medical Professional Services
ICT & Office Equipment	Medical & Diagnostic Equip & Supplies
Marketing, Print & Stationery	Medical, Surgical & Pharma Supplies
Travel Training & HR Services	Laboratory, Diagnostics & Equipment
Fleet & Plant	Defence
Managed Services	Veterinary & Agriculture

Each category is supported by Category Councils, comprising representatives from the various sectors, each operating to address a particular category of spend across the public sector.

The OGP operate the eTenders.ie procurement website for publishing requests for tenders. They have also established frameworks / contracts for use by the public sector as a key strategy to ensure a strategic procurement approach.

At Local Government Sector level, the LGOPC operates the SupplyGov.ie procurement system and leads on two categories: Minor Works and Plant Hire. Each Local Authority also participates on regional procurement groups to ensure collaboration at regional level where national or sector arrangements are not in place or do not meet requirements.

### 3.5 Public Procurement Thresholds

Public Procurement requirements prescribed in EU Directives, Legislation and Government Policy define procurement thresholds, based on contract value, to determine different rules on the advertisement of contracts and the procurement procedures to be followed.

The tables below are the applicable thresholds that apply to all Fingal County Council's procurement expenditure on an organisation wide basis and for the specified contract duration. (The thresholds are updated on 1<sup>st</sup> January every two years)

#### **With effect from 1<sup>st</sup> January 2022:**

<b>Above €215,000 (Supplies &amp; Services)</b>	<b>Above €25,000 (Supplies &amp; Services)</b>	<b>Below €25,000 (Supplies &amp; Services)</b>
Public advertisement – OJEU / eTenders	Public Advertisement – eTenders Public advertisement – OJEU (optional)	Quotations must be sought on Quick Quotes or Purchase Cards used as set out in CE Order CAG/84/19. (min 3 quotes sought over €2,500)

<b>Above €5.382m (Works)</b>	<b>Above €50,000 (Works)</b>	<b>Below €50,000 (Works)</b>
Public advertisement – OJEU / eTenders	Public Advertisement – eTenders Public advertisement – OJEU (optional)	Quotations must be sought on Quick Quotes as set out in CE Order CAG/84/19 (min 3 quotes sought over €2,500) / min 5 quotes sought over €25,000)

### 3.6 Mission Statement

Fingal County Council is committed to the compliant procurement of supplies, services and works to meet our requirements which are compliant with Public Procurement requirements and in line with best practice procurement to achieve value for money outcomes in the delivery of services to the citizens of Fingal.



## 4. Expenditure Analysis

### 4.1 Introduction

Understanding how much an organisation spends, with whom it is spent and on what it spends is the first step to improving the effectiveness of the procurement process.

Expenditure data was extracted from the Council's financial management system (Agresso MS4) for 2020 to enable analysis.

The correct use of local product codes and accurate description of purchases on purchase orders is fundamental to ensuring meaningful expenditure analysis. During the expenditure analysis phase, it became evident that the widespread use of products of a general nature, poor descriptions on purchase orders and inconsistencies in the product codes used for the same suppliers, service providers or contractors in respect of similar supplies, services or works would weaken the expenditure analysis.

### 4.2 Purpose

The purpose of the expenditure analysis is to:

- Inform the drafting of the Corporate Procurement Plan,
- Support high level strategies for identified categories of spend,
- Identify opportunities for improvement in terms of cost savings,
- Identify opportunities for working in a more efficient manner,
- Identify a number of key performance indicators that can be used to monitor and review the impact of implementing the Corporate Procurement Plan.

### 4.3 Category Analysis

Procurement expenditure in 2020 amounted to €73.5m spent on 190 different spend categories.

The table below shows an overview of the top 75 spendcats totalling €71.7m (98% of total spend):

Rank	Spendcat - procurement only	Euro
1	Housing & Building Works Contracts	13,174,192
2	Surface Paving; Fencing & Landscaping Services/Wor	9,440,766
3	Roads Works Contracts	8,720,749
4	Public Collection & Disposal of Waste Services	2,912,597
5	Civil Engineering Consultancy	2,707,033
6	Repair and Maintenance Services for Equipment	1,944,796
7	Other Minor Works (Services/Works)	1,830,257
8	Purchase of Software Products & Licences	1,728,117
9	Legal Services	1,553,297
10	Public Lighting Installation & Upgrade Works	1,384,153
11	Public Lighting Maintenance Services	1,369,654

12	Architectural Consultancy	1,242,210
13	Software Development, Installation, Maintenance and Support Services & Fees	1,210,074
14	Telephony Systems & Accessories	1,178,179
15	Surface Paving; Fencing & Landscaping Supplies	1,116,006
16	Other Contracts (Works)	1,025,550
17	Surface Paving, Fencing & Landscaping Supplies	983,161
18	Concrete Work Supplies	966,183
19	Premises and Site Security & Guarding Services	862,878
20	Public Library Stock & Supplies	720,887
21	Rented Office Accommodation	703,109
22	Hire of Excavator With Operator	687,746
23	Purchase of Desktop PCs & Accessories	665,508
24	Cleaning & Janitorial Equipment & Supplies	651,783
25	Electricity Charges (excl Public Lighting)	602,087
26	Environmental Consultancy	590,411
27	Diesel	576,440
28	Fittings Supplies	558,959
29	CCTV Installation, Maintenance & Monitoring Services	517,530
30	Electrical installations Services/Works	514,337
31	Mobile Phones & Accessories	438,864
32	Planning Consultancy	431,280
33	Hire of Tractor & Attachments With Operator	393,977
34	Managed Services - LAN & WAN	378,323
35	Catering & Canteen Services	349,222
36	Hire of Pipe Jetting, Pipe Cleaning or Sludging Plant With Operator	319,425
37	Arts Events; Programmes & Workshops	318,648
38	Transport Services	306,236
39	Other Equipment - Purchase	303,516
40	Management Consultancy	301,843
41	Environment Works Contracts	287,695
42	Protective & Hi-Viz Clothing & Equipment	274,577

43	Mechanical Installations Services/Works	264,231
44	Purchase of Servers & Accessories	263,340
45	Public Lighting Electricity Charges	259,977
46	Other Minor Works (Supplies)	255,234
47	Facilities Management Services	254,560
48	Advertising	239,779
49	Other ICT Hardware; Software & Services	238,733
50	Event Promotion & Management Services	236,705
51	Other Office Supplies & Services	195,916
52	Maintenance & Repair of Workplaces & Public Buildi	192,794
53	Web & Data Hosting Services	186,947
54	Land-Line Charges	183,944
55	Project Management Services	182,070
56	Security Cards, Doors, Barriers, Shutters, Etc.	179,789
57	ICT Consultancy	174,227
58	Waste Disposal Services (for Organisation)	169,629
59	Office Furniture (Supply Only)	153,606
60	Other Arts & Events	145,919
61	Bulk Gas Supplies	133,912
62	Postage Charges	132,576
63	Demolitions & Alterations Services/Works	131,657
64	Procurement Consultancy	130,544
65	Public Parking Equipment & Supplies	122,487
66	Public Relations & Media Consultancy	121,449
67	Hire of Lorry/Haulage Without Operator	119,090
68	Office Stationery & Supplies	118,893
69	Mechanical & Electrical Engineering Consultancy	115,532
70	Quantity Surveying Services	106,802
71	Excavations & Earthwork Supplies	101,436
72	Other Equipment - Repair & Maintenance	95,494
73	Photography & Film Services	92,219

74	Mechanical Installations Supplies	86,303
75	Hire of Lorry/Haulage With Operator	83,985
	<b>TOTAL</b>	<b>71,712,031</b>

The following are the principal Spend Category Groups where procurement expenditure was incurred in 2020:

1. Major Contract Works - €30.4m
2. Minor Works – Services/Works - €10.5m
3. Consultancy & Professional Services - € 9.6m
4. ICT - €5.4m
5. Utilities – Fuel, Gas, Waste - €3.8m
6. Equipment - €2.4m
7. Facilities & Facilities Management - €2.4m
8. Plant Hire - €2.1m
9. Minor Works -Supplies - €1.98m
10. Security - €1.6m
11. Corporate Services - Training - €1.2m
12. Public Libraries - €0.7k

The 2021 Annual Procurement Plan summary below shows planned procurement activity broken down between works, services (including concessions) and supplies:

Concession	Services	Supply	Works	Grand Total	Concession	Services	Supply	Works	Grand Total
2	19	14	102	137	€ 500,000	€ 11,616,000	€ 1,681,501	€ 12,537,621	€ 26,335,122
	18		32	50		€ 13,785,000		€ 18,280,000	€ 32,065,000
1	29	1	13	44	€ 50,000	€ 5,065,000	€ 60,000	€ 12,100,000	€ 17,275,000
	12		22	34		€ 3,282,000		€ 27,530,000	€ 30,812,000
	17	1		18		€ 1,885,000	€ 250,000		€ 2,135,000
1	5	3	4	13	€ 250,000	€ 2,645,000	€ 600,000	€ 1,600,000	€ 5,095,000
1	7		3	11	€ 200,000	€ 640,000		€ 360,000	€ 1,200,000
	3		4	7		€ 7,100,000		€ 11,050,000	€ 18,150,000
	1	2	2	5		€ 200,000	€ 400,000	€ 1,350,000	€ 1,950,000
	1		1	2		€ 60,000		€ 150,000	€ 210,000
<b>5</b>	<b>112</b>	<b>21</b>	<b>183</b>	<b>321</b>	<b>€ 1,000,000</b>	<b>€ 46,278,000</b>	<b>€ 2,991,501</b>	<b>€ 84,957,621</b>	<b>€ 135,227,122</b>

## 4 Procurement Objectives and Actions

The Corporate Procurement Plan aims to establish key objectives for procurement in the following areas:

1. Policy and Governance
2. Processes and Systems
3. Expenditure and Value-For-Money
4. Stakeholder Management
5. Organisation Capability
6. Procurement Planning
7. Sustainable Procurement
8. Measurement and Monitoring

A list of specific actions under each of the above key objectives and an implementation plan is set out in Appendix 1.

### 5.1 Policy and Governance

Ensuring that a robust Procurement Policy and Governance framework is prevalent is critical to procurement and this plan ensures it is given the highest priority. This will be underpinned by strengthening the relationship between Procurement Unit and individual departments.

#### 5.1.1 Approver limits and requirements

Chief Executive's Order CAG/84/19 approves the procedures and financial approval limits for the procurement of supplies, services & works. CPU will monitor its effectiveness and recommend revisions as appropriate.

#### 5.1.2 Use of Standard Documents

The CPU has developed a standard suite of template Request for Quotation, Request for Tender, Framework agreements, letters and contract documents for supplies and services. The Capital Works Management Framework sets out the tender and contract documents for works and engineering related consultancy services. The use of these documents for all procurement by the Council will be closely monitored as a key action of this Plan.

#### 5.1.3 Request for Tenders (RFT)

Contracts or frameworks above the value of €25,000 for supplies/services and €50,000 for works and engineering related services must be procured by seeking tenders advertised on eTenders and where applicable on OJEU.

When considering sourcing options, collaborative arrangements will be used for the purchase of supplies, services and works in the following order:

- National
- Local Government Sector
- Regional

A local tender process will only be initiated where a collaborative arrangement is not available or not suitable to meet the Council's requirements. Approval to commence a tender process must be sought from the OGP. Where approval from OGP is granted, local tender processes will be conducted in accordance with the Council's Procurement policies and procedures.

#### **5.1.4 Request for Quotations (RFQ)**

Contracts below the value of €25,000 for supplies/services and below €50,000 for works and engineering related services may be procured by seeking quotations at local level where collaborative procurement arrangements are not already in place.

The previous Corporate Plan introduced measures to strengthen the procedures for seeking quotations at local level to increase transparency and reduce organisational risk. Transparency for purchasing below €25,000 was improved by using the Quick Quotes (QQ) facility on eTenders. This will continue during the lifetime of this Plan in order to provide an electronic record of quotations and a mechanism for better value by increasing the number of suppliers, service providers or contractors that purchasers can request quotes from.

#### **5.1.5 Product Codes**

The correct use of product codes and accurate description of purchases on purchase orders facilitates improved procurement spend analysis, future procurement planning and the organisation achieves the benefits of the national product coding implementation.

Responsibility for ensuring correct local product codes and accurate description of purchases on purchase orders rests with purchase order approvers. The use of product codes will be routinely monitored and reported to the Executive Management Team.

#### **5.1.6 Agresso MS4 Functionality**

The use of the ProcType and ProcRef fields on requisitions allows for key procurement information to be captured in Agresso MS4. This will also allow the spend data to be categorised for further analysis as required. The use of the procurement functionality in Agresso MS4 supports the reporting process in a way that minimises the manual input from Departments at year end. It also provides greater transparency in respect of the purchase to pay process to facilitate internal and external oversight.

### **5.2 Processes and Systems**

The further development of existing internal procurement systems and improved use of national and sectoral systems (Agresso MS4 Procurement Functionality, eTenders and SupplyGov) and e-procurement will be a key priority during the lifetime of the plan.

The development of an IT solution for procurement records will be reviewed and progressed during the lifetime of this plan to ensure that Departments have real-time access to the Procurement Pipeline, Collaborative Procurement Arrangements schedule, Tender Register and Contracts Database which comprise the Council's Procurement Activity Management System.

### **5.3 Expenditure and Value-For-Money**

A critical objective of this Procurement Plan is to achieve efficiencies and savings through ensuring compliance and making improvements where appropriate.

#### **5.3.1 Purchase Orders**

Purchase order procedures will be improved to rationalise the high number of POs issued to certain suppliers, service providers or contractors. The correct selection of local product codes and the accurate description of purchases during the purchase to pay process is critical to

ensure that meaningful expenditure analysis can be carried out to ensure value for money is being achieved.

### **5.3.2 Low Value Purchases**

Low Value Purchase Cards are point-of sale cards that can be used for purchasing once-off items below a pre-determined value. They are in place in a limited number of areas in the Council. Low Value Purchase Cards can remove the need for multiple purchase orders and payments for minor or infrequently purchased items if managed correctly. A review of the use of Low Value Purchase Cards will be carried out during the lifetime of this Plan.

### **5.3.3 Category Management**

To realise procurement savings, notably in areas where there is no national or local government sector collaborative contract or framework in place, the Council will be able to focus on specific categories of spend for each year of the Corporate Procurement Plan and develop strategies to achieve savings by specific category.

### **5.3.4 Supplier Performance**

Good contract management will ensure the actual performance of suppliers, service providers, or contractors is as set out in the requirements, service and quality specified in contracts. Efficiencies and adherence to standards will be monitored through the reporting on performance indicators identified in the implementation plan.

## **5.4 Stakeholder Management**

### **5.4.1 National and Local Government**

Procurement will be approached by engaging collaboratively with the Office of Government Procurement and the Local Government Sector at national and regional level, where appropriate. National and regional frameworks / contracts will be prioritised over standalone local procurement arrangements to ensure that all opportunities are maximised.

### **5.4.2 Market Engagement**

As part of our commitment to the development of enterprise, we will look to improve market engagement. Improved information resources on procurement will continue to be made available to economic operators on [www.fingal.ie](http://www.fingal.ie) to includes details on how the Council procures and how to register for tender opportunities. Information briefings will be provided to improve awareness of our procurement processes, in collaboration with the Local Enterprise Office.

Pre-market engagement measures will be used where appropriate, for example by way of a Prior Information Notice / Request for Information Notice on [www.etenders.gov.ie](http://www.etenders.gov.ie). This will allow us consider innovations available on the market prior to tendering.

Procurement processes that allow for discussion during the tender process will be used where appropriate (for example, Competitive Procedure with Negotiation, Competitive Dialogue, Innovation Partnerships). This will facilitate engagement with interested economic operators during the procurement process and should assist the Council attain the best solution for very complex requirements.

### **5.4.3 Small and Medium Enterprises (SMEs)**

Council Procurement Policy commits the organisation to helping prospective suppliers, service providers or contractors to understand the Council's procurement and purchasing processes.

Department of Public Expenditure & Reform Circular 10/14 (Initiatives to assist SMEs in Public Procurement) is aimed at structuring competitive processes for public contracts in a manner that facilitates increased participation by SMEs (small and medium enterprises), while continuing to ensure that public sector purchasing is carried out in a manner that is legal, transparent, and secures optimal value for money. Requirements in tendering will be proportional and reasonable ensuring that there are no unnecessary barriers for suppliers, service providers or contractors and the use of open procedures and the division of contracts/frameworks into lots will be used where practicable.

### **5.5 Organisation Capability**

Clearly communicated Public Procurement requirements, Council policy and procedures will ensure all staff are aware of and adhere to compliant procurement performance. This will be enhanced by ensuring that organisation capability is regularly assessed and appropriate training programmes to meet skills gaps are put in place.

### **5.6 Procurement Planning**

Procurement Planning will continue to be prioritised by incorporating department annual procurement plans (Procurement Pipelines) into the Council's Business Planning Framework and associated systems. Greater monitoring of expiring contracts in the Council's contracts database will also support better procurement planning.

### **5.7 Sustainable Procurement**

Fingal County Council has signed the Climate Action Charter for Local Authorities, an action of the Government's Climate Action Plan, committing the local authority to actions around climate change. In this regard, Fingal County Council will ensure that policies and practices that lead us towards low carbon pathways, ask economic operators as part of the procurement process to provide information on their carbon footprint and on the sustainability practices and steps they plan to reduce its impact and implement green public procurement strategy and procedures across all business areas.

In line with the requirements of Circular 20/2019 the Council will consider including green criteria in public procurement processes. Tender documents will continue to inform prospective tenderers that Fingal County Council is committed to promoting and supporting innovative and environmentally sustainable practices and endeavours to ensure their inclusion in all contracts.

In line with the Council's ISO 50001 Energy Management accreditation, Fingal County Council will continue to implement criteria for evaluating energy performance over the planned or expected operating lifetime, when procuring energy using products, equipment and services which are expected to have a significant impact on its energy performance. When procuring energy using products, equipment and services that have, or can have, an impact on Significant Energy Users, Fingal County Council shall inform economic operators that energy performance is one of the evaluation criteria for procurement. Where applicable, Fingal County Council will define and communicate specifications for ensuring the energy performance of procured equipment and services.

National Policy on Climate Action, the launch of the Climate Action Plan 2021 and the publication of Green Public Procurement Guidance for the Public Sector by the Environmental Protection Agency will require the Council to develop sustainable procurement further during the lifetime of the Corporate Procurement Plan.



By procuring in a sustainable way the Council aims to shift spending away from supplies, services and works that negatively impact on the environment and society, towards products that are more environmentally sound and socially beneficial.

## 5.8 Measurement and Reporting

Progress on key deliverables of the Plan will be monitored and reported to the Executive Management Team regularly. The Corporate Procurement Plan will be subject to annual review in light of further reform within Local Government and the wider Public Sector.

Key Procurement Metrics to be measured:

- No. and estimated value of planned procurements
- No. and estimated value of unplanned procurements
- No. and estimated value of competitive procurements conducted
- No. and estimated value of non-competitive procurements conducted
- Use of Collaborative Procurement Arrangements
- Details of procurements conducted using the different procurement procedures and processes – eTenders, Quick Quotes and Supplygov
- Details of pre-market engagement processes used
- No. and value of Contracts Awarded
- No. and estimated value of Contracts which are expiring / expired
- Procurement expenditure by Procurement type
- Procurement expenditure by Spend Category
- Details of procurement training courses provided
- Update on business engagement measures
- Update on sustainable procurement measures
- Details of meetings of Procurement Liaison Group and summary of issues considered

## **APPENDIX 1: ACTIONS IMPLEMENTATION PLAN**

### ***Policy and Governance***

- Chief Executive's Order CAG/84/19 setting out approver limits and associated procurement requirements to be monitored and revised where appropriate.
- Procurement reviews to be held annually with Departments focusing on compliance and best practice issues.
- Procurement Liaison Group to meet bi-monthly.
- Use of standard suite of tender and contract documents.
- Staff will follow EU, National and local procurement procedures for appropriate value without exception.
- Use of the Quick Quotes facility on eTenders.
- Correct use of product codes on purchase orders to be monitored and reported to EMT.
- Use of Tender Report Form and approval of evaluation recommendations
- Publication of Contract Award notices on eTenders.

### ***Processes and Systems***

- Centralised Procurement Pipeline to be re-developed to allow real time input and review by Departments.
- Centralised Tender Register to be made available for real time review by Departments.
- Centralised Contracts Database to be re-developed to allow real time input and review by Departments.
- Conduct review to consider implementing the Contract Management functionality on eTenders.
- Develop suite of evaluation matrix workbooks
- Review suitability of existing procedures for storage/retention of tender documents. to include review of eTenders capability.
- Improved usage and conformance on SupplyGov in respect of collaborative frameworks.
- Improved usage and conformance on eTenders in respect of tenders and quotations.
- Greater use of e-procurement opportunities.

### ***Expenditure and Value-For-Money***

- Ongoing expenditure analysis will be conducted at both organisation and departmental level to:
  - measure competitive / non-competitive procurement expenditure
  - measure collaborative procurement expenditure

### ***Stakeholder Management***

- Utilisation of National and Regional frameworks / contracts throughout the organisation.
- Procurement Officer to participate in the Dublin Regional Procurement Forum to monitor and maximise regional opportunities.
- Procurement Officer to participate in Local Government Procurement Forums.
- Nominated staff to participate on Category Councils.
- Nominated staff to participate on Sourcing teams.
- Nominated staff to participate on Working Groups.
- Nominated staff to participate on Evaluation Boards.
- Nominated staff to engage with OGP or Sectoral requests for information on collaborative procurement initiatives.
- Greater supplier and market engagement.
- Improved information resources on procurement to be made available to economic operators on Council's website and external communication channels.

- Information briefings to be provided to improve awareness of our procurement processes in collaboration with the Local Enterprise Office.
- Greater division of contracts/frameworks into lots will be used where practicable.
- Central Procurement Unit and Departments to encourage supplier registration on both eTenders and SupplyGov in accordance with Circular 10/14.

### ***Organisation Capability***

- Information briefings to be provided to staff on the Corporate Procurement Plan.
- Regular assessment of organisation capability.
- Training programmes to meet skills gaps to be put in place.
- Review effectiveness of the Procurement model.
- Succession planning.

### ***Procurement Planning***

- Annual Procurement Plans (Procurement Pipelines) to be prepared by Departments and input into the Council's Business Planning systems.
- Expiring contracts on the Council's contracts database to be monitored regularly and input into Annual Procurement Plans.
- Develop competence in Market analysis and risks.

### ***Sustainable Procurement***

- Tender documents to inform prospective tenderers that Fingal County Council has signed the Climate Action Charter for Local Authorities, an action of the Government's Climate Action Plan, committing the local authority to actions around climate change. Fingal County Council will express its commitment to promoting and supporting innovative and environmentally sustainable practices and endeavours to ensure their inclusion in all contracts.
- Fingal County Council will ask economic operators as part of the procurement process to provide information on their carbon footprint and on the sustainability practices and steps they plan to reduce its impact and implement green public procurement strategy and procedures across all business areas.
- In line with its ISO 50001 Energy Management accreditation, Fingal County Council will implement criteria for evaluating energy performance over the planned or expected operating lifetime, when procuring energy using products, equipment and services which are expected to have a significant impact on its energy performance. When procuring energy using products, equipment and services that have, or can have, an impact on Significant Energy Users, the client shall inform economic operators that energy performance is one of the evaluation criteria for procurement. Where applicable, the client will define and communicate specifications for ensuring the energy performance of procured equipment and services.

### ***Measurement and Monitoring***

- Develop competence in Contract Performance Measurement and Supplier Relationship Management for Contract Managers
- Procurement savings (€), including value of savings generated through national, local government and regional contracts and frameworks.
- Number of national /sector/regional procurement processes participated in.
- Number of mini-competitions operated on SupplyGov.
- Number of national/sector/regional procurement processes not participated in (outlining reasons for non-participation).

- Number of quotations sought via Quick Quotes facility on eTenders.
- Number of Article 84 reports prepared, where applicable.
- Report on information sessions for suppliers, service providers and contractors.
- Number of meetings of Procurement Liaison Group and summary of issues considered.
- Corporate Procurement Plan to be reviewed each year.

## **APPENDIX 2: DEFINITIONS**

EMT	Executive Management Team
LGMA	Local Government Management Agency
LGOPC	Local Government Operational Procurement Centre
LGSPC	Local Government Strategic Procurement Centre
OGP	Office of Government Procurement
QQ	Quick Quotes - facility on eTenders website
RFQ	Request for Quotations
RFT	Request for Tenders
SME	Small and Medium Enterprise