

Monaghan County Council

Corporate Procurement Plan 2020-2022



Document History

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Contents

Section	Page
Mission Statement	4
1. Introduction	5
1.1 Overview	5
1.2 Definition of Public Procurement	6
1.3 Ethics in Public Procurement	7
2. External Environment Analysis	7
2.1 Legislative Requirements	7
2.2 The Public Spending Code	8
2.3 National Procurement Reform	8
2.4 Use of Centralised Frameworks	9
2.5 e-Tenders	9
2.6 Supplygov	10
2.7 Other Supports	10
2.8 Social Considerations	10
2.9 SMEs	11
3. Overview of Procurement and Purchasing in MCC	12
3.1 Current Structure	12
3.2 Duties and Responsibilities of the Procurement Lead	14
3.3 Duties and Responsibilities of the Admin Lead	14
3.4 Purchase to Pay System	14
3.5 Training	15
3.6 Procurement Competitions Conducted	15
3.7 Analysis of Spend	16
3.8 Efficiency in Payments	17
4. Issues identified	18
5. Objectives	19
6. Actions	19
7. Implementation & Performance Management	24
8. Governance	24
8.1 Governance	24
9. Approval of Corporate Procurement Plan	26
Appendices	
Appendix A	27

Mission Statement

To ensure that Monaghan County Council's Procurement function is discharged with probity, transparency and accountability, adheres to EU/National Law and National guidelines, and operates in the most efficient and effective way to support value for money purchasing while achieving the required standards to deliver quality services to the citizens of Co. Monaghan

1. Introduction

1.1 Overview

This Corporate Procurement Plan 2020-2022 (hereinafter called the 'Plan') is a framework document that sets out how Monaghan County Council (MCC) will conduct its procurement function over the three-year period of the plan. This plan replaces MCC's current Corporate Procurement Plan 2017-2019.

This Plan reinforces and promotes the procurement strategy adopted by MCC in the creation of the Procurement Unit and the key strategic positions within each sub unit. The Plan supports and reaffirms controls and procedures put in place over the lifetime of the previous plan and establishes a platform for Organisational and procedural controls to further strengthen MCC's procurement function going forward.

This plan reinforces and promotes:

- the role of the Procurement Unit
- the role of the Procurement Steering Group
- controls for the Requisition/Purchase to Pay Cycle
- controls for the use of Low Value Purchase Cards
- local rules for tendering requirement below National Threshold

It reaffirms –

- the proper use of Chief Executive Orders

This Plan puts in place the principles on which MCC's procurement function will operate. It is not intended to address day to day operational issues. Instead the operation protocols and procedures required to deliver and support this plan are provided for in the MCC Procurement Procedures Manual. This manual will be updated as and when required to give all staff an updated and consistent approach across all elements of procurement to ensure tendered competitions comply with the Principles of the European Treaty and all relevant EU/National Law and National guidelines.

The Plan enables MCC to; -

- identify, state and measure their procurement objectives;
- assess organisational structures, processes and systems;
- identify areas to be strengthened over the lifetime of the plan; and
- identify opportunities and strategies to achieve greater value for money.

This Plan supports the requirement under MCC's Professional Indemnity Policy with Irish Public Bodies that MCC must take all reasonable care to ensure that best practice policy is adopted and implemented to achieve a strict compliance with the obligations and regulations of procurement law.

It strongly endorses that all procurement and contract awards, irrespective of value, must adhere to the following Principles of the European Treaty;

- Transparency
- Mutual Recognition
- Equal Treatment
- Non-discrimination
- Proportionality

This Plan requires all Organisations staff to comply with and adhere to all relevant Procurement Directives, Legislation, Circulars and any other legal requirements currently in place or put in place during the lifetime of the Plan. Staff engaged in procurement must adhere to MCC’s Procurement Procedure Manual and procurement policies and procedures put in place by MCC.

This plan is prepared in consultation with key parties, including budget holders and the Management Team. It is intrinsically linked to the principles and strategic objectives of MCC’s Corporate Plan and will be renewed and reviewed in line with it. An annual process review will also be carried out on the delivery of the actions, goals and targets detailed in section 6 of the Plan.

1.2 Definition of Public Procurement

This Plan defines Public Procurement as *‘the acquisition, whether under formal contract or not, of works, supplies and services by public bodies. It ranges from the purchase of routine supplies or services to formal tendering and placing contracts for large infrastructural projects by a wide and diverse range of contracting authorities’*. From a practical perspective, the procurement process includes the following steps; -

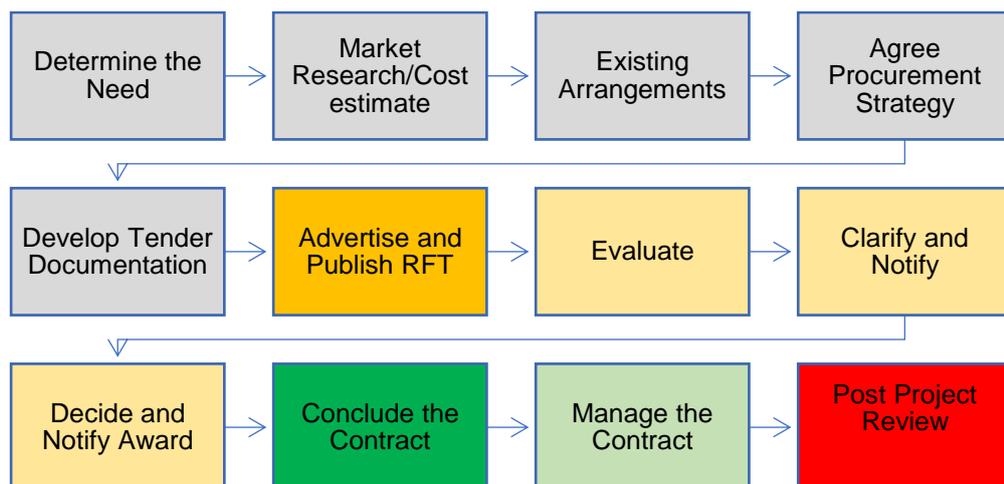


Figure 1.1 – The Procurement Cycle

1.3 Ethics in Public Procurement

Council staff must comply with the Department of Environment, Heritage and Local Government Code of Conduct for employees, the charter of Ethics in Public Procurement, the Councils own [Anti-Fraud and Corruption Contingency Plan](#) and any other documents that may be introduced over the lifetime of this Plan.

The Council's procurement function must be discharged with probity, transparency and accountability and in a manner that secures best value for public money.

Probity requires the purchasing process to be conducted ethically, honestly, and with fairness to all participants. Transparency and accountability require that the basis for decisions is demonstrably clear and objective and the purchaser is held to account for the conduct of the procurement process.

2. External Environment Analysis

2.1 Legislative Requirements

To create a level playing field for all businesses across Europe, EU law sets out minimum harmonised public procurement rules. These rules govern the way public authorities purchase goods, works and services. The rules are set out in three principal EU Directives as follows:

- Directive 2014/24/EU on public procurement (goods, services and works);
- Directive 2014/25/EU on procurement by entities operating in the water, energy, transport and postal services sectors; and
- Directive 2014/23/EU on the award of Concession Contracts.

These EU Directives are transposed into national legislation by way of the following regulations:

- S.I. No. 284/2016 (the "2016 Regulations");
- S.I. No. 286/2016 (the "2016 Utilities Regulations")
- S.I. No. 203/2017 (the "2017 Concessions Regulations").

These rules apply to tenders for public contracts whose monetary value exceeds a certain threshold (€214,000 for Goods and Services and €5,350,000 for works (effective from 1st Jan 2020 to 31st December 2021). For tenders of lower value, national rules apply. Nevertheless, these National Rules also must respect the general principles of EU law.

The National Public Procurement Policy Framework (NPPF) sets out the overarching policy framework for public procurement in Ireland and comprises five strands.

1. Legislation (Directives, Regulations)
2. Government Policy (Circulars etc.)
3. Capital Works Management Framework for Public Works
4. General Procurement Guidelines for Goods and Services

5. More detailed technical guidelines, template documentation and information notes as issued periodically by the Policy Unit of the Office of Government Procurement

The framework sets out the procurement procedures to be followed by Government Departments and State Bodies under national and EU rules. The framework supports contracting authorities, including the Office of Government Procurement, the four key sectors (Health, Education, Local Government and Defence), individual Departments, Offices, commercial and non-commercial State bodies, and private entities which are subsidised 50% or more by a public body, when awarding contracts for works, goods and services. It supports and enables public bodies to adopt procedures to meet their public procurement requirements and facilitates compliance with EU and national procurement rules.

Further details on the main Procurement Legislation is set out in Section 1 of the [NPPF](#) or through the [OGP website](#).

2.2 The Public Spending Code

All Irish public bodies are obliged to treat public funds with care, and to ensure that the best possible value-for-money is obtained whenever public money is being spent or invested.

The Public Spending Code is the set of rules and procedures that apply to ensure that these standards are upheld across the Irish public service. In September 2013 the Department of Public Expenditure & Reform issued Circular 13/13: The Public Spending Code: Expenditure Planning, Appraisal & Evaluation in the Irish Public Service - Standard Rules & Procedures, formally notifying Departments and Offices that the Public Spending Code was in effect. The Code brings together in one place all the elements of the value-for-money framework that had been in force previously, updated and reformed in some respects. It is maintained under the management of the Central Expenditure Evaluation Unit (CEEU) of the Department of Public Expenditure & Reform as a resource for the entire Irish public service.

The Code imposes obligations, at all stages of the project/programme lifecycle, on Organisations that spend public money. These obligations apply to appraising, planning, approving, implementing or reviewing projects. To be compliant with the Public Spending Code, Local Authorities must comply with Procurement Regulations and Guidelines

To comply with its Public Spending Code obligations, Monaghan Co. Council has put in place an internal, independent, quality assurance procedure, and reports annually to NOAC on how it is meeting those obligations.

2.3 National Procurement Reform

As part of the Public Service Reform Plan, the Government in 2014 established the Office of Government Procurement (OGP) to drive a new consolidated and integrated approach to public procurement. The establishment of the OGP represents a key milestone towards the centralised procurement of goods and services for the entire public sector.

The OGP identified 16 main spend categories within the public sector. Responsibility for each of the categories was divided between the OGP, Local Government, Health, Defence and Education as per figure below.

8 NO. OGP LED CATEGORIES	8 NO. SECTOR LED CATEGORIES
<ul style="list-style-type: none"> Professional Services 	<p>Local Government</p> <ul style="list-style-type: none"> Minor Building Works & Civils Plant Hire
<ul style="list-style-type: none"> Facilities Management and Maintenance 	<p>Health</p> <ul style="list-style-type: none"> Medical Professional Services Medical and Diagnostic Equipment & Supplies Medical, Surgical and Pharmaceutical Supplies
<ul style="list-style-type: none"> Utilities 	<p>Defence</p> <ul style="list-style-type: none"> Defence and Security
<ul style="list-style-type: none"> ICT and Office Equipment 	<p>Education</p> <ul style="list-style-type: none"> Veterinary & Agriculture Laboratory, Diagnostic & Equipment
<ul style="list-style-type: none"> Marketing, Print and Stationary 	
<ul style="list-style-type: none"> Travel and HR Services 	
<ul style="list-style-type: none"> Fleet and Plant 	
<ul style="list-style-type: none"> Managed Services 	

Figure 2.1 – Public Sector Spend Categories

2.4 Use of Centralised Frameworks

This Plan supports the National Procurement Reform objectives in the establishment of the OGP as a Central Purchasing Body on behalf of the Local Government Sector. As per Circular 16/13 staff are required to utilise central arrangements where possible, unless there is a value for money justification for not using the central procurement framework.

2.5 e-Tenders

www.etenders.gov.ie is a procurement website that has been developed as part of the Irish Government's Strategy for the Implementation of eProcurement in the Irish Public Sector. The site is managed by the OGP.

It is a central facility for all public sector contracting authorities to advertise procurement opportunities and award notices, displaying both contract opportunities uploaded daily from awarding authorities, as well as all Irish public sector procurement opportunities currently being advertised in the Official Journal of the European Union (OJEU).

The site allows contracting authorities to both upload and receive tender/quotation documentation electronically. The site provides a range of other online services for both buyers and suppliers, including information on procurement rules and guidelines. These include European Directives and National Guidelines on the Public Procurement Process.

The site offers the opportunity to widen the net of potential suppliers to the Irish Public Sector and is free to use for both Public Contracting Authorities and suppliers.

2.6 Supplygov

The Local Government Operational Procurement Centre (LGOPC) was assigned responsibility for the delivery of 2 main spend categories on behalf of the Public Sector. These were the Minor Building and Civil Works category and the plant hire category. Both combined have an annual spend in excess of €500 million. To assist in the delivery of these categories, the LGOPC developed a dedicated website (www.supplygov.ie), managed by Kerry Co. Council, to streamline the procurement process for local authorities.

The Supplygov facility allows suppliers to register as providers of quotes for below-threshold needs, and also to apply for inclusion on pre-qualified panels from which Local authorities will run mini-competitions for a range of needs in the Plant Hire and Minor Building and Civil works categories. Monaghan County Council pay an annual subscription of circa €35,000 for the use of this portal each year.

2.7 Other Supports

In 2014, the CCMA established the Local Government Strategic Procurement Centre (LGSPC) to coordinate and support procurement reform in the local government sector.

The Local Government Audit Service along with the local authority's internal audit function both play key roles in independently assessing the compliance with procurement policies.

2.8 Social Considerations

Circular 20/2019 was published by DPER on 18th October 2019, promoting the use of Environmental and Social Considerations in Public Procurement. The Circular instructs departments to consider including environmental and social criteria in public procurement process in a number of circumstances outlined in the circular.

Monaghan County Council is committed to ensuring that its procurement processes comply with Circular 20/2019 and will work to incorporate best practice guidelines into all procurement. Monaghan County Council will encourage and, where appropriate, oblige their supply chain partners to comply also.

2.8.1 Green Public Procurement

[The Climate Action Plan](#), published in Nov 2019 by the Department of Communications, Climate Action and Environment requires every public body to have a climate mandate. A key element of this mandate will be using public procurement to deliver change.

Green Public Procurement (GPP) is a process where public authorities seek to source goods, services or works with a reduced environmental impact. GPP is widely recognised internationally as an effective means for public administrations to manage the balance between cost effectiveness and sustainable development. Citizens need to be sure that what is purchased on

their behalf has minimal harmful effects on the environment and society. At the same time, these goods, services and works must represent both short-term and long-term value for money.

The Monaghan County Council Climate Change Adaptation Strategy 2019-2024 was adopted by the elected members on 3rd September 2019. The Strategy was prepared in accordance with the provisions of The Climate Action and Low Carbon Development Act 2015 and the National Adaptation Framework (NAF), 2018.

The Climate Change Adaptation Strategy takes on the role as the primary instrument at local level to:

- ensure a proper comprehension of the key risks and vulnerabilities of climate change
- bring forward the implementation of climate resilient actions in a planned and proactive manner
- ensure that climate adaptation considerations are mainstreamed into all plans and policies and integrated into all operations and functions of Monaghan County Council.

On January 22nd 2020 Monaghan County Council also signed the Climate Action Charter. The signing of the Charter along with the Climate Change Adaptation Strategy provides a clear climate mandate for Monaghan County Council and demonstrates its commitment in playing a key leadership role in delivering effective and meaningful climate action in the county.

2.8.2 Accessibility

S.27 of the Disability Act 2005 requires the head of a public body to ensure that services provided, and goods supplied to the public body are accessible to people with disabilities, unless that would not be practicable, would be too expensive or would cause unreasonable delay. The National Disability Authority's Code of Practice on Accessibility of Public Services and Information Provided by Public Bodies gives guidance on how public bodies can adhere to the requirements of the Act.

Monaghan Co. Council is committed to including the relevant accessibility requirements for people with disabilities in all stages of the tender process.

2.9 SMEs

Circular 10/14 'Initiatives to Assist SMEs in Public Procurement' was issued by the Department of Public Expenditure and Reform in April 2014. The Circular sets out a series of positive measures that public sector buyers should take to promote SME involvement in public sector procurement, including sub-dividing contracts into smaller lots, use of Open tendering, and setting relevant and proportionate criteria that allow SMEs to compete. Monaghan Co. Council will implement the provisions of Circular 10/14 in running its procurement competitions.

3. Overview of Procurement and Purchasing in MCC

3.1 Current Structure

Monaghan County Council has a full-time Procurement Officer, who reports directly to a Director of Service. The role of the Procurement Officer, as both an administrator and facilitator, is to:

- Provide best procurement advice and best practice to the CE, Senior Management, the Procurement Team and other staff.
- Put in place strategic measures, procedures, protocols and controls to deliver MCC's procurement function and meet procurement compliance.
- Liaise and engage with central procurement bodies e.g. the Office of Government Procurement (OGP), the Local Government Operational Procurement Centre (LGOPC) and the Local Government Strategic Procurement Centre (LGSPC).
- Streamline procurement practices, identify opportunities for savings and utilise central, regional and collaborative procurement arrangements (where possible).
- Chair meetings of the Procurement Steering Committee.

The Storekeeper, based in the Roads Section, holds the IPA Certificate in Public Procurement, and provides procurement services to all Council sections on a part time (approx. 0.2 WTE) basis. His role is to:

- Register approved staff on www.supplygov.ie and etenders portal
- make staff aware of centralised OGP frameworks
- provide advice on best practice procurement methods and procedures
- respond to adhoc queries and queries on procurement competitions.
- Provide training on functionality of both the www.etenders.gov.ie and www.supplygov.ie websites.

Since the establishment of the Procurement Officer role, MCC has restructured how it delivers its procurement function. Small procurement teams, with more focused expertise, have been created in each unit. These teams lead, guide and support all procurement operations in the unit, and ensure consistent standards, for both the technical and administrative aspects of Procurement. Responsibility for compliance with procedures is devolved to each unit.

Each Director selected personnel within their sections to fulfil the following roles:

- Technical personnel (The Procurement Lead)
- Administrative/support personnel (The Admin Lead)

Where possible, stand-ins for each role were also nominated. The graph below shows the structure adopted by MCC for the delivery of the procurement function.

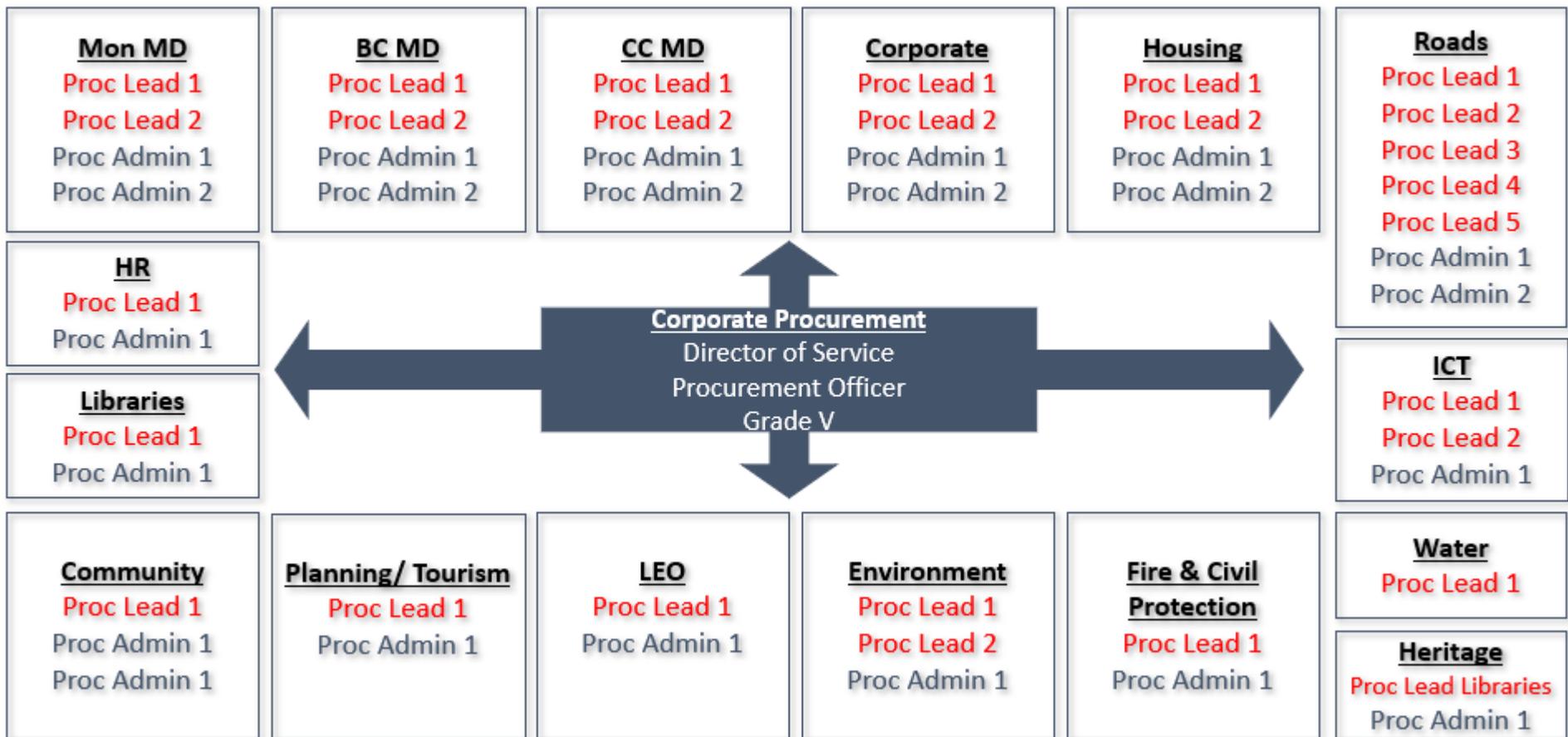


Figure 3.1 – MCC Procurement Function Structure

3.2 Duties and Responsibilities of the Procurement Lead

The Procurement Lead is a person at a senior grade within the unit, reflecting the responsibility and authority required. The duties and responsibilities of the Procurement Lead are:

- Undertake training in procurement, and participate in refresher training from time to time
- Be the 'go-to' resource/expertise for their MD or section, guiding and supporting others in the section who are doing procurement
- Take a proactive role in creating and maintaining a consistent standard for good procurement practices in the MD or section, and have overall responsibility for ensuring that all procurement is compliant i.e. correct documentation, pricing documents, contracts etc. are issued
- Sign-off on the tenders prepared in the section or MD before they are uploaded or published,
- Some Procurement leads may also need to provide procurement support to smaller sections in the Directorate who have only occasional procurement
- Be the recipient/conduit for procurement updates, and undertake to disseminate these onwards to others in the MD or section
- Work closely with Procurement admin support within the MD or section
- Work closely with the Procurement Officer

3.3 Duties and Responsibilities of the Admin Lead

The Admin lead provides admin support to the Procurement Lead and ensures that the correct procurement files are kept. The duties and responsibilities of the Admin lead are to:

- Undertake training in procurement, and participate in refresher training from time to time
- Provide administrative support in all aspects of procurement
- Upload tenders signed off by the Procurement lead to etenders or supply.gov
- Take full responsibility for ensuring that correct procurement files are kept and that all essential items are on file for each procurement.
- Issue correspondence in conjunction with the Procurement Lead
- Work closely with and take instructions from the Procurement Lead.
- Work closely with the Procurement Officer

3.4 Purchase to Pay System

Monaghan Co. Council uses the Agresso Financial Management System. In June 2016 the Council upgraded the system to Agresso 'Milestone 4', a move that brought improved controls in the areas of purchasing and procurement. The system introduced workflow concepts, which ensure that every purchase requisition must be approved by a supervisor who is independent of the requisitioner.

Agresso MS4 incorporates 'ProcType' and 'ProcRef' fields which allow for procurement controls to operate when purchases are being initiated. To date this feature has not been enabled by MCC.

The use of the ProcType and ProcRef fields on requisitions allows for key procurement information to be captured and checked in Agresso MS4, with spend data categorised depending on the procurement arrangement for further analysis as required. These features also provide greater transparency in respect of the purchase to pay process to facilitate internal and external oversight.

There are approximately 210 active users of Agresso. Table 2.1 details the number of personnel authorised to approve requisitions at various transaction values:

Authorisation Level €	No. of personnel authorised
Up to €1,000	77
Up to €10,000	71
Up to €40,000	61
Up to €50,000	43
Up to €200,000	21
Up to €500,000	6
Above €500,000	1

Table 3.1 – Requisition Authorisation

3.5 Training

Since the establishment of the Procurement Unit in 2017, training has been provided to both technical and administrative staff involved in the procurement process. Ongoing training is required to ensure staff are up to date with all current legislation, guidance and local procurement procedures required by MCC to ensure the key staff have the knowledge, guidance and supports they require to fulfil the role assigned to them. An assessment of training needs will be conducted annually and an agreed training plan will be implemented throughout the year.

3.6 Procurement Competitions Conducted

Monaghan County Council acknowledges and accepts that where centralised arrangements are in place, public sector bodies are expected to use them for all purchases, of any value. MCC is a frequent user of the centralised frameworks created by the LGOPC in Kerry Co. Council and available through the www.supplygov.ie website. MCC uses OGP frameworks, where relevant, unless a value for money justification can be provided.

The Table below shows the numbers of procurement requests that Monaghan Council published during 2017, 2018 and 2019.

Numbers of Competitions conducted by MCC						
	E-Tenders			Supplygov.ie		
	2017	2018	2019	2017	2018	2019
Requests for Tender (RFT)	41	46	53	50	62	56
Requests for Quote (RFQ)	1	4	53	132	129	29
Mini Competitions	18	8	9			
PIN Notifications	(1)	(3)				
Total	60	58	115	182	191	85

Table 3.2 – Tender Competition Conducted by MCC 2017, 2018 & 2019

It should be noted that this table does not include details of below national threshold procurements conducted by MCC outside of etenders and www.supplygov.ie. Monaghan County Council Procurement Procedures set out the minimum requirements for seeking quotes for below national threshold requirements. These are summarised in Appendix A.

3.7 Analysis of Spend

An analysis of Monaghan Co. Council's expenditure in the accounts for 2018 was undertaken in the preparation of this plan. As MCC does not currently use the 'Proc Type' or 'ProcREF' feature in MS4, scrutiny of the procurement arrangements used for this spend does not form part of this analysis. Revenue expenditure for the year totalled €61 million and capital expenditure was €27.2 million.

3.7.1 Revenue Expenditure

An analysis of the revenue expenditure indicates that approximately € 44.8 million of the total fell into categories to which procurement considerations did not apply, e.g. Pay-related expenditure, grants, loan-related payments etc. Of the remaining €16.1 million, an analysis of the spend shows that the areas of highest spend were payments to contractors (€7.8m – 48.1%), purchase of materials for stores (€2.1 million – 13.1%) and Energy €912k – 5.7%), which together accounted for almost 67% of all relevant spend.

3.7.2 Capital Expenditure

An analysis of the €27.2 million of capital expenditure from the accounts for the year ended 31 December 2018 showed that approximately €17.6 million was in categories to which procurement considerations applied. Of this, €12.0 million (68%) was accounted for by payments to contractors, similar to the revenue expenditure analysis.

3.7.3 Supplier Analysis

In the categories of spend to which procurement considerations apply, just 9 suppliers together accounted for 51% of the total spend. 61 suppliers (26%) together accounted for 80% of the spend.

3.8 Efficiency in Payments

Monaghan County Council is continuously striving to achieve efficiency in payments, mainly through the adoption of e-invoicing and the use of Low Value Purchase Cards (LVPs).

3.8.1 E-invoicing

The European Commission stated that “The mass adoption of e-invoicing within the EU would lead to significant economic benefits and it is estimated that moving from paper to e-invoices will generate savings of around Euro 240 billion over a six year-period”.

Resulting from Directive (2014/55/EU) on electronic invoicing in public procurement, Monaghan County Council together with Kildare County Council, Fingal County Council, Tubbercurry Software Limited, Institute of Technology Sligo, Celeris Group Limited and the Local Government Management Agency piloted the introduction of e-invoicing in the Local Authority Sector. Monaghan County Council were the first Local Authority in the country to process an e-invoice.

3.8.2 Low Value Purchase Cards

One of the principal ways of achieving efficiency in Payments is through the use of Low Value Purchase Cards (LVPs) for expenditure with a value of less than €1,000. These cards operate similarly to credit cards. Currently c.118 MCC staff hold LVP cards. The Council use a software called 'Lighthouse' which facilitates transactions on the cards to be quickly and accurately integrated into the Agresso system. This is achieved by the 'receptors' coding each item of expenditure on Lighthouse using the Agresso coding system. This allows for useful spend analysis to be undertaken, although the quality of analysis is heavily dependent on users selecting appropriate products and suppliers when coding expenditure. The procedures for use of LVP cards was updated in April 2019. There were c.5,500 LVP card transactions in total in 2019.

4. Issues identified

In the preparation of this plan, the Procurement Officer liaised with various stakeholders (Budget Holders, Procurement Team and Heads of Section) to identify areas that required attention. The following issues were identified by Council personnel and through the spend analysis conducted:

- Lack of documented appraisal of tenders received
- Insufficient or no formal contracts in place in some cases with successful tenderers
- No competitive tendering for some products or services for which MCC's spend had exceeded the threshold
- Inappropriate awarding of work to contractors on hourly rates, without running mini competitions.
- A conflict between the need to get work done quickly and the perceived bureaucracy of procurement processes (e.g. perceived administrative burden due to large volume of paper work generated, approvals required and the preparation of CE orders), sometimes due to late receipt of monies and unrealistic spend deadlines imposed by funder.
- Functionality of Agresso MS4 is not being utilised to the maximum in terms of capturing key procurement information.
- Lack of 'pipeline' to identify forthcoming needs, and very limited aggregation of the needs of MCC as a whole.
- Lack of central 'library' of documents containing information such as drawings/specifications/pricing documents that may be referred to when sections are preparing document for projects where the Council may have had similar needs previously.
- Staff outside of the procurement unit do not fully understand procurement requirements. Flowchart detailing procurement procedure from beginning of project to the Chief Executive Order would be useful in explaining the process to staff
- Time required from staff in assisting/providing information required by Procurement Spot Checks/Audits.
- Lack of familiarity with the etenders platform (both main tender platform and quick quotes) for smaller sections due to infrequent tendering requirements. A specialised Procurement Team to administer the etender platform could be considered.
- Regular training is necessary to keep up to date with changes to procurement documents/requirements.

5. Objectives

Monaghan County Council's procurement objectives are:

- Ensure adherence to Directives, Legislation, Circulars and other legal requirements and MCC's procurement policies and procedures by all MCC staff involved in the procurement process.
- To manage risk in relation to procurement.
- To achieve greater value for money
- To embed transparency and accountability in procurement practices
- To support and add value to service delivery in fulfilling the strategic objectives set out in the Corporate Plan.
- To ensure a consistent, efficient, effective and standardised approach to public procurement by:
 - Ensuring that purchasing is carried out in a coordinated and strategic manner;
 - Reviewing and, where possible streamlining existing procurement processes;
 - Identifying opportunities for savings, for example by utilising national and regional aggregated contracts or other means.
- To facilitate economic, social or environmental objectives through procurement, for example by:-
 - Identifying opportunities for incorporation of social consideration or green criteria with public procurement competitions.
 - Engaging with business and suppliers.

6. Actions

Table 6.1 sets out the actions that are proposed in order to address the issues and shows the timeline and ownership attributable to each action.

ID	Action	Key Performance Indicator	Target Date	Resp
1	Communicate the procurement structures to all relevant stakeholders.	All relevant stakeholders notified of procurement structures, with duties & responsibilities of the Procurement Unit outlined.	Q1 each year	PO
2	Review the Procurement Procedures Manual at least once a year and update where required.	Procurement Procedures contain all updated and relevant Policies and Procedures.	Q1 each year	PO
3	Maintain and update the Procurement Website on the intranet and the public website.	Website contains all updated and relevant MCC Procurement Policies.	Annually	PO
4	Provide a programme of advice and support to the Procurement Unit.	Unit briefed on any updates/changes/developments in guidance/legislation along with updates from OGP or LGOPC on any relevant topics, new frameworks etc.	Ongoing	PO
		Updates from OGP or LGOPC issued to Procurement Unit members on any relevant topics, new frameworks etc.	Ongoing	PO
		Queries raised by Procurement Unit addressed.	Ongoing	PO
		Support provided in relation to publication of tenders/quotes on etenders or www.supplygov.ie.	Ongoing	PO
5	Conduct quarterly meetings of the Procurement Steering Committee	A minimum of 4 meetings held in each year.	By 31 Dec each year	PO
6	Conduct analysis to identify training needs.	Analysis completed and training needs for the year identified.	Q1 each year	PO
7	Implement an ongoing programme of training, as per analysis of training needs, to ensure that all staff on the procurement team have the necessary skills to carry out their procurement functions competently and compliantly.	Annual programme for the year has been implemented.	Annually	PO + Training Officer

ID	Action	Key Performance Indicator	Target Date	Resp
8	Complete Annual Report on compliance with the Public Spending Code	Report completed, signed off by CE and submitted to NOAC.	As per date notified	PO
9	Maintain a register/tracker of procurement competitions with value greater than €25,000, recording the date of competition, nature of the supply, name of successful tenderer, value of contract, and duration of contract and information published on MCC website	Register maintained. Information published as required by the Model Publication Scheme within 4 weeks of the end of each quarter.	Ongoing 4 uploads /year.	PO
10	Conduct frequent spend analysis	Spend analysis report complete.	Biannually	PO
11	Maintain a 'pipeline' of future needs, to ensure that competitions are run in a timely fashion, and to identify opportunities for aggregating the Council's needs.	Pipeline updated biannually.	Updated biannually	PO
12	Ensure Chief Executive Orders are in place for contracts awarded following a tender or relevant quotation process where the value is greater than €25,000	CE order in place for all tenders and quotes valued at €25,000 and higher.	Ongoing	PU
13	Review the standardised filing structure for all procurement files.	Filing structure for procurement files reviewed and updates, if relevant, communicated to Procurement Unit.	Annually	PO
14	Ensure that the suite of template documents for procurement of supplies, services, works and works related services are up to date	Standard procurement documents are up to date on Sharepoint.	Biannually	PO
15	Complete programme of spot checks on procurement files to ensure compliance with procurement procedures, checking that the standardised filing structure is being used, that centralised frameworks are being utilised where relevant and that template tender documents are used correctly and consistently by staff.	Spot checks completed on procurement files from a minimum of 4 sections per year.	4 units per year.	PO
		Recommendations implemented.	Ongoing	All DoS

ID	Action	Key Performance Indicator	Target Date	Resp
16	Conduct an in-depth audit of procurement.	An in-depth audit completed by Internal audit.	Q4 2022	IA
17	Review the in-house LVP procedures	Procedures reviewed, issues identified and addressed with recommendations issued to all cardholders and supervisors	Q4 Annually	HOF
18	Conduct ongoing spot checks of LVP cards	Spot check conducted, report issued.	1 / Unit/ year	HOF
19	Procurement Officer to attend procurement related meetings, training, including the National Procurement Forum, Regional meetings, LGOPC and or OGP meetings	Procurement Officer and Storekeeper attended a minimum of 4 meetings/training events per year.	Q4 each year	Procurement Officer
20	Participate in events/seminars on procurement related matters to assist SMEs in tendering for MCC contracts as and when required by LEO.	PO attended/participated in events/seminars on procurement related matters organised by LEO to support SMEs when required to do so.	Ongoing	PO
21	Use of 'ProcTYPE' and 'ProcREF' features on Agresso MS4 to be investigated with recommendation made to SMT in relation to its implementation	Recommendation made to SMT regarding implementation of the 'Proc Ref' feature.	Q4 2021	PO
22	Provide guidance and a programme of advice and support to the Procurement Unit in relation to Green Public Procurement.	MCC GPP strategy developed.	Q2 2021	PO
		A requirement is included within MCC Procurement Procedures that GPP is considered in all Public Procurement processes in accordance with Government Circular 20/2019.	Q4 2020	PO
		GPP element of MCC Procurement Procedures updated.	Q4 2020	PO
		Details of national guidance in relation to GPP communicated to key staff.	Ongoing	PO

ID	Action	Key Performance Indicator	Target Date	Resp
		Database of 'green' initiatives and award criteria prepared and updated regularly.	Q4 2020/ Ongoing	PO
		Suitable training courses identified.	Q4 2020	PO
		Procurement Officer attended all Climate Action Steering Group meetings as required.	Ongoing	PO
		Procurement Officer prepared reports/presentations in relation to GPP for the Climate Action Steering Group as required.	Ongoing	PO
		Procurement Officer issued records of all relevant procurement issues/initiatives raised by the Climate Action Steering Group to Procurement Unit.	Ongoing	PO
23	Promote the use of best practice guidelines from the Disability Authority on accessibility into MCC Procurement competitions where relevant.	Best practice guidelines from the Disability Authority on accessibility integrated in MCC procurement competitions.	2021	PO
24	Maintain procurement risk register	Risk register reviewed and updated.	Biannually	PO
25	Review annually the delivery of the actions, goals and targets detailed in this Plan.	Annual review complete and the Senior Management Team presented with the findings.	Q1 each year	PO

Table 6.1 – Action Plan and KPIs

7. Implementation & Performance Management

Section 6 of this plan includes Key Performance Indicators (KPI's) to ensure the actions detailed in this plan are delivered. The KPI's will be used to assess how well MCC is meeting its procurement objectives annually over the lifetime of this plan. The Procurement Officer will be responsible for gathering the information relevant to each action and producing an annual progress report regarding the status and measure for delivery. Amendments may be proposed at the annual review, depending on performance during the year, and new considerations that may arise. All departments and Sections will be required to cooperate and provide any necessary information if requested. Support at management team level in relation to procurement is essential in order for the implementation of the plan to be a success.

8. Governance

8.1 Governance

The successful operation and delivery of this plan will require leadership from the Management Team, The Procurement Officer, Procurement Leads and Admins along with the support and commitment of the elected members, budget holders, buyers, staff and other stakeholders in pursuit of the objectives of this plan.

The Procurement Officer and the Procurement Leads and Admins will be champions for the delivery of this plan. They are the main points of contact for any procurement advice or information.

Having a clear line of governance and communication is vital to the success of this plan. The procurement function impacts on all departments within MCC and therefore it is important that all relevant staff are both accountable and compliant in their procurement function duties.

- The Chief Executive (CE) has ultimate responsibility for MCC's procurement function and procurement compliance.
- The CE may at their own discretion delegate responsibility to other relevant members of staff.
- Each Director of Service and Head of Finance is responsible for carrying out delegated functions assigned to them. They are also responsible for managing MCC's procurement function within their own directorate.
- Each Department Head is responsible for carrying out delegated functions assigned to them. They are also responsible for managing MCC's procurement function within their own department.
- Each nominated Line Manager and/or Section Head is responsible for managing MCC's procurement function within their own section. They should update their Department Head on a biannual basis regarding staff procurement compliance.

- The Procurement Officer as both an administrator and facilitator will:
 - Provide best procurement advice and best practice to the CE, Senior Management, the Procurement Team and other staff.
 - Update the SMT on procurement compliance within MCC on a biannual basis.
 - Put in place strategic measures, procedures, protocols and controls to deliver MCC's procurement function and meet procurement compliance.
 - Liaise and engage with central procurement bodies e.g. the Office of Government Procurement (OGP), the Local Government Operational Procurement Centre (LGOPC) and the Local Government Strategic Procurement Centre (LGSPC).
 - Streamline procurement practices, identify opportunities for savings and utilise central, regional and collaborative procurement arrangements (where possible).
 - Chair meetings of the Procurement Steering Committee.
- The Procurement Steering Committee (PSC) will meet on a quarterly basis to discuss procurement related issues, identify opportunities for savings and promote procurement initiatives within their respective departments.
- All budget holders will be responsible for proper control, management and spend of budgets allocated to them.
- All departments/Sections/ Municipal Districts to manage their own ordering and purchasing.
- Where ordering and purchasing of specific goods and / or services is to be done centrally or through a specific office/department, staff will be required to comply with same.
- All Departments/Sections/Municipal Districts to manage their own contracts, unless CE decides otherwise. (e.g. that specific contracts are to be managed centrally through a nominated department.)
- All Purchasers/Approvers and Requisitioners involved in the Purchase to Pay Cycle, have specific Roles and Responsibilities attributed to them, which must be complied with.
- Payment of all invoices to be done centrally through Finance Department.
- Monitoring of the compliance with MCC's Procurement Function to be done through audit (internal and External) and through a spot check carried out by the Procurement Officer.

9. Approval of Corporate Procurement Plan

The aim of this plan is to strengthen the procurement function within MCC, while continuing to promote procurement compliance and value for money savings. Through the execution of this Plan a significant and valuable contribution will be made to the delivery of the objectives in Monaghan County Council's Corporate Plan.

This Corporate Procurement Plan was approved by the Management Team on 1st September 2020.

Appendix A

For supplies or services valued at:	Minimum requirements
Less than €1,500	Direct Invitation (Quotations) Obtain verbal quote from competitive/competent supplier.
Between €1,500 and €5,000	Direct Invitation (Quotations) Invite at least 2 written quotes from interested competitive/competent suppliers.
Between €5,000 and €25,000	Direct Invitation (Quotations) Invite written quotes from at least 3 competitive/competent suppliers

For works or works related services valued at:	Minimum requirements
Less than €1,500	Direct Invitation (Quotations) <u>Obtain</u> written quote from 1 competitive/competent supplier.
Between €1,500 and €5,000	Direct Invitation (Quotations) Obtain at least 2 written quotes from interested competitive/competent suppliers.
Between €5,000 and €50,000	Direct Invitation (Quotations) Invite written quotes from at least 5 interested competitive/competent suppliers either through

If fewer than the required number of bidders submit quotes, the Council should only proceed with award if it considers that there has been genuine competition and that the bid selected represents value for money