MEATH COUNTY COUNCIL

CORPORATE PROCUREMENT PLAN
2021 – 2024

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1   Introduction

Meath County Council's Corporate Procurement Plan 2021 - 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 rules. This will require an undertaking to improve procurement structures and expertise within the Council on an on-going basis, ensuring that purchasing practices are professional and that staff have the necessary capabilities to operate in line with best practice in procurement. This Plan will assist in the identification and review of the current procurement profile and practices of Meath County Council. It will 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 overall aim of the Corporate Procurement Plan is to deliver effective, professional and well-managed procurement. It provides clear and challenging aims for procurement and defines the future direction and vision for the procurement function within Meath County Council. The Management Team shall play a lead role in the implementation of this plan by promoting a culture of efficiency, effectiveness and economy within their areas of delegated responsibility. The Corporate Procurement Plan 2021 – 2024 builds on the work commenced in the previous plan 2016 – 2018 and outlines Meath County Council's procurement objectives and goals for the next three years.

2   Background

A Corporate Procurement Plan is required under the National Public Procurement Policy Framework. It has also been prepared against a backdrop of severe fiscal difficulties and great financial challenge, at a time of unprecedented change and reform in Local Government. The implementation of the goals and objectives over the lifetime of this Plan will assist in the delivery of the key goals of Meath County Council's Corporate Plan and future plans.

This Plan seeks to reinforce the Council's commitment to the effective and efficient delivery of services to the local communities, in a manner that optimises value for money. Implementation of this Plan will require clear strategic leadership and well trained and highly motivated staff in order to deliver maximum benefit under each objective. The Plan will be subject to ongoing review in light of changes within the Local Government and Public Procurement Sector.

The establishment of a formal Procurement Function within Meath County Council is a relatively recent occurrence with the appointment of a Procurement Officer in 2015. To date, the main focus on procurement has been compliance, the need to meet obligations laid down by National and EU rules. The primary focus of the Plan is to develop a procurement structure appropriate to the organisation and to identify the processes, procedures and information required to develop a strategic approach to procurement and a procurement function that will lead change, deliver savings and add value to the Council.

2.1   Mission, Vision & Values

Mission Statement

The Procurement Function of Meath County Council is committed to the procurement of supplies, services and works in the most efficient and effective way to achieve the lowest cost consistent with quality that meets or exceeds end user requirements in the delivery of services to the citizens of County Meath.

Vision Statement

To be a value-added Procurement Function that is strategically aligned to the business needs of Meath County Council and is valued by the organisation. Through the mechanisms of promoting, supporting and guiding, the Procurement Unit assists the organisation and staff to achieve their procurement objectives.

Values

The Procurement Function of Meath County Council shall operate in accordance with the following values:

- Compliance with all relevant European, National and local procurement legislation and guidelines
- Value for Money – to achieve the optimum balance of quality and whole life cost to meet the business needs of the Council
- All procurement shall have regard to the principles of European public procurement: freedom of movement, freedom of establishment and freedom to provide services; and the basic principles therein of transparency, equal treatment, proportionality and mutual recognition
- To minimise the Council's exposure to procurement risk by the adoption of the appropriate risk management strategies
- To ensure that green procurement and social considerations are included and promoted, where possible, in tender documentation

2.2   Approval and Implementation of the Plan

The Corporate Procurement Plan was approved by the Chief Executive and Management Team on 30th March 2021. 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. Progress reports will be submitted to the Management Team as required. A full review of the plan will be conducted in the second quarter of 2024 with a view to having a new plan in place for 2024, or earlier if deemed necessary.

3   Procurement Structure

The Procurement Unit in Meath County Council reports to the Head of Finance. It currently consists of: Head of Procurement, Procurement Officer and a team of two administrative support.

It has a co-ordinating role in ensuring that there is an organisational focus on good practice in procurement. That procedures are in place to achieve value for money and to ensure high standards of openness, transparency and compliance with all relevant Public Procurement guidelines and legislation. The Procurement Unit promotes, supports and guides the organisation.

Meath County Council's current procurement structure is mainly a decentralised procurement structure. Procurement responsibility is delegated to many staff members at directorate, departmental and Municipal District levels. A number of staff within the various departments throughout the Council, carry out the procurement of supplies/service/works. This decentralised structure exists in line with the Corporate Plan, reflecting the geographical spread of the county, the range of services provided by Municipal Districts and the local supplier/contractor base.

4   Procurement Policies and Procedures

The 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 (updated March 2021)
2. Procurement Procedures (updated March 2021)
3. Purchase to Pay (published September 2019)
4. Procurement approval function (updated March 2021)

The Council's procurement policy, procedures and supporting manuals have been prepared in the context of complying with EU Directives, National Legislation and Government Policy. A key feature of Government Policy is that Public Bodies are required to make use of collaborative procurement arrangements established by the Office of Government Procurement (OGP), the Local Government Sector and other Public Bodies where feasible.

The OGP have developed a standard suite of tender and contract documents for use across the Public Sector for supplies and services to ensure a consistent approach while safeguarding procurement processes. Where possible, these documents must be used for all contracts publicly awarded by the Council above €25,000 for all contract values.

Documentation in the form of standard templates, contracts and guidance documents under the guise of the Capital Works Management Framework (CWMF) have been issued by the OGP for construction and works related services. These are available on www.constructionprocurement.ie

The Local Government Management Agency (LGMA) have issued a similar suite of documents for use for acquisitions below EU threshold contracts.

The Procurement Policy, supporting manuals and OGP template documents are available to staff.

5   Procurement Overview

The Procurement Unit completed a comprehensive spend analysis from 2015 and 2020 financial years and made a comparison of the spend values and behaviours.

The review looked at two key elements:

- A comprehensive review based on the Councils expenditure data for the 2015 and 2020 financial years. This approach provided profiles of expenditure including an accurate picture of expenditure by category and by supplier and identified the supplier base in terms of its size and its dependency upon the Council's business. These factors are important in the development of the Council's future procurement strategies.

- A separate review looked at the actions of staff involved in procurement and purchasing activities. Procurement is defined here as the sourcing work completed before an order is created on the Agresso MS4 financial management system. Purchasing is defined as the actual process of doing the buying, i.e. when the procurement information is used to create the Agresso MS4 purchase order.

5.1   Spend Analysis

The purpose of the spend analysis was to:

- Inform the drafting of the Corporate Procurement Plan
- Support the high-level strategies for the identified categories of spend
- Identify opportunities for improvement in terms of saving costs
- Identify opportunities for working in a more efficient manner

Supply positioning is a planning and decision support tool to help segment expenditure and determine the most effective way forward in sourcing and supplier management. A supply positioning matrix consists of four boxes and measures relative annual expenditure on the horizontal axis and the degree of market difficulty or supply risk on the vertical axis.

The Council's total procurement expenditure for the last financial year, 2020, was analysed and compared to the 2015 expenditure. The total value examined was €50,737,758.13 of which 6,227 invoices were raised against 1,206 core trade suppliers.

5.1.1 Key Findings

The key findings that were drawn from the initial expenditure analysis in 2020:

2020 figures

Total Payment per Invoice	No of Invoices	Expenditure	% of Invoices	% of Spend	No. of Suppliers	% of Suppliers
<€200	1304	€110,245.25	20.94%	0.22%	248	20.56%
€200-€1,000	1824	€950,704.11	29.29%	1.87%	367	30.43%
€1001-€10,000	2266	€6,457,479.75	36.39%	12.73%	388	32.17%
€10,001-€50,000	448	€9,416,045.51	7.19%	18.56%	119	9.87%
€50,001-€100,000	49	€3,279,076.25	0.79%	6.46%	28	2.32%
>€100,000	75	€33,170,943.85	1.20%	65.38%	25	2.07%
Invoices/Cr Note < €0	32	-€2,646,736.59	0.51%	-5.22%	18	1.49%
Nil Values	229	€0.00	3.68%	0.00%	13	1.08%
Total	6227	€50,737,758.13	100%	100%	1206	100%

- 2.07% of suppliers were paid 65.38% of the expenditure (>€100,000)
- 50.99% of the suppliers were paid less than a total of €1,000 during the year of which 20.56% of suppliers were paid less than €200 (aggregation of <€200 & €200-€1,000)
- 3,128 invoices (50.23%) were for less than €1,000; of which 1,304 (20.94%) were for less than €200 (aggregation of <€200 & €200-€1,000)

This compared to the key findings of the 2015 figures:

- 1.11% of suppliers were paid 45.9% of the expenditure
- 64.72% of the suppliers were paid less than a total of €1,000 during the year of which 30.55% of suppliers were paid less than €200
- 5,021 invoices (65.59%) were for less than €1,000; of which over 2,528 (33.02%) were for less than €200

This indicates that in 2020:

- 13.73% fewer suppliers were paid less than a total of €1,000
- 1,893 fewer invoices received were for less than €1,000 which equates to a reduction in invoices received of c. 38%

These figures show a consistent reduction in both the number of suppliers being paid low value totals and the number of low value invoices being received.

5.1.2 Supplier Positioning

The completed expenditure analysis can be allocated to more than 16 account elements:

Acc Element	Acc Element (T)	Total
65500	Minor Contracts- Trade Services & other works	€37,632,359.37
71000	Insurance	€3,583,951.57
69000	Hire (Ext) - Plant/Transport/Machinery & Equipment	€2,245,843.52
70000	Materials	€1,615,156.02
69260	Repairs & Maint - Other Equip	€1,425,126.45
68500	Non-Capital Equip Purchase - Other	€962,055.64
67500	Non-Capital Equip Purchase - Computers	€900,788.85
69200	Repairs & Maint - Plant	€567,051.08
69150	Repairs & Maint - Buildings (excl. LA Housing)	€566,992.22
75000	Computer Software and Maintenance Fees	€390,128.64
71550	Library Book Purchases	€324,130.78
69250	Repairs & Maint - Computer Equip	€265,079.41
66500	Non-Capital Equip Purchase - Fire Services	€96,812.71
68000	Non-Capital Equip Purchase - Office Equip/Furn	€76,194.41
66000	Non-Capital Equip Purchase - Civil Defence	€43,059.70
69600	Other Vehicle Expenses	€43,027.76
Grand Total		€50,737,758.13

The top five expenditure categories accounted for €46,502,437 (92%) of the expenditure. The highest spend – Minor Contracts accounted for €37,623,359.37 (74.17%) of the expenditure.

The 16 expenditure categories were analysed using the Supplier Positioning Matrix and judgements made on the risks associated with their supplier base. The following picture emerged (**Diagram 1,** see overleaf):

Diagram 1 Supplier Positioning Matrix

Quadrant 3 (Critical) - Difficult to secure supply / low relative expenditure **Total Spend for 2020:** €1,464,210.67 (2.89%) **6 Categories:** • Non-Capital Equip Purchase - Fire Services • Repairs & Maint – Plant • Library Book Purchases • Computer Software and Maintenance Fees • Non-Capital Equip Purchase - Civil Defence • Other Vehicle Expenses	**Quadrant 4 (Strategic) –** **Difficult to secure supply / high relative expenditure** **Total Spend for 2020:** €4,546,007.21 (8.96%) 2 Categories: • Insurance • Non-Capital Equip Purchase - Other
Quadrant 1 (Acquisition) - Easy to secure supply / low relative expenditure **Total Spend for 2020:** €3,234,181.34 (6.37%) **5 Categories:** • Repairs & Maint - Buildings (excl. LA Housing) • Repairs & Maint - Other Equip • Non-Capital Equip Purchase – Computers • Non-Capital Equip Purchase – Office Equip/Furn • Repairs & Maint - Computer Equip	**Quadrant 2 (Leverage) –** **Easy to secure supply / high relative expenditure** **Total Spend for 2020:** €41,493,358.91 (81.78%) **3 Categories:** • Minor Contracts - Trade Services & other works • Materials • Hire (Ext) - Plant/Transport/Machinery & Equipment

Difficult of securing supply inc risk — Very High / Low

Relative Expenditure — Low → High

5.1.3 Interpretation of Results

The expenditure in **Quadrant 1** refers to routine expenditure with a relatively low proportion of the total expenditure on purchased items. However, they represent a high proportion of the purchasing transactions carried out by Meath County Council. Individual transactions are of low value and the goods and services are readily available. There is usually little opportunity to aggregate demand in order to improve purchasing power. As a result, transactional costs associated with the purchasing these items are usually high, relative to the value of the items themselves. These costs need to be contained to ensure value for money. As the goods and services are readily

available, buying from competitive suppliers is often an effective strategy for reducing transactional costs.
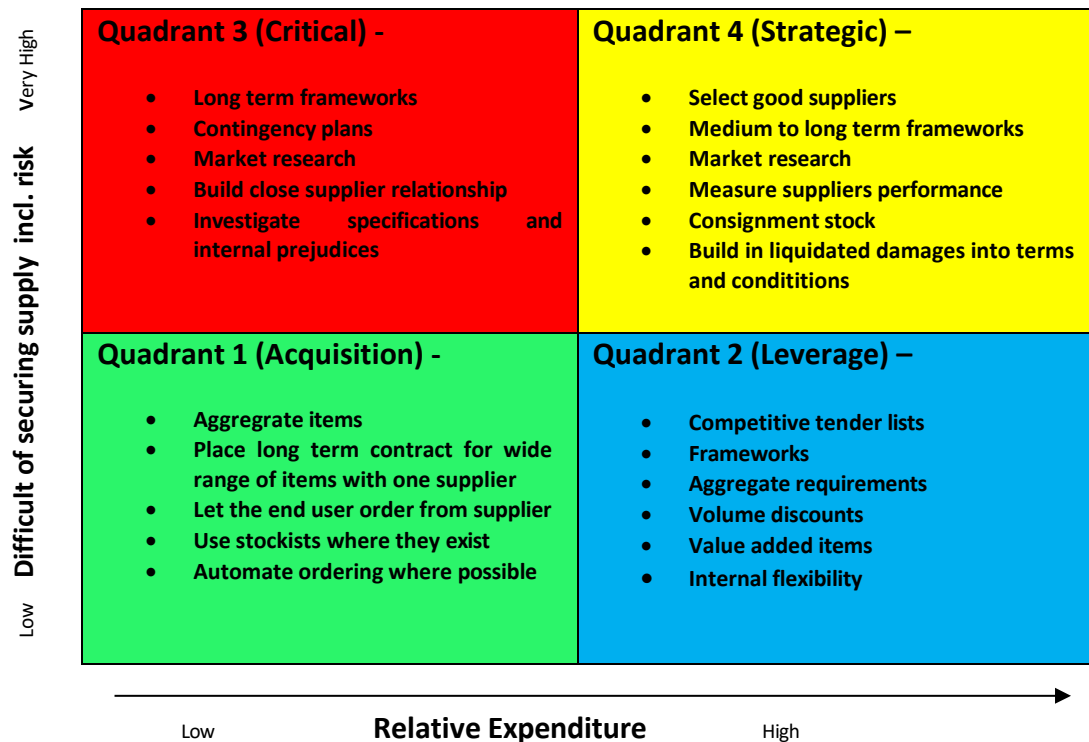
Quadrant 2 relates to goods and services that are generally commodity items available from stable supply markets. Thus, while the value of expenditure is high relative to other quadrants, the risk in relation to suppliers is low and so the Council may be able to exercise some leverage over suppliers. Expenditure in this quadrant generally relates to items that are commonly used across the organisation, often in high volumes and with the individual transactions being of low value. Supply strategies often focus on aggregating demand with a few suppliers to gain volume discounts. As there are often many low value purchases made against the engagements, having simple buying practices that reduce transactional costs is advantageous.

Quadrant 3 refers to a relatively low level of spend but also where the market is constrained and there are a limited number of suppliers. These items collectively make up a very small proportion of the total expenditure on purchased items. Goods and services in this category are usually highly specialised and there are often very few potential suppliers. Purchasing strategies for securing supply in this category generally focus on reducing the organisation's exposure in the market. Strategies for doing this include actively identifying alternative sources of supply, changing the demand requirements or developing stronger relationships with key suppliers.

Finally, **Quadrant 4** deals with high risk and high value items. Goods and services in this category are often a complex package of services and goods that are critical to the organisation's service delivery. Long-term relationships with suppliers are common and therefore effective contract management practices are essential for obtaining full value from the agreement.

Obviously individual procurement methods will vary by contract, but the overall priorities of how we approach procurement within the Council should be based on these four key principles. **Diagram 2** (see overleaf) demonstrates possible purchasing methods for the four quadrants.

Diagram 2 Purchasing Methods

Quadrant 3 (Critical) - • **Long term frameworks** • **Contingency plans** • **Market research** • **Build close supplier relationship** • **Investigate specifications and internal prejudices**	**Quadrant 4 (Strategic) –** • **Select good suppliers** • **Medium to long term frameworks** • **Market research** • **Measure suppliers performance** • **Consignment stock** • **Build in liquidated damages into terms and condititions**
Quadrant 1 (Acquisition) - • **Aggregrate items** • **Place long term contract for wide range of items with one supplier** • **Let the end user order from supplier** • **Use stockists where they exist** • **Automate ordering where possible**	**Quadrant 2 (Leverage) –** • **Competitive tender lists** • **Frameworks** • **Aggregate requirements** • **Volume discounts** • **Value added items** • **Internal flexibility**

Vertical axis (bottom to top): Low — **Difficult of securing supply incl. risk** — Very High

Horizontal axis: Low — **Relative Expenditure** — High

6 Procurement Analysis

Using Agresso MS4, a number of analyses were run.

6.1 Transactional Analysis

Transactional analysis is used in order to gain a better understanding of the Organisation's interaction with its suppliers, and in particular, its ordering and payments process. It involves identifying the overall number of transactions, the number of transactions per supplier, the number of transactions per expenditure category and the value of such transactions. This type of data is used to identify possible opportunities for achieving cost savings by streamlining administrative processes.

The analysis contained herein looked at the number of transactions on some expenditure categories. Understanding how much the organisation spends, with whom it is spent and on what, is the first step to improving the effectiveness of the procurement process. In some organisations, a significant effort is invested in managing a very small portion of the organisation's spend. It is generally considered that €100 is the minimum estimate of the cost of manual transactions to the organisation. The figure reflects both direct and indirect costs. This figure may be higher where the purchase to pay cycle is not carried out in sequence, for instance, where an incorrect amount is noted on the invoice or where invoices are submitted without a purchase order number.

During the 2020 financial year, a total of 1,206 suppliers were paid for supplies, services and works with regards to the expenditure categories examined. However, some suppliers were engaged to supply services/works/supplies across two or more expenditure categories.

Recommendation 1 from Corporate Procurement Plan 2016-2018:

a) Ensure that all new suppliers are paid by EFT

b) Ensure that all staff comply with the purchase to pay cycle in accordance with Agresso MS4 procedures

c) Continue to promote the use of the Council's low value purchase cards where suitable and applicable to do so

As a result of Recommendation 1 above the following is in place:

a) All new suppliers are currently paid using EFT

b) Procurement checks in Agresso MS4 at requisition stage ensure all PO's raised for contracts are compliant with procurement guidelines. PO amendments are

also reviewed by Procurement and any amendments over 15% are rejected and a new PO is requested to be raised

c) The Purchase to Pay cycle states that all payments below €500 are made using the LVPC where possible
The Lighthouse card management system was introduced in 2020 which manages all low value purchase cards for the organisation. The system enables receipts to be attached for each transaction and a two-level approval system. Transactions are posted to Lighthouse within 48 hours of the payment being made. Transactions are receipted and then approved by the designated approvers. Once approved the payments are uploaded to Agresso and the job codes updated to reflect these payments

6.2 Supplier Analysis

A supplier analysis was carried out in order to gain an understanding of the relationship that the Council has with its suppliers. Specifically, it concentrates on identifying the number of suppliers, the value of business with each of these, the range of goods and services supplied by each one and the number of transactions that are conducted with each supplier. It is important to understand the nature of the supply market for particular goods and services from the perspective of Value for Money and Security of Supply.

Supplier analysis can be used to reduce or increase the number of suppliers where appropriate, to aggregate purchasing of similar supplies across departments to maximise purchasing power. It can also be used to examine invoicing arrangments with a view to achieve process efficiences and cost reductions.

To date, supplier management has not been a main feature of procurement practices within Meath County Council. Emphasis has largely been on compliance with purchasing guidelines and obtaining quotations to attain value for money. This approach has lead to a situation where individual departments deal separately with a large number of suppliers, yet no single department has responsibility for managing the performance of any supplier on an on-going basis. The exception to this are large works contracts.

	2020		2015	
Total Payments	No. of Suppliers	% of Suppliers	No. of Suppliers	% of Suppliers
<€200	248	20.56%	413	30.55%
€200-€1,000	367	30.43%	462	34.17%
€1,001-€10,000	388	32.17%	318	23.52%
€10,001-€50,000	119	9.87%	74	5.47%
€50,001-€100,000	28	2.32%	13	0.96%
>€100,000	25	2.07%	15	1.11%
Invoices/Cr Note < €0	18	1.49%	32	2.37%
Nil Values	13	1.08%	25	1.85%
Total	1,206	100%	1,352	100%

As indicated in the above table, 1,206 suppliers received payments, of which 20.56% were payments for €200 or less.

Comparison:
- 146 more suppliers paid in 2015 compared to 2020
- 165 less suppliers paid <€200 in 2020
- 10 more suppliers paid >€100,000 in 2020
- 70 more suppliers paid €1,001 - €10,000 in 2020

Analysis of these payments has shown that there is scope for increasing the amount of contracted procurement taking place. One-off or ad-hoc procurement usually results in higher prices and less favourable terms and conditions.

Recommendation 2 from Corporate Procurement Plan 2016-2018:

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 one-off payments to suppliers

c) Develop a supplier management policy to include the evaluation of performance of suppliers

d) Introduce a specific Meath County Council policy in relation to the use of OGP national frameworks, to increase the volume and value of contracted goods and service being acquired by the Council

As a result of Recommendation 2 above the following is in place:

a) The number of suppliers that were paid via MS4 Agresso reduced by 12% (146 suppliers) from 2015 to 2020

b) In the period between 2015 and 2020 the promotion and the increased use of Low Value Purchase Cards has seen a reduction in one off payments made via MS4 Agresso

c) Contract management is a vital part of the procurement process and remains excluslively at departmental and end-user level. Departments are encouraged to actively manage their suppliers including a proactive performance review

d) Centralised contracts are in place in Meath County Council for Waste Management, Stationery, ICT Consumables, Photocopying Paper, Cleaning Products and Personal Protective Equipment (PPE) and are all managed by the Procurement Unit. Year on year the volume of contracts being run via SupplyGov and utilising the range of frameworks and Dynamic Purchasing Systems (DPS) has increased

7 Procurement Principles, Goals & Objectives

7.1 Procurement Principles

Meath County Council will ensure that the procurement function formally supports the Council's key corporate objectives and is focused on delivering value for money through procurement strategies that are consistent with EU and National procurement rules.

This requires an undertaking to improve procurement structures and expertise in the Council on an on-going basis, ensuring that procurement practices are professional and that the relevant staff have the necessary capabilities to operate in line with best practice. Management of the procurement function will be carried out in accordance with the following principles:

- Compliance – all procurement shall be carried out in a manner consistent with European, National and Local procurement law, rules and guidelines
- Value for Money – to achieve the optimum balance of quality and whole life cost to meet the business needs of the Council
- Risk Management – to identify and manage risk in the procurement process to avoid unfavourable outcomes
- Procurement Aggregation & Collaboration – to reduce cost through leveraging Public Sector demand at local, regional and national levels and by collaborating with other Local Authorities and Public Sector Bodies on procurement initiatives
- Capacity Building – to build organisational capacity to strategically manage procurement in order to achieve measurable savings and benefits
- Training and Education – to develop procurement skills among employees which are necessary to achieve sustainable improvements in procurement measurements
- Economic Development – to ensure that procurement activity supports the participation of the SME sector
- E-procurement – to improve efficiency through targeted use of technology which support procurement

7.2   High Level Goals & Objectives
7.2.1 Procurement Framework & Structures

Develop a framework that will deliver a coherent and consistent approach to procurement across Meath County Council which will support best practice in procurement.

The development of practical, realistic procurement strategies must be planned for.

This goal will be implemented through the following:

- Ensure that procurement reform is fully supported by Senior Management
  - Corporate Procurement Plan adopted by Management Team
  - Procurement Management Reform to be included in Management Team Plan and Directorate Team Plans
  - Ensure that the Corporate Procurement Plan supports and is recognised within the Council's future Corporate Strategies
  - Responsibility of implementation of the Plan to be assigned to the Head of Finance supported by the Procurement Unit

7.2.2 Compliance

To ensure that all procurement is carried out in accordance with appropriate EU, National and Local rules by developing a comprehensive procurement information management structure with procurement policies and procedures available to all staff involved in the procurement process.

This goal will be implemented through the following:

- The continual updating of the document library of policies, procedures, guidance documents and other relevant procurement documentation
- Ongoing review of the Purchase to Pay Policy, to ensure it specifies the appropriate procedures to be followed in a clear and unambiguous manner
- The updating of standard template documents and correspondence to be used in the procurement process
- Providing up-to-date details of OGP and Regional contracts available in a timely manner
- Development of a central register of contracts (tender tracker) to identify on-contract, off-contract and non-contract spend; and to inform procurement strategy in relation to the categories identified

7.2.3 Collaboration

Participation with Public Sector procurement initiatives at National and Regional level. This will also include e-procurement initiatives and aggregation.

This goal will be implemented through the following:

- Participation in future OGP contracts where appropriate and value for money can be shown
- Active participation in the Regional Procurement Network initiatives to identify categories for aggregation
- Identify categories for local cross-departmental aggregation

7.2.4 E-Procurement

Maximise the use of IT and other technologies to improve procurement efficiency and drive down cost in the procurement cycle.

This goal will be implemented through the following:

- The use of Framework Agreements and DPS' on SupplyGov
- Use of e-Tenders for all tenders above the thresholds
- Utilising the facility of the tender box on e-Tenders for all contracts regardless of their value
- Increased use of Quick Quote facility on e-Tenders where the use of SupplyGov is not possible
- Review and streamline category and product coding on Agresso MS4 and consider a complete move to align Meath County Council with the national product codes developed by the OGP

7.2.5 Training

Develop and implement a training programme to improve procurement skills and knowledge across the Council. This training should be appropriate to the individual's role in the procurement process.

This goal will be implemented through the following:

- Provide in-house training on SupplyGov, e-Tenders and Lighthouse
- Provide in-house training on procurement rules
- Provide in-house training on the tender process
- Procurement Unit staff to identify personal training needs and receive training as appropriate including attendance at conferences and seminars

7.2.6 Environmental / Green Procurement / Social Consideration

Encourage the use of award criteria in tenders that promote sustainable/green procurement through the inclusion of environmental, economic and social criteria in the procurement of supplies, services and works.

To include social considerations in Public Procurement, where feasible, in order to support social policies in relation to employment opportunities, compliance with social and labour rights, socials inclusion, equal opportunities and accessibility.

This goal will be implemented through the following:

- Use of "ultimate cost/whole life cost" and not only price in award criteria to promote "life-cycle" thinking in procurement
- Strive to ensure procurement is aligned with and in compliance with all relevant environmental legislation
- Consult the Meath County Council Climate Action & SDG Officer in relation to green and sustainable procurement opportunities
- Engage with the Department of Communications, Climate Action and Environment on the GPP4Growth project to leverage expertise and maximise outturns
- In conjunction with the Climate Action Officer, provide information for staff in the use of green public procurement and examine the possibility of including green procurement criteria in tenders
- Reduce the reliance on paper tender documents by using tender box facility on e-Tenders for all tender and quote competitions
- The use of award criteria that support social policies

7.2.7 Economic

Support increased participation by SMEs in public procurement

This goal will be implemented through the following:

- Where appropriate and practical and without compromising efficiency and value for money, the Council will consider dividing contracts into Lots
- Facilitate more SMEs in competing for procurement opportunities by ensuring the pre-qualification criteria (e.g., turnover, insurance, experience) for procurement contracts are proportionate to the contract in question
- At the time of tendering, allow tenderers to self-declare that they have the relevant and proportionate capacity necessary to undertake the contract
- Provide public procurement training for suppliers where required
- Participate in "meet the buyer" events where appropriate

8 High Level Goals and Objectives Plan

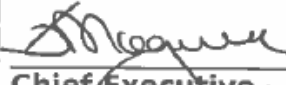| Goal No	Description	Objective	Target Date	Measure of Delivery	Owner
1	Develop a framework that will deliver a coherent and consistent approach to procurement across Meath County Council which will support the introduction of best practice in procurement	Corporate Procurement Plan to be adopted by Management Team Procurement Management Reform to be included in Management Team Plan and Directorate Team Plans Ensure that the CPP supports and is recognised within the Council's future Corporate Strategies Responsibility of implementation of the Plan to be assigned to the Head of Finance supported by the Procurement Function of the Council	Q1 2021 2021 2021 Q2 2021	Plan approved by Management Team Team plans amended to include procurement reform New Corporate Plan amended to include Procurement as a corporate strategy Responsible Manager assigned	Mgt Team Mgt Team Mgt Team CE
2	Develop a procurement information management structure to ensure procurement is carried out in accordance with appropriate local, national and EU rules	Ensure procurement document library on intranet is updated and maintained Review procurement policy and purchasing procedures manual Maintain and update template procurement documents as necessary Publish details of available OGP & Regional contracts Develop a register of contracts (tender tracker)	Ongoing Complete 2020 Ongoing Ongoing Ongoing	Document library established and updated regularly Revised manual complete Template documents prepared Details available to staff Register developed and used	Proc Unit Proc Unit Proc Unit Proc Unit Proc Unit
3	Participate in public sector procurement initiatives at national and regional level, including e-procurement initiatives and aggregation	Participate in future OGP contracts Participate in Regional Procurement initiatives Complete detailed spend analysis for cross-departmental aggregation	Ongoing Ongoing Ongoing	No of contracts implemented No of meetings attended Spend analysis completed on a monthly basis	Proc Unit Proc Unit Proc Unit
4	Maximise the use of IT and other technologies to improve procurement efficiency and drive down cost in the procurement cycle	Full utilisation of framework agreements & DPS on SupplyGov Full utilisation of e-Tenders for above threshold contracts not available through SupplyGov Increase use of Quick Quote facility on e-Tenders where SupplyGov not possible Review and streamline category and product coding on Agresso MS4	Ongoing Ongoing Q3 2017	Number of RFTs/RFQs raised. Reduction in maverick spend No of tenders published on e-Tenders. Reduction in maverick spend No of quick quotes increased Coding streamlined	All areas All areas All areas Proc unit/ Agresso Team
5	Develop and implement a training programme to	Provide in-house training on SupplyGov, e-Tenders and Lighthouse	Ongoing	No of people trained	Proc Unit

Goal No	Description	Objective	Target Date	Measure of Delivery	Owner
	improve procurement skills and knowledge across the Council appropriate to individuals' roles	Provide in-house training on procurement rules Provide in-house training on tender process Develop training plan for Procurement Unit	Ongoing Ongoing Ongoing	No of people trained No of people trained Completion of PDPs	Proc Unit Proc Unit HoF/Proc Unit
6	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.	*Environmental / Green Procurement / Social Considerations* Use of "ultimate cost/whole life cost" and not only price in award criteria to promote "life-cycle" thinking in procurement Strive to ensure procurement is aligned with and in compliance with relevant environmental legislation Consult the MCC Climate Action & SDG Officer in relation to green and sustainable procurement opportunities Engage with the Department of Communications, Climate Action and Environment on the GPP4Growth project In conjunction with the Climate Action Officer, provide information for staff in the use of green public procurement and examine the possibility of including green procurement criteria in tenders Reduce reliance on paper tendering by using tender box facility The use of award criteria that support social policies *Economic* Where appropriate and practical and without compromising VFM, the Council will consider dividing 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 At time of tendering, allow tenderers to self-declare	Ongoing Ongoing Ongoing Ongoing Ongoing 2017 2017 Ongoing	Use of MEAT award criteria incl. ultimate cost Guidance on environmental legislation No of tenders that include social criteria in award criteria Engagement with relevant departments Repository of information held by Procurement relating to green procurement All tenders to be received electronically Increased use of social policies in tender documents No of tenders divided into Lots Provide guidance on proportionate values Provision made for self-declarations in tender documents No of people trained No of events attended	All areas Proc unit All areas All areas Proc unit Proc Unit All areas All areas Proc unit Proc unit/LEO All areas

Goal No	Description	Objective	Target Date	Measure of Delivery	Owner
		that they have the relevant and proportionate capacity necessary to undertake the contract Provide public procurement training for suppliers Participate in "Meet the Buyer" events			

Appendices

Appendix 1 – Chief Executive Order

Chief Executive Order signed on 13th April 2021 and adopted from this date.

Meath County Council - Chief Executive Order

Ref Number	CEO MISC 3508/2021 **(Finance)**
Subject	Corporate Procurement Documentation
Submitted	Meath County Council Corporate Procurement Plan 2021-2024, Procurement Policy and Procurement Procedures. Approved by the Management team at a meeting held on 30th April 2021. Documents recommended by Adrian Hobbs, Procurement Officer.
Order	By the powers conferred on me under Section 151 of the Local Government Act, 2001, as amended by the Local Government Reform Act, 2014, I hereby order that Meath County Council Corporate Procurement Plan 2021-2024, Procurement Policy and Procurement Procedures are hereby adopted from today's date.
Signed By	Chief Executive - CEO MISC 3508/2021 (Finance)
Date Signed	13/4/2021 Date Signed - CEO MISC 3508/2021 (Finance)

Created By Cathal Reilly	**Checked By** CEO MISC 3508/2021 (Finance)