



WICKLOW COUNTY COUNCIL

CORPORATE PROCUREMENT PLAN 2016-2018



Document Control

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1 Introduction

One of the priorities in the Public Sector Reform Plan (2011) is to achieve reduced costs and better value for money through procurement reforms. A target procurement saving of €500m was set for the entire public sector for 2014-2016. The reform, principally a transition to greater use of centralised contracts and frameworks by the public sector, is coordinated and driven by the Office of Government Procurement (OGP) with the support of four key sectors (Health, Defence, Education, Local Government).

The OGP have adopted a Category Council model with sixteen Category Councils, comprising of representatives from Public Sector Bodies. Each Category Council operates to address the requirements of a particular category of expenditure on behalf of the public sector as a whole. The role of each Category Council is to develop category management strategies including policy setting, demand management, sourcing strategies initiatives, along with implementation and compliance measurement.

The Report of the Local Government Efficiency Review Group also highlighted potential savings of €70m through procurement reform across the Local Government Sector. The Local Government Operational Procurement Centre (LGOPC), based in Kerry County Council, leads two categories councils on behalf of the public sector, Minor Building Works and Civils and Plant Hire. The Local Government Strategic Procurement Centre (LGSPC) was established in 2014 to support the local government sector in playing a meaningful role in the reform of procurement, as well as to develop the procurement function, processes and systems in local authorities.

Whilst 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 will remain with the contracting authority. **Wicklow County Council, as the contracting authority, remains accountable for all procurement it carries out.**

As such it is imperative that Wicklow County Council has suitable mechanisms and systems in place to ensure compliance, to achieve value for money and to manage risks related to procurement, while supporting service delivery. The Corporate Procurement Plan provides an opportunity for Wicklow County Council to determine specific procurement policies and strategies for the organisation, identify and state its procurement objectives and how these will be delivered over the lifetime of the plan.

1.1 Background

Wicklow County Council adopted its first Corporate Procurement Plan in 2014 in accordance with the National Public Procurement Policy Framework. This current plan will build on the achievements of Wicklow County Council's Corporate Procurement Plan 2014-2015.

It will also assist in the identification and review of the current procurement profile and practices of Wicklow County Council; determine future needs, and link procurement to the Council's strategic objectives. It provides an opportunity to communicate to staff the direction of procurement management reform within the Council and to contribute to its development. The Chief Executive and 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.

Wicklow County Council's Corporate Procurement Plan 2016-2018 will ensure that the procurement function formally supports the Council's key corporate objectives and is focused on delivering value for money outcomes through procurement strategies that are consistent with EU and National procurement legislative and/or policy requirement. This three year plan will be subject to ongoing review on an annual basis in light of further reform within local government and the wider public sector.

This Corporate Procurement Plan has been prepared on the basis of the following:

- Review of the 2014-2015 Plan
- Analysis of the current procurement function within the Council
- High level analysis of procurement expenditure

1.2 Mission, Vision & Objectives

Mission Statement

The Mission Statement of Wicklow County Council's Corporate Plan 2015-2019 is *"to improve the quality of life for the people and communities of County Wicklow through sustainable development, efficiently delivered effective services, democratic civic leadership and co-ordination with other public, community and private organisations to optimise available resources"*.

Vision Statement

The Procurement Function of Wicklow County Council aims to support this mission by being a value added function to the organisation that is strategically aligned to the business needs of Wicklow County Council.

Objectives

The four main objectives of the Corporate Procurement Plan are:

1. To ensure the Council **complies** with all European and national legislation, Departmental circulars and local policies and procedures
2. To support **service delivery** by the Council and to fulfil the **strategic objectives** in the Council's Corporate Plan

3. To achieve great **value for money** for the Council by
 - a. Ensuring that purchasing is carried out in a co-ordinated and strategic manner
 - b. Reviewing, and where possible, streamlining existing procurement processes
 - c. Identifying opportunities for savings, for example by utilising national and regional aggregated contracts or other means
4. To facilitate **economic, social and environment objectives** through procurement, by
 - a. Identifying opportunities for social or green procurement
 - b. Engaging with businesses and suppliers

1.3 Approval and Implementation of the Plan

The Corporate Procurement Plan was approved by the Chief Executive and Extended Management Team of the Council on 25th July 2016 Overall responsibility for the implementation of the Plan is assigned to the Head of Finance supported by the Procurement Function of the Council.

Progress on key deliverables of the Plan will be monitored and will be reviewed regularly at Finance Directorate meetings. Progress reports will be submitted to the Management Team half yearly. A full review of the plan will be on an annual basis with a view to having a new plan in place for 2019, or earlier if deemed necessary.

2 Review of Corporate Procurement Plan 2014-2015

Wicklow County Council adopted its first Corporate Procurement Plan (CPP) in 2014, which covered the period 2014-2015. Prior to this, the main influence on procurement was compliance and the need to meet obligations laid down by national and EU rules, rather than a desire to achieve value for money. The primary focus of the plan was to develop a procurement structure which was appropriate to the organisation, and to identify the processes, procedures and information required to develop a strategic approach to procurement that would lead change, deliver savings and add value to the Council.

The CPP established a number of procurement principles which would govern procurement strategies and practices over the period of the plan. A number of high level goals and objectives were also identified to ensure that the plan delivered a coherent and consistent approach to procurement across Wicklow County Council under the following areas:

- | | |
|--------------------------------------|----------------------------------|
| ✓ Procurement framework & structures | ✓ Compliance |
| ✓ Collaboration | ✓ E-procurement |
| ✓ Training | ✓ Sustainable Public Procurement |
| ✓ Environment / Green Procurement | ✓ Economic |
| ✓ Social | |

The successful implementation of the plan and development of strategies were heavily dependent on the procurement function being established on a formal footing within the Council. A key task for the procurement function was to lead change.

The implementation plan contained 6 main goals:

- ✓ Develop a framework that will deliver a coherent and consistent approach to procurement across Wicklow County Council which will support the introduction of best practice in procurement
- ✓ Develop a procurement information management structure to ensure procurement is carried out in accordance with appropriate local, national and EU rules
- ✓ Participate in public sector procurement initiatives at national and regional level, including e-procurement initiatives and aggregation
- ✓ Maximise the use of IT and other technologies to improve procurement efficiency and drive down cost in the procurement cycle
- ✓ Develop and implement a training programme to improve procurement skills and knowledge across the Council appropriate to individual roles
- ✓ Encourage the use of award criteria that promotes sustainable procurement through the inclusion of environmental, economic and social criteria in the procurement of goods, services and works

The implementation of these goals was supported by 39 different objectives with measurement of delivery and ownership set against each. During the lifetime of the plan, 37 objectives have been completed/ongoing (95%). The success of the implementation plan has led change in the procurement ethos of Wicklow County Council. This is also evidenced by the comments of the Local Government Auditor in his most recent report.

The Spend and Transactional Analysis of the Plan contained two key recommendations which have also been met/will continue ongoing:

Recommendation 1:

- a) The introduction of Low Value Purchase Cards will assist in reducing the number of transactions and thus the average cost per transaction.
- b) Ensure that all new suppliers are paid by EFT
- c) Ensure that all staff comply with the purchase to pay cycle in accordance with Agresso procedures

Recommendation 2

- a) The number of suppliers should be reviewed with a view to reducing the number supplying the same goods and services. This will lead to optimisation of supplier base
- b) Efforts should be made to reduce the amount of ad-hoc once-off payments to suppliers
- c) Develop a supplier management policy to include the evaluation of performance of suppliers

Rollout of the Low Value Purchase Card programme has commenced. However, due to the delay in its rollout, it is not possible to quantify the impact its introduction has had on the reduction of purchase orders to suppliers. Ongoing monitoring and recording of this will be required.

All new and existing trade suppliers for procured goods or services are paid by EFT.

The purchasing procedure manual has been updated with the recommendations of the Local Government Auditor in relation to the raising of purchasing orders and noting procurement procedures used. Finance, in conjunction with all directorates, is actively seeking to eliminate non compliance in this area. Previous communications and reminders with respect to Purchase-to-Pay procedures have had limited impact. The introduction of Low Value Purchase cards (Pilot Q4 2015, full roll out Q3 2016) will reduce the significant high volume, low value invoices processed in the Council and allow concentration on the remaining higher value invoices.

The number of suppliers contracted by Wicklow County Council supplying the same goods and services has been reduced by the implementation of National Frameworks. The full roll-out of the purchasing card programme will also reduce this number along with ad-hoc payments as maverick spend will reduce.

The purchasing procedure manual has been updated so include a section on contract management.

3 Procurement Overview

3.1 Procurement practices & procedures

The Council has a purchasing procedure procurement policy document for goods, services and works. A copy of this document is available on the intranet. A resource library for staff to find information on procurement is also available on the intranet. It is Wicklow County Council's policy to, where possible, co-ordinate the procurement requirements across the organisation in order to achieve value for money. It is also the Council's policy to support aggregation through national or sectoral or regional frameworks where appropriate and value for money can be demonstrated.

3.2 Organisation Structure

Existing procurement structures will generally evolve over time to meet the specific requirements of an organisation. There is no simple solution to plan for the organisation of a procurement function in a complex organisation as a variety of factors need to be taken into account. Operationally orientated units may see their role as reactive, mainly involving tendering and the placing of orders; whereas strategically oriented functions provide advice on a range of commercial

issues and see their objective as supporting the public body as a whole to help it to achieve its aims and objectives.

Wicklow County Council’s current procurement structure is mainly a decentralised procurement model. Procurement responsibility is delegated to many staff members at directorate, section and district levels. This means that the procurement of any given product or service can be carried out by multiple buyers across the organisation.

The Procurement Function of the Council is responsible for developing a procurement structure appropriate to the organisation, identifying the processes, procedures and information required to develop a strategic approach to procurement that will lead change, deliver savings and add value to the Council. The Procurement Function is also responsible for a central oversight of procurement activities and provides support to staff regarding all aspects of procurement. A number of projects and targets have been achieved which have helped deliver the strategic objectives of the organisation. The Procurement Function of the Council reports directly to the Head of Finance.

The current decentralized structure exists because the Procurement Function of Wicklow County Council is relatively new. The geographic spread of the County, range of services provided and multiple districts & budget holders also facilitated this decentralised model. However, as a result of the increasing dynamic legislative and complex nature of public procurement, new models of procurements structures should be considered to see what is now the best fit for the organisation going forward. The rapidly evolving developments in procurement law and practice also require continual revision of procedures and policies to ensure compliance and reduce risk.

Recommendation No. 1

A business case and cost benefit analysis should be conducted to establish which procurement model is the best fit to meet the ongoing needs of the organisation.

3.3 Conducting business with Wicklow County Council

It is the policy of Wicklow County Council to engage in centralized procurement where possible. These mechanisms are designed to optimize benefits through strategic aggregation of buying power.

Below are details of the OGP and Sector Led Categories which the Council engages in where appropriate:

Lead	Category
Office of Government Procurement (OGP) www.procurement.ie	<ul style="list-style-type: none"> • Professional Services • Facilities Management and Maintenance • Utilities • ICT and Office Equipment • Marketing, Print & Stationery • Travel & HR Services

	<ul style="list-style-type: none"> • Fleet & Plant • Managed Services
Local Government www.supplygov.ie	<ul style="list-style-type: none"> • Minor Building Works & Civils • Plant Hire
Education	<ul style="list-style-type: none"> • Veterinary & Agriculture • Laboratory, Diagnostics & Equipment

Defence & Health are sector leads for certain categories which are not necessarily applicable to the organisations current needs.

Where Wicklow County Council are procuring services, supplies or works outside these national and sector frameworks, the procurement systems utilised and limits that apply are:

System	Limit	Expenditure/Category
EU Journal (OJEU)* www.ted.europa.eu	Works > €5,225,000 Services > €209,000 Supplies > €209,000	All categories
National tenders (below threshold) www.etenders.gov.ie	Works > €50,000 Services > €25,000 Supplies > €25,000	All categories

4 Expenditure Analysis

A transaction and supplier analysis was undertaken through an analysis of the revenue expenditure data extracted from the Council's Financial Management System for the period of 1st January 2014 to 31st December 2014. This expenditure was submitted to the Local Government Efficiency Review Group (LGER) as Data Return No. 55 for the 2014 expenditure. A further analysis was undertaken for the same expenditure for the period 1st January 2015 – 31st December 2015.

The expenditure data extracted is categorised by account element. This provides a high level analysis of procurement spend across the organisation. During the analysis of this expenditure, 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 in respect of similar supplies/services and the large volume of agresso users and approvers would weaken the expenditure analysis. It also made it impossible to map the expenditure data to the National Product Codes in order to provide analysis at the highest level using the sixteen OGP categories.

ACCOUNT ELEMENT	ACC ELEM DESCRIPTION	2014 totals	2015 totals	difference
65500	Minor Contracts- Trade Services & other works	4,533,386.87	4,941,043.92	407,657.05
69300	Capital Contracts Expenditure	6,551,472.24	3,808,215.61	- 2,743,256.63
70000	Materials	2,759,103.46	2,610,210.79	- 148,892.67
69000	Hire (Ext) - Plant/Transport/Machinery & Equipment	1,941,336.35	1,873,121.93	- 68,214.42
86000	Energy / Utilities	1,876,301.86	1,780,665.25	- 95,636.61
69260	Repairs & Maint - Other Equip	779,262.46	1,031,330.53	252,068.07
79000	Legal Fees and Expenses	1,570,543.17	866,804.51	- 703,738.66
76000	Communication Expenses	602,178.65	711,479.65	109,301.00
79900	Consultancy/Professional Fees and Expenses	818,198.41	463,533.36	- 354,665.05
66500	Non-Capital Equip Purchase - Fire Services	310,894.66	381,691.05	70,796.39
81000	Printing & Office Consumables	225,286.62	248,593.35	23,306.73
67000	Non-Capital Equip Purchase - Machinery Yard	210,229.84	234,725.44	24,495.60
68500	Non-Capital Equip Purchase - Other	214,013.01	220,212.06	6,199.05
67500	Non-Capital Equip Purchase - Computers	293,287.13	214,934.35	- 78,352.78
80000	Advertising	119,100.94	175,320.11	56,219.17
71550	Library Book Purchases	155,102.15	172,363.74	17,261.59
69150	Repairs & Maint - Buildings (excl. LA Housing)	38,214.24	106,292.43	68,078.19
69200	Repairs & Maint - Plant	524,616.00	80,519.96	- 444,096.04

85200	Cleaning	53,980.93	75,423.61	21,442.68
81050	Scanning	48,912.92	72,400.53	23,487.61
75000	Computer Software and Maintenance Fees	18,942.73	48,721.73	29,779.00
68000	Non-Capital Equip Purchase - Office Equip/Furn	23,360.53	44,957.83	21,597.30
77250	Security - Cash Delivery	17,868.76	31,840.75	13,971.99
85300	Canteen	16,265.98	23,376.83	7,110.85
77100	Courier	7,361.71	21,658.72	14,297.01
14200	Plant Short Life Suspense	2,133.99	8,146.94	6,012.95
78100	Recruitment Expenses	160.00	4,616.07	4,456.07
66000	Non-Capital Equip Purchase - Civil Defence	15,549.17	2,864.85	- 12,684.32
69250	Repairs & Maint - Computer Equip	2,787.99	2,072.82	- 715.17
Total Spend		23,729,852.77	20,257,138.72	- 3,472,714.05

As indicated above, the data extracted provided limited opportunity to undertake meaningful procurement expenditure analysis under the 16 OGP categories due to the inconsistent use of local produce codes and inadequate description of purchases. Ascertaining savings made from National or Sector lead procurements are also difficult due to these inconsistencies.

4.2 Purpose of Expenditure Analysis

The purpose of the expenditure analysis is to:

- Inform the drafting of the CPP
- Support the high level strategies for the identified categories of spend
- Identify opportunities for improvements in terms of cost savings
- Identify opportunities for collaborative procurement
- Identify a number of Key Performance Indicators that can be used to monitor and review the impact of implementing the CPP

4.3 Key findings from the Expenditure Analysis

The headline messages drawn from the expenditure analysis were:

- Total revenue procurement expenditure for the financial year 2014 was €23,729,852
- Total revenue procurement expenditure for the financial year 2015 was €20,257,138
- Goods & services were procured from 1,052 different suppliers in 2015
- 85.93% of suppliers were paid 18.71% of the expenditure
- 62.21% of transactions were for <€200 (0.06% of spend)

<i>Description</i>	<i>2013 analysis</i>	<i>2015 analysis</i>	<i>Difference</i>
Revenue Procured Expenditure	€31,322,290	€20,257,138	-€11,065,152*
Number of core trade suppliers	1,392	1,052	-340
Number of transactions	16,218	22,976	6,758

*Mix of procurement savings and transfer of expenditure to Irish Water

<i>Value of Payment</i>	<i>No of transactions</i>	<i>Expenditure €</i>	<i>% of spend</i>	<i>No of Suppliers</i>	<i>% of suppliers</i>
<€200	14,295	11,962	0.06	130	12.36
<€201-€1,000	5,625	130,292	0.64	242	23
€1,001 - €5000	2,357	715,913	3.54	288	27.38
€5001 - €25000	593	2,931,017	14.47	244	23.19
€25,000-€50,000	53	2,439,656	12.04	70	6.65
€50,001-€100,000	42	2,902,807	14.33	43	4.09
>€100,000	11	11,125,491	54.92	35	3.33
Total	22,976	20,257,138	100	1052	100
<€25,000	22,881	3,789,184	18.71	904	85.93
>€25,000	95	16,467,954	81.29	148	14.07

4.4 Conclusions from Expenditure Analysis

- The number of transactions below the National Threshold of €25,000 for procurement purposes indicates that a very high number of individual procurements are being conducted. A large volume of these transactions may be taken out of the system when the Low Value Purchase Card Programme is fully rolled out. However, it is exasperated by the high numbers of staff involved in the process at requisition and approval stage, many of which are procuring similar goods and services from the same suppliers
- The large number of staff involved in the process also weakens the coding process of expenditure making it difficult to conduct meaningful analysis

5 Procurement Objectives

Wicklow County Council's four main objectives of the Corporate Procurement Plan are:

1. To ensure the Council **complies** with all European and national legislation, Departmental circulars and local policies and procedures
2. To support **service delivery** by the Council and to fulfil the **strategic objectives** in the Council's Corporate Plan
3. To achieve great **value for money** for the Council by
 - a. Ensuring that purchasing is carried out in a co-ordinated and strategic manner
 - b. Reviewing, and where possible, streamlining existing procurement processes
 - c. Identifying opportunities for savings, for example by utilising national and regional aggregated contracts or other means
4. To facilitate **economic, social and environment objectives** through procurement, by
 - a. Identifying opportunities for social or green procurement
 - b. Engaging with businesses and suppliers

These high level objectives are supported by the following:

5.1 (a) Policy, Governance and Compliance

Continual enhancement of policies and procedures shall ensure that the management of Wicklow County Council's procurement activities are conducted in an open, transparent and non-discriminatory manner with the highest levels of compliance, propriety and risk awareness.

5.1(b) National and Local Government

Wicklow County Council's procurement function shall continue to have an input into the national agenda in order to ensure that the Council's requirements are met.

5.1 (c) Local Structures

The Procurement Function of the Council is responsible for developing a procurement structure appropriate to the organisation, identifying the processes, procedures and information required to develop a strategic approach to procurement that will lead change, deliver savings and add value to the Council. The Council will consider new models of procurements structures to see what is now best fit for the organisation going forward. See appendix 1 for the current procurement structure.

5.1 (d) Procurement Planning

In order for the organisation to deliver the procurement objectives identified, procurement should be incorporated into team and personal development plans across the organisation where staff have a remit for procurement. Procurement Planning should also be incorporated into all Operational Plans. Annual Procurement Plans (procurement pipelines) shall be produced which will ensure enhanced compliance and better value for money to the Council.

5.1 (e) Collaborative Procurement

In order to achieve better value for money, and as an opportunity to reduce processing effort and risk, Wicklow County Council shall continue to engage in collaborative procurement with the Office of Government Procurement and the Local Government Sector at national and regional level, where appropriate.

5.1 (f) National Product Coding

There are over 130,000 product codes in the local government sector. This makes spend analytics at local authority or sectoral level particularly challenging. In 2015, the LGSPC established a working group to consolidate these codes into a National Product Codes List which now contains 406 codes for use by the sector. These codes are aligned to 36 sub-group categories and 16 OGP categories. Wicklow County Council will engage in this mapping process in order to provide for more meaningful spend analytics.

5.1 (g) Milestone 4 & Procurement

The Council's current financial management system, Agresso, is currently being upgraded to Milestone 4. The procurement function of the Council will have an expanded role within Milestone 4, giving greater oversight and monitoring facilities on procured spend. Projected go-live for Wicklow County Council is Q2 2017.

5.1 (h) Processes and Systems

The further development of existing internal procurement systems (contract register & procurement portal) and improved use of national and sectoral systems (Agresso Milestone 4, eTenders, SupplyGov) and e-procurement will be a key priority during the lifetime of the plan. The transposition of EU Directive 2014/24 into National Law will also introduce mandatory requirements for procurement to be conducted electronically.

5.1 (i) Training and Development

Rapidly evolving developments in procurement law and practice and the complexity of public procurement necessitates the continual training of all staff involved in the procurement process. Within the Council's current de-centralised structure, this proves an on-going challenge. Wicklow County Council will continue to develop training programmes to enhance procurement knowledge within the organisation.

5.1 (j) Sustainable (Green) Procurement

Green Tenders, An Action Plan on Green Procurement and; the National Framework for Sustainable Development Ireland – Our Sustainable Future established the clear vision and place of Green Public Procurement in future national governance arrangements. The EPA in 2014 published *Green Procurement, Guidance for the Public Sector* in order assist the public sector to implement and maintain procedures for green public procurement.

Wicklow County Council shall have cognisance of these documents and promote methods of production that are more environmentally friendly and stimulate greater supply of "green" goods and services through the use of environmental criteria in procurement procedures. These will be implemented by

the use of “ultimate cost” and not price in award criteria to promote “life cycle” thinking in procurement and by ensuring that procurements are in compliance with all relevant environmental legislation.

5.1 (k) Social Clauses

Wicklow County Council shall include social clauses in public procurement, where possible, in order to support social policies in relation to employment opportunities, compliance with social and labour rights, social inclusion, equal opportunities and accessibility.

5.1 (l) SME Support

Wicklow County Council shall have cognisance of the measures contained in Department of Public Expenditure & Reform Circular 10/14 (Initiatives to assist SMEs in Public Procurement), including dividing tenders into Lots, consortium bidding, greater use of open tendering, including appropriate capacity and turnover requirements for tenders and so forth and where appropriate. Wicklow County Council shall also continue to engage with the Local Enterprise Office, Enterprise Ireland, Intertrade Ireland, the OGP and the LGSPC in identifying opportunities to support SME participation in public procurement. Any mechanisms pursued must be compliant with Directives, Legislation, Regulations and procurement policy.

5.1 (m) Publishing of Contract Awards

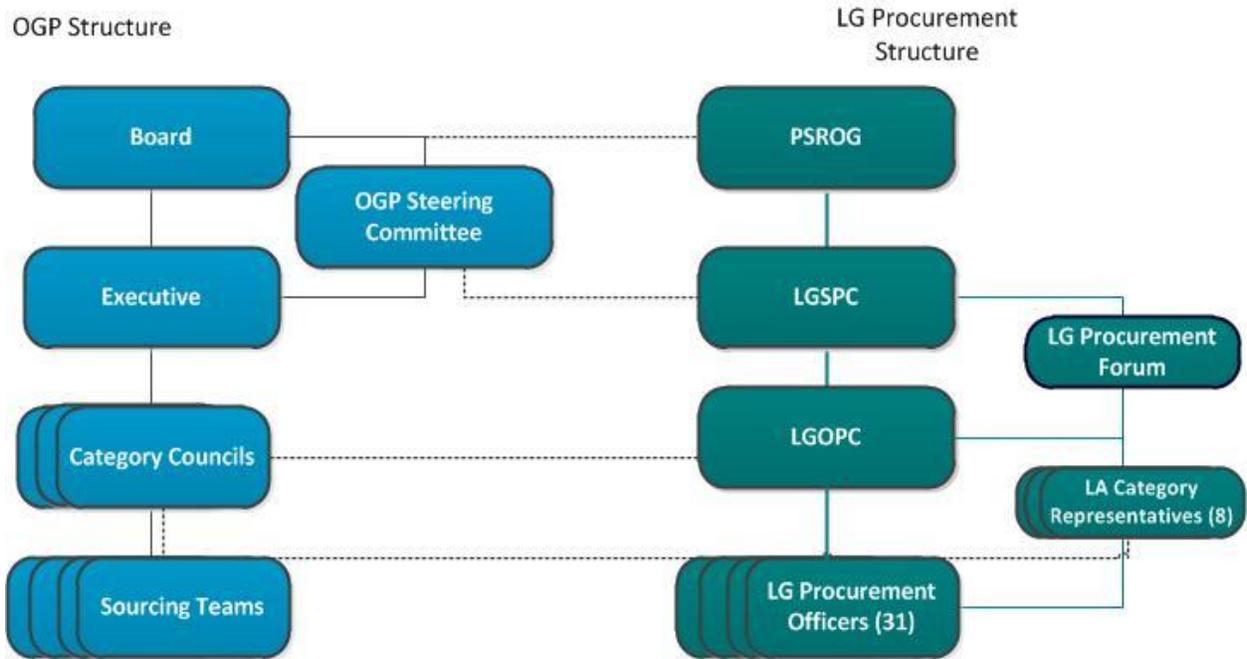
Department of Public Expenditure & Reform Circular 10/14 requires that all public buyers publish Contact Award notices over €25,000 on the e-tenders website. This is a separate step to publishing on the OJEU and is to facilitate measurement of SME participation in public procurement.

6 Measuring and Monitoring

A detailed implementation plan for the specific procurement objectives is set out in Appendix 2. The key deliverables of this implementation plan will be monitored and reviewed regularly at Finance meetings. Quarterly reports will also be sent to the Procurement Steering Group and Senior Management team. The plan will also be subject to ongoing review on an annual basis in light of further reform within local government and the wider public sector. Performance Measurement over the lifetime of the plan is set out in Appendix 3.

Appendix 1 Procurement Structure

Local Government relationship with OGP



Local Structure



Appendix 2 Implementation Plan

Goal No	Goal / Target - Cross Ref to CPP	Actions to Achieve goal/target	Target Date	Measure of Delivery	Owner	Status
1	Policy, Governance & Compliance, 5.1 (a)	Enhance procurement policies based upon new EU Procurement Directives 2014/24 ¹	Q2 2016	All policy documents & templates updated	Procurement Officer	
		Develop procedures that provide a cost-effective procurement process in terms of legal compliance, reduced risk and value for money which are suitable to the end user needs	Q3 2016	All policy documents & templates updated	Procurement Officer & Budget Holders	
		Use of OGP and CMWF tender documents	Q2 2016	Template documents available to all staff	Procurement Officer	
2	National & Local Government, 5.1 (b)	Attendance at LG Advisory Board Meetings	Ongoing	Number of meetings attended	Procurement Officer	
		Attendance at LG Procurement Officer meetings	Ongoing	Number of meetings attended	Procurement Officer	
		Attendance at Tender Advisory Board Meetings	Ongoing	Number of meetings attended	Procurement Officer	
3	Local Structures, 5.1 (c)	Review of procurement structure in WCC	Q4 2016	Business Case developed on foot of review	Procurement Officer	
		Procurement savings (direct and indirect)	Ongoing	€ (direct) savings made through procurement	Procurement Officer	
				Indirect savings made through procurement	Procurement Officer	
4	Procurement Planning, 5.1 (d)	Annual Procurement Plans for each functional area	Q4 2016	Procurement pipelines produced on an annual basis as part of the budgetary process	Procurement Officer & Budget Holders	
		Expiring Contracts to be monitored on the Contracts Database and input onto procurement pipelines where appropriate	Q 4 2016	Number of contracts nearing completion in procurement planning stage on pipeline	Procurement Officer & Budget Holders	
5	Collaborative Procurement,	Continued engagement in collaborative procurement at National, Sectoral, Regional & Local level	Ongoing	Number of National /Sectoral/ Regional/Local processes	Procurement Officer	

¹ The New EU Procurement Directives were transposed into law on 5th May 2016 (effective 18th April 2016).

	5.1 (e)			entered into		
6	National Product Coding, 5.1 (f)	Local Product Codes to be mapped to new national coding & loaded to agresso	Q3 2016	Product Code Mapping Complete	Procurement Officer & Agresso Team	
7	Milestone 4, 5.1 (g)	WCC upgrade to MS4. Procurement Officer role agreed in expanded procurement role on MS4	Q4 2016	MS4 rolled out	Head of Finance, Agresso Team, Procurement Officer	
8	Processes & Systems, 5.1 (h)	Contracts database to be developed to allow real time input and review by Budget Holders and Procurement Unit	Q3 2016	Database developed	Procurement Officer & Budget Holders	
		Improved usage on e-Tenders	Ongoing	Number of tenders on system	Procurement Officer & Budget Holders	
		Improved usage on SupplyGov	Ongoing	Number of tenders on system	Procurement Officer & Budget Holders	
		Improved usage of Electronic tendering	Q4 2016	Number of electronic tenders	Procurement Officer & Budget Holders	
9	Training & Development, 5.1 (i)	Host information sessions within the Council regarding procurement requirements	2016	Number of sessions held & staff attended	Procurement Officer	
		Include Procurement Policies & Procedures in Induction Training for new staff	2016	Induction Training & documents Updated	Procurement Officer & HR	
		Advanced procurement training to be developed for specific procurement areas	2016	Number of training courses held & staff attended	Procurement Officer	
10	Sustainable (Green) Procurement, 5.1 (j)	Use of Ultimate Cost to promote life-cycle thinking	Ongoing	Number of tenders where MEAT award criteria used UC	Budget Holders	
		Ensure procurement is in compliance with relevant environmental legislation	Ongoing	Number of tenders where Sustainable Procurement has been included in award criteria	Budget Holders	

11	Social Clauses, 5.1 (k)	Use of social clauses where possible which promote employment opportunities, compliance with social & labour rights, social opportunities, equal opportunities	Ongoing	Number of tenders with social clauses	Budget Holders	
12	SME Support, 5.1 (l)	Where appropriate and practical and without comprising VFM, the Council will consider dividing contracts into Lots	Ongoing	Number of tenders divided into Lots	Budget Holders	
		Facilitate more SMEs in competing for procurement opportunities by ensuring pre-qualification criteria for procurement contracts are proportionate to the contract in question	Ongoing	Number of different proportionate values	Budget Holders	
		Allow self-declaration at time of tender	Ongoing	Self-declaration forms part of tender documentation	Procurement Officer & Budget Holders	
		Continue to promote procurement awareness training through the LEO	Ongoing	Number of training sessions provided	Procurement Officer & LEO	
		Participate in "Meet the Buyer" events	Ongoing	Number of events attended	Procurement Officer	

Appendix 3 Performance Measurement

Goal No	Goal / Target - Cross Ref to CPP	Actions to Achieve goal/target	Target Date	Measure of Delivery	Progress Review Year 1	Progress Review Year 2	Progress Review Year 3
1	Policy, Governance & Compliance, 5.1 (a)	Enhance procurement policies based upon new EU Procurement Directives 2014/24 ²	Q2 2016	All policy documents & templates updated			
		Develop procedures that provide a cost-effective procurement process in terms of legal compliance, reduced risk and value for money which are suitable to the end user needs	Q3 2016	All policy documents & templates updated			
		Use of OGP and CMWF tender documents	Q2 2016	Template documents available to all staff			
2	National & Local Government, 5.1 (b)	Attendance at LG Advisory Board Meetings	Ongoing	Number of meetings attended			
		Attendance at LG Procurement Officer meetings	Ongoing	Number of meetings attended			
		Attendance at Tender Advisory Board Meetings	Ongoing	Number of meetings attended			
3	Local Structures, 5.1 (c)	Review of procurement structure in WCC	Q4 2016	Business Case developed on foot of review			
		Procurement savings (direct and indirect)	Ongoing	€ (direct) savings made through procurement			
				Indirect savings made through procurement			
4	Procurement Planning, 5.1 (d)	Annual Procurement Plans for each functional area	Q4 2016	Procurement pipelines produced on an annual basis as part of the budgetary process			
		Expiring Contracts to be monitored on the Contracts Database and input onto procurement pipelines where appropriate	Q 4 2016	Number of contracts nearing completion in procurement planning stage on pipeline			
5	Collaborative	Continued engagement in collaborative procurement	Ongoing	Number of National			

² The New EU Procurement Directives were transposed into law on 5th May 2016 (effective 18th April 2016).

	Procurement, 5.1 (e)	at National, Sectoral, Regional & Local level		/Sectoral/ Regional/Local processes entered into			
6	National Product Coding, 5.1 (f)	Local Product Codes to be mapped to new national coding & loaded to agresso	Q3 2016	Product Code Mapping Complete			
7	Milestone 4, 5.1 (g)	WCC upgrade to MS4. Procurement Officer role agreed in expanded procurement role on MS4	Q 4 2016	MS4 rolled out			
8	Processes & Systems, 5.1 (h)	Contracts database to be developed to allow real time input and review by Budget Holders and Procurement Unit	Q3 2016	Database developed			
		Improved usage on e-Tenders	Ongoing	Number of tenders on system			
		Improved usage on SupplyGov	Ongoing	Number of tenders on system			
		Improved usage of Electronic tendering	Q4 2016	Number of electronic tenders			
9	Training & Development, 5.1 (i)	Host information sessions within the Council regarding procurement requirements	2016	Number of sessions held & staff attended			
		Include Procurement Policies & Procedures in Induction Training for new staff	2016	Induction Training & documents Updated			
		Advanced procurement training to be developed for specific procurement areas	2016	Number of training courses held & staff attended			
10	Sustainable (Green) Procurement, 5.1 (j)	Use of Ultimate Cost to promote life-cycle thinking	Ongoing	Number of tenders where MEAT award criteria used UC			
		Ensure procurement is in compliance with relevant environmental legislation	Ongoing	Number of tenders where Sustainable Procurement has been included in award criteria			
11	Social Clauses, 5.1 (k)	Use of social clauses where possible which promote employment opportunities, compliance with social & labour rights, social opportunities, equal opportunities	Ongoing	Number of tenders with social clauses			
12	SME Support, 5.1 (l)	Where appropriate and practical and without comprising VFM, the Council will consider dividing	Ongoing	Number of tenders divided into Lots			

		contracts into Lots					
		Facilitate more SMEs in competing for procurement opportunities by ensuring pre-qualification criteria for procurement contracts are proportionate to the contract in question	Ongoing	Number of different proportionate values			
		Allow self-declaration at time of tender	Ongoing	Self-declaration forms part of tender documentation			
		Continue to promote procurement awareness training through the LEO	Ongoing	Number of training sessions provided			
		Participate in "Meet the Buyer" events	Ongoing	Number of events attended			