

CORPORATE PROCUREMENT PLAN 2025 - 2027



Comhairle Contae Thiobraid Árann
Tipperary County Council

Procurement Office, Finance

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Acronyms and Glossary

CAT	Climate Action Team
CCMA	The County and City Management Association
CE	Chief Executive
CPD	Continued Professional Development
CPP	Corporate Procurement Plan
DPER	Department of Public Expenditure and Reform
DPS	Dynamic Purchasing System
DoS	Director of Services
GPP	Green Public Procurement
HoF	Head of Finance
OGP	Office of Government Procurement
LGMA	Local Government Management Agency
LGOPC	Local Government Operational Procurement Centre
LGSPC	Local Government Strategic Procurement Centre
MT	Management Team
PC	Procurement Coordinator
PO	Procurement Office
PSG	Procurement Strategy Group
TII	Transport Infrastructure Ireland
TM	Tender Manager

Foreword from the Chief Executive

This Corporate Procurement Plan sets out Tipperary County Council's procurement objectives for the period 2025-2027. These objectives align with EU, national, and local procurement policies and priorities. The plan has been developed in the context of ongoing public sector procurement reforms, the increasing professionalisation of procurement, and the necessity to adapt to digitalisation and data-driven decision-making in procurement processes.

Public procurement plays a key role in delivering on national climate action commitments, including the Climate Action Plan 2023 and the National Green Public Procurement (GPP) Strategy and Action Plan 2024-2027. Ireland has committed to embedding GPP in all publicly funded tenders, ensuring that sustainability is at the core of procurement decision-making.

There are significant challenges ahead, as the organisation adapts to evolving procurement regulations, digitalisation requirements, and enhanced carbon reduction targets. Developing cross-organisational structures, training programmes, and contract management systems will be essential to delivering on these commitments effectively.

As Chief Executive, I am committed to leading on these objectives, ensuring that Tipperary County Council maximises its impact through strategic procurement planning, early target setting, and digital transformation. I am requesting each Directorate to integrate sustainability, social considerations, and innovation into their procurement activities, in line with national policies and EU best practices.

The Procurement Office will continue to support all sections in achieving their procurement and climate action targets, while ensuring compliant, transparent, and value-driven procurement processes.

We must meet these challenges while ensuring the most efficient use of resources, maintaining high standards of service delivery, and achieving value for money for the people of Tipperary.

**Sinéad Carr, Chief Executive,
Tipperary County Council**

1. Procurement Plan Overview

1.1 Introduction

The Corporate Procurement Plan (CPP) 2025-2027 identifies the procurement objectives that will be pursued over the next three years. This plan has been developed in accordance with the OGP Information Note - Corporate Procurement Plan (Updated December 2024) and aligns with the National Public Procurement Policy Framework.

This CPP builds on a review of the 2022-2024 plan, incorporates lessons learned, and reflects evolving national procurement reform requirements. It aims to support efficient and effective service delivery by Tipperary County Council, while also ensuring compliance with EU and national procurement regulations.

Tipperary County Council's Corporate Plan 2024-2029 outlines a strategic vision:

'Tipperary, the place where every individual, business, and community can prosper, and every visitor is captivated'

This procurement plan will underpin the council's policy objectives, guided by its core values:

- Quality Service & Customer Focus
- Sustainability
- Collaboration
- Good Governance

1.2 Tipperary County Council's Procurement Policy

Tipperary County Council is committed to conducting procurement activities in full compliance with National and EU public procurement requirements. The Council's procurement policy is guided by principles of transparency, accountability, and value for money, ensuring that all procurement decisions align with legal and regulatory obligations.

To support staff in meeting these requirements, a Procurement Procedures Document and an internal Procurement Portal provide structured guidance, templates, and best practices. These resources ensure that procurement processes are carried out effectively, consistently, and in accordance with governance standards.

The Council's procurement approach focuses on:

- Adhering to National and EU Procurement Frameworks – Ensuring compliance with legislative and policy requirements.
- Maximising Value for Money – Driving efficiencies in procurement while maintaining quality.
- Promoting Green and Sustainable Procurement – Aligning with national climate action targets and the Buying Greener Strategy.
- Enhancing Professionalisation and Training – Supporting procurement personnel through structured training and guidance.
- Improving Procurement Data and Reporting – Strengthening contract management, spend analysis, and strategic procurement planning.

The Procurement Office provides oversight, direction, and support to all directorates to ensure procurement activities remain aligned with best practices, sectoral reforms, and evolving policy developments.

1.3 Policy Basis for the Procurement Plan

This plan is based on national and EU procurement policy, legislation, and best practices, ensuring that all procurement activities align with governance, transparency, and value-for-money principles. The policy framework comprises the following key elements:

1. **Legislation** – Including EU Directives and Irish procurement regulations.
2. **Government Policy** – Encompassing procurement circulars and national policy documents.
3. **Capital Works Management Framework** – Governing procurement for public works projects.
4. **OGP General Procurement Guidelines for Goods & Services** – Outlining key procurement processes.
5. **Technical Guidelines & Information Notes** – Issued periodically by the Office of Government Procurement (OGP) to support best practice.

The framework establishes the procurement procedures to be followed by government departments, local authorities, and publicly funded entities. It supports compliance with public procurement rules and ensures procurement activities are conducted efficiently and transparently.

1.4 Procurement Reform & Strategic Procurement Considerations

Since the establishment of the Office of Government Procurement (OGP) in 2014, procurement in the public sector has undergone significant transformation. The OGP, in conjunction with Central Purchasing Bodies (CPBs) such as those in the Local Government, Education, Health, and Defence sectors, continues to drive procurement reform and innovation.

This 2025-2027 Corporate Procurement Plan aligns with the latest procurement policy developments, including:

- National Public Procurement Strategy (expected end of 2025), which will introduce further reforms.
- Buying Greener: Green Public Procurement (GPP) Strategy and Action Plan 2024-2027, requiring procurement processes to incorporate environmental and sustainability considerations.
- A new GPP Circular (expected Q1 2025), replacing Circular 20/2019 and mandating enhanced sustainability criteria.
- Ongoing digitisation efforts, improving procurement processes through Contract Management Systems and eProcurement tools.

Key benefits of adopting this **Corporate Procurement Plan** include:

- Strategic alignment – Ensuring procurement supports broader organisational objectives.
- Improved compliance – Strengthening adherence to national and EU procurement rules.
- Efficiency and cost savings – Enhancing procurement planning and decision-making.
- Risk mitigation – Addressing supplier, contract, and compliance risks.
- Sustainable procurement – Embedding green and social procurement policies.
- Transparency and good governance – Enhancing reporting and accountability.

This 2025-2027 Procurement Plan will be reviewed periodically in line with national procurement policy updates and the forthcoming National Public Procurement Strategy.

2. Corporate Procurement Plan 2025-2027

2.1 Purpose

The purpose of this CPP is to establish Tipperary County Council's procurement objectives, strategic priorities, and actions over the 2025-2027 period. It ensures that procurement processes align with governance, compliance, and efficiency requirements while supporting the broader strategic goals of the council.

2.2 Scope

This CPP covers the three-year period from 2025-2027. Tipperary County Council, as one of the largest local authorities in Ireland, manages significant procurement activities across multiple service areas. During the previous period (2022-2024), the Council had a procurable spend in the region of €470 million, reflecting the scale of goods, services, and works procured annually. This new plan will build on those foundations while incorporating digital transformation and sustainability commitments.

2.3 Tipperary County Council Procurement objectives

Tipperary County Council's key procurement objectives for 2025-2027 include:

- Strengthening procurement structures to support operational efficiency
- Enhancing risk management in procurement processes.
- Embedding Green Public Procurement (GPP) and social value considerations into procurement activities.
- Ensuring transparency and accountability in all procurement practices.
- Providing continuous training and development for Procurement Coordinators.
- Maximising value for money while ensuring compliance with national and EU regulations.
- Leveraging digital procurement tools and data management systems to improve efficiency and reporting.
- Strengthening data analytics capabilities to support informed decision-making and compliance monitoring.

2.4 Green Public Procurement (GPP)

Tipperary County Council remains committed to climate action, environmental sustainability, and social responsibility in its procurement processes. This plan will integrate the latest requirements from:

- Buying Greener: Green Public Procurement Strategy and Action Plan 2024-2027.
- The forthcoming GPP Circular (expected Q1 2025).

All departments will be encouraged to identify initiatives that align with these commitments, and the Procurement Office will support their implementation.

2.5 High-Level Procurement Plan 2025-2027

This plan outlines high-level priorities for procurement over the next three years. Key focus areas include:

- Implementing digital procurement and contract management solutions.
- Expanding the use of centralised procurement frameworks to enhance efficiency.
- Strengthening procurement governance and compliance mechanisms.
- Supporting SME participation and social value considerations in procurement processes.
- Enhancing internal training and capacity-building initiatives for procurement staff.

This plan will be reviewed periodically to ensure alignment with emerging procurement policies, new national strategies, and evolving organisational needs.

2.6 Specific Goals and Action plan 2025-2027

Goal	Actions to Achieve Goal	Target Start Date	Measure of Delivery	Owner
Transition to Digitisation and eProcurement Efficiency	<ol style="list-style-type: none"> 1. Ensure all contracts valued at €25k and over are advertised on eTenders or SupplyGov. 2. Acquire and implement a digital procurement and contract management solution. 3. Strengthen procurement governance and compliance mechanisms. 	<p>Ongoing</p> <p>2026</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Number of contracts advertised on eTenders and SupplyGov. • Number of Contract Award Notices published. • Number of Contract Information details (for contracts €25k – national threshold) completed on eTenders and SupplyGov • Contract Management Software linked to Agresso sourced and rolled out. • Integration of in-house procurement management systems to create a cohesive procurement, tendering, and contract tracking system. 	Procurement Office, Budget Holders, Senior Staff
Expanding the Use of Centralised Procurement Frameworks to Enhance Efficiency	Informing relevant staff, budget holders, and senior staff of centralised procurement arrangements (SupplyGov, OGP, and other CPBs).	Ongoing	<ul style="list-style-type: none"> • Number of centralised arrangements used. • If centralised arrangements are not being used, reasons provided by budget holder. 	Budget Holders
Supporting *Strategic Public Procurement, SME Participation and Social Value Considerations in Procurement Processes	Encouraging competition and diversity in procurement through market engagement and appropriate lotting strategies.	Ongoing	<ul style="list-style-type: none"> • Number of Preliminary Market Consultations (PMCs) and Prior Information Notices (PINs) published. • Number of open tenders. • Number of arrangements published with lots. 	Tendering Staff, Procurement Coordinators
Implement Green Public Procurement (GPP) Strategy	Identify resources and processes to implement and monitor compliance with the Green Corporate Procurement Plan.	Ongoing	<ul style="list-style-type: none"> • Number of tenders incorporating environmental sustainability criteria. 	Procurement Office, Directorate Leads

			<ul style="list-style-type: none"> • Development of reporting mechanisms for tracking Green Procurement impact. 	
Strengthen Internal Structures and Systems to Maintain a Robust Procurement Model	<ol style="list-style-type: none"> 1. Support the Procurement Coordinator (PC) role. 2. Implement procedures to identify, train, and support new Procurement Coordinators. 3. Review in-house procurement thresholds and approval levels to enhance governance. 	Ongoing	<ul style="list-style-type: none"> • Number of new Procurement Coordinators identified for new or expanding sections. • Number of training sessions held for new Procurement Coordinators. • Implementation of system where all requisitions are checked for tender compliance. 	Procurement Office, Senior Staff
Enhancing Staff Training and Development	<ol style="list-style-type: none"> 1. Deliver targeted procurement training, including Green Public Procurement (GPP) training. 2. Build capacity for staff to navigate eTenders and centralised frameworks effectively. 3. Develop digital resources and self-service procurement guidance. 	Ongoing	<ul style="list-style-type: none"> • Number of procurement training sessions held for staff, including GPP training. • Number and percentage of tenders conducted using various procurement procedures. • Number of staff trained in new procurement processes and digital systems. 	Procurement Office, Training Leads

***Strategic Public Procurement**

Strategic Public Procurement represents a shift from focusing solely on value for money to incorporating Green Public Procurement, socially responsible public procurement, procurement of innovation, and SME participation. This aligns with OGP policy objectives as outlined in the OGP Policy Statement: Developing a New Public Procurement Strategy for Ireland.

3. Procurement in Tipperary County Council

3.1 Procurement Structure

Tipperary County Council operates a primarily decentralised procurement model, where procurement responsibilities are distributed across directorates. Budget holders within each directorate oversee procurement activities specific to their service areas. This structure allows for operational flexibility while ensuring procurement aligns with service delivery needs.

However, to strengthen oversight, compliance, and efficiency, adaptations continue to be made to enhance governance. Recent consultation, primarily through feedback from a staff questionnaire, has highlighted key areas for improvement, including:

- Greater clarity on procurement procedures and decision-making responsibilities.
- Enhanced training and support for procurement personnel.
- Improved integration of digital procurement tools.
- Strengthened contract management and compliance monitoring.

To address these challenges, the Council will focus on streamlining procurement workflows, enhancing data management capabilities, and ensuring alignment with evolving national procurement policies.

3.2 Procurement Coordinators and Governance

To mitigate the drawbacks of the decentralised model, Tipperary County Council introduced the Procurement Coordinator (PC) role across the organisation. PCs play a critical role in ensuring procurement activities are carried out in compliance with national and EU procurement regulations. They act as the primary support and quality control function within their respective directorates, assisting tender managers and procurement personnel.

Key feedback from the recent consultation highlighted the following priority areas:

- Improved training and upskilling to keep pace with evolving procurement regulations.
- Clearer governance structures, including defined approval thresholds and sign-off authority to strengthen accountability.
- Digital integration to streamline procurement workflows and contract management.
- Enhanced cross-departmental collaboration to improve efficiency and compliance.
- Better oversight mechanisms for procurement compliance and contract execution.

To address governance concerns, approval thresholds and decision-making authority are clearly defined in procurement policies, ensuring that only designated personnel can approve procurement processes based on value thresholds and risk levels. This will reinforce transparency, accountability, and compliance across the organisation.

The Council remains committed to enhancing procurement capacity, governance, and operational efficiency throughout the 2025-2027 period, ensuring that procurement activities align with best practices and deliver value for money.

3.3 Procurement Organisational Structure in Tipperary County Council

Tipperary County Council's procurement system balances decentralised procurement responsibilities within directorates with central oversight and governance. The Procurement Office ensures compliance with national and EU regulations, while the Procurement Strategy Group aligns procurement activities with organisational objectives, including sustainability, digitisation, and risk management.

The Council's procurement spans a number of directorates, each with multiple sections, managing administration, specialist tendering, and project-specific procurement.

Procurement Support Structure to Directorate - Responsibilities Overview

Directorate	No. of PCs with cross section procurement role Jan 2025	Sector	Procurement Coordinator (PC) Section only function	No. of PCs Jan 2025
Housing	2	All Buildings		
Roads	2	All Civils		
	1	All Fleet		
	1	Machinery Yard		
Planning			New Projects Team	2
			Emergency Services	1
Environment			Section specific	1
			Projects/Water services	1
Corporate Services	1	Facilities Management		
	1	Structures Management		
			Section specific	1
Community and Economic Development			Section Specific	1
Finance	2	Procurement office		
	1	IT		
LAWPRO			Section Specific	1
Districts			District Specific	1
New sections, extended sections, new programmes	Assessed and agreed with relevant DoS, programme managers and Procurement Office	Resources and training package agreed and organised		

Procurement Coordinator requirements must be assessed annually and when there is a move of procurement coordinator or experienced tendering staff. Action: Resources and training package agreed and organised.

Each section should have a Procurement Coordinator (PC) to ensure compliance, support tendering, and align section-specific needs with central procurement policies. Sections with significant procurement activities require a dedicated PC to maintain efficiency and oversight.

Procurement Responsibilities and Oversight Structure

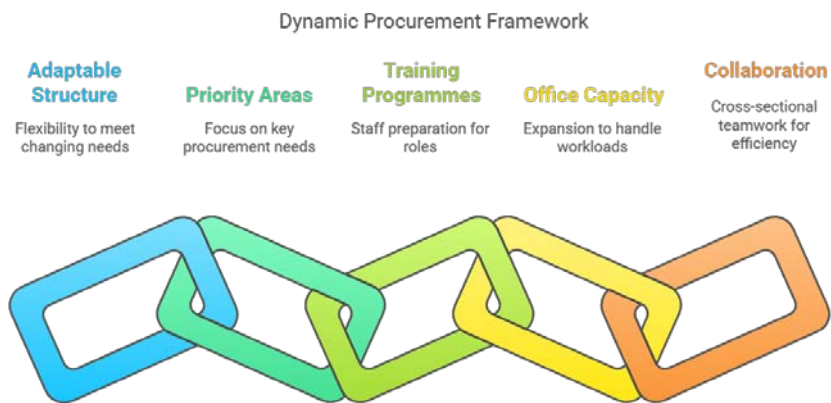
Each directorate is responsible for its procurement activities, supported by Procurement Coordinators (PCs) who liaise with the Procurement Office to ensure compliance, efficiency, and alignment with strategic objectives.

Central Procurement Oversight

- **Procurement Office:**
 - Ensures compliance with national and EU procurement regulations.
 - Supports efficiency, risk management, and value for money.
 - Provides guidance and training to Procurement Coordinators (PCs).
 - Maintains procurement records and supports reporting requirements.

- **Procurement Strategy Group (Strategic & Risk Management):**
 - Aligns procurement activities with organisational goals.
 - Oversees procurement reform, policy updates, and risk mitigation.
 - Drives Green Public Procurement (GPP) and digitisation initiatives.

- **Procurement Coordinator Group (Technical Support):**
 - Provides technical guidance to Procurement Coordinators (PCs).
 - Assists in tendering processes and ensures procedural consistency.
 - Facilitates peer learning and knowledge-sharing across directorates.



Addressing Organisational Changes:

The responsibilities of the directorates continue to evolve, requiring an adaptable procurement structure. The Council needs a flexible approach to sourcing additional Procurement Coordinators when there is increased expenditure or new funding allocations. This may involve:

- ✓ Identifying priority areas for procurement oversight and appointing dedicated PCs.
- ✓ Developing a structured training programme to prepare staff for PC roles.
- ✓ Expanding the Procurement Office's capacity where necessary.
- ✓ Enhancing cross-section collaboration to manage procurement workloads efficiently.

Training Requirement for Procurement Coordinators:

A minimum level of training is required before assuming the role of Procurement Coordinator to ensure:

- Familiarity with procurement legislation and compliance requirements.
- Understanding of public procurement procedures and best practices.
- Capability to manage tenders and procurement records effectively.

Additional Considerations

- ❖ The Housing, Roads and IT PC's supports procurements across multiple sections.
- ❖ The Procurement Office acts as the PC for smaller sections without dedicated personnel.
- ❖ Districts require further integration into the procurement structure to ensure alignment with central governance.

This procurement structure enables efficiency, oversight, and compliance, ensuring Tipperary County Council remains adaptable to future organisational needs.

3.4 Procurement Office

The Procurement Office, based in the Finance Section, serves as the strategic hub for procurement activities across Tipperary County Council. It provides guidance, support, and oversight to ensure efficient, transparent, and compliant procurement processes.

Key responsibilities:

- Strategic Procurement Oversight:
 - Supports the implementation of procurement objectives outlined in this plan.
 - Participate and collaborates with the Procurement Strategy Group (PSG) to align procurement activities with strategic goals, including sustainability, digital transformation and value-for-money initiatives.
- Training & Capacity Building:
 - Provides guidance and CPD training to Procurement Coordinators (PCs), tender managers, and budget holders.
 - Develops structured training programmes to ensure ongoing upskilling of procurement personnel, particularly in response to policy and regulatory updates.
- Risk Management & Compliance:
 - Identifies and mitigates procurement risks, escalating significant issues to decision-makers.
 - Monitors national procurement reforms and policy updates, ensuring compliance and organisational readiness.

- Enhances contract and spend monitoring systems to prevent non-compliance with procurement rules.
- Supports procurement planning and ensures adherence to aggregate spend rules to avoid fragmented or non-compliant procurement.
- **Operational Efficiency & Resource Allocation:**
 - Promotes centralised procurement where appropriate to achieve efficiencies and economies of scale.
 - Distributes procurement updates, resources, and policy guidance to PCs, tender managers, and senior management.
 - Enhances procurement data management by improving reporting systems for transparency and accessibility.
 - Maintains the procurement intranet, ensuring up-to-date resources, templates, and guides are available.
- **Engagement & Collaboration:**
 - Actively engages with regional and national procurement bodies, including the OGP and LGMA, to adopt best practices and drive continuous improvement.
 - Facilitates cross-directorate procurement collaboration to promote knowledge sharing and more effective procurement processes.

Key Enhancements and Future Actions:

1. Additional Resources and Staffing Needs:

Given the increasing complexity of procurement regulations and the volume of procurement activities, additional dedicated procurement staff are required to:

- ✓ Improve support for Procurement Coordinators and tender managers.
- ✓ Strengthen compliance monitoring and risk management.
- ✓ Enhance training and advisory capacity across the organisation.

2. Procurement Compliance System for Requisitions:

A system for reviewing all requisitions for tender compliance should be developed. This will:

- ✓ Ensure that all purchases meet procurement regulations before approval.
- ✓ Prevent non-compliant procurement and fragmented spending.
- ✓ Support a structured and auditable procurement approval process.
- ✓ Additional resources will be required to manage this function effectively.

3. Aggregate Spend Management:

To prevent the unintended division of purchases and ensure compliance with procurement thresholds, the Procurement Office will strive to:

- ✓ Implement enhanced monitoring of spend across all directorates.
- ✓ Develop internal controls to identify and consolidate procurement needs.
- ✓ Provide guidance and training to sections on best practices for aggregating spend.
- ✓ Ensure that procurement planning considers multi-year and cross-directorate spending patterns.

3.5 Systems

Procurement processes rely on a combination of systems, including Agresso, SharePoint, and a range of databases and spreadsheets. These systems are used to manage procurement data, track tenders, and support reporting requirements. Key platforms include:

- eTenders: Used for goods, services, and works tenders valued above €25,000.
- SupplyGov: Utilised for minor works, plant hire, and road materials procurement.

While these systems support the council's procurement activities, they operate in silos with limited connectivity. The council will prioritise the acquisition of a contract management system during this plan period. This system will streamline data integration, manage project milestones, and improve tracking from project inception to completion.

3.6 Processes

Each section of Tipperary County Council identifies, specifies, sources, and tenders for its requirements, adhering to national and EU procurement regulations. Processes include:

- Tendering Platforms:
 - eTenders: Used for advertising and managing tenders exceeding €25,000 for goods and services and €25,000 for works.
 - SupplyGov: Focused on minor works, plant hire, and road materials.
- Frameworks and DPSs: Leveraging arrangements established by the OGP, LGOPC, and other central purchasing bodies to achieve value for money.
- Quotation Procedures: For goods, services, and works below tender thresholds.
- Data Tracking: All tenders advertised on eTenders and SupplyGov are logged on centralised systems, with awarded contracts recorded in a dedicated database to facilitate reporting and compliance.

The council is committed to streamlining these processes by integrating digital tools, enhancing training, and aligning with the latest procurement reforms to ensure efficiency, compliance, and transparency.

3.7 Procurement profile. Works, Services, Goods

The procurable expenditure in the 3-year period 2022-2024 was in the region of €470m. In terms of categories of spend, the six highest procurable spend items are listed below.

Time Period 2022-2024	Top six expenditure items	
	Estimated spend over 3 years 2022-2024	Percentage of procurable spend over 3 years 2022-2024
Payments to Works contractors	€221 million	47%
Professional & Consultancy Fees	€36 million	7.6%
Plant Hire	€14 million	3%
Materials (Roads)	€8.7 million	1.9%
Energy	€11 million	2.3%
Repairs and Maintenance	€8 million	1.8%

Some of the higher spend goods and services procurable categories are identified here.

Time Period 2022-2024	Higher spend goods and services	
	Estimated spend 2022-2024	Estimated % of procurable spend over 3 years 2022-2024
Training	€5.8 million	1.2%
Communication costs	€2.8million	0.6%
Printing & Stationery	€2.5 million	0.5%
Computer Equipment under €5k	€1.6 million	.34%

During 2022-2024, an overview of arrangements used include:

- An average of 85 sRFTs each year on SupplyGov using 8 of their DPS and Framework arrangements (minor works, road materials, plant hire)
- An average of 93 bespoke tenders run each year on eTenders (works, works related services, goods and services)
- An average of 176 sRFTs run per year on training frameworks
- 32 of the OGP national arrangements (goods, services, works related services)
- 3 TII arrangements – (works and works related services)

During 2022 there were 318 contracts logged on the contract log. In 2023, there were 299 and in 2024, 264.

3.8 Proposed spend

It is anticipated that the pattern of spend will follow the trend of the past 3 years. Proposed spend will depend on budgets, government programmes and other sources of funding. The capital spend may vary more significantly than the revenue. Each section manages their own projections and budgets and plans their procurement accordingly.

3.9 Procurement Supply and Risk

The Procurement Strategy Group (PSG) maintains a risk register to identify and manage risks associated with the procurement process. Each directorate and section is responsible for assessing and managing procurement supply risks based on the specific market conditions they operate within.

The Procurement Office and PSG provide advice and guidance on external risks that may impact procurement activities. During the previous Corporate Procurement Plan, significant external risks included Covid-19, Brexit, supply chain disruptions, and inflationary pressures. The 2025-2027 plan will continue to incorporate risk mitigation strategies, ensuring resilience and adaptability in procurement operations.

Key measures for managing procurement risks include:

- ✓ Regular risk assessments across sections and procurement categories.
- ✓ Monitoring external developments affecting supply chains and regulatory changes.
- ✓ Strengthening supplier engagement to improve procurement stability.
- ✓ Ensuring flexibility in contracts where feasible to mitigate risks from market fluctuations.

3.10 Governance and Approval

The 2025-2027 Corporate Procurement Plan has been developed based on:

- ✓ A review of the 2022-2024 plan and an assessment of its effectiveness.
- ✓ Consultation with staff actively involved in procurement processes.
- ✓ Engagement with senior management across all directorates regarding actions and responsibilities.

The draft plan was approved by the Procurement Strategy Group (PSG) at its meeting on April 23, 2025 and brought to the Senior Management Meeting on May 9, 2025. The plan has been formally adopted for the period May, 2025, to December 31, 2027.

To ensure continued oversight and governance, the plan will be:

- ✓ Reviewed periodically by the PSG.
- ✓ Updated in response to significant policy or legislative changes.
- ✓ Integrated into procurement decision-making at all levels within the organisation.

4. Measurement of Results

The delivery of procurement objectives and actions will be monitored and reported regularly. Progress will be assessed against the high-level goals outlined in this plan, replacing the previous detailed action table approach.

Key Monitoring Mechanisms:

- ✓ Performance Reporting – Procurement progress will be reported to the Procurement Strategy Group three times a year, followed by updates to the Senior Management Team (SMT).
- ✓ Annual Procurement Review – An annual assessment of procurement compliance, risk management, and value-for-money achievements.
- ✓ Stakeholder Engagement – Regular feedback will be sought from Procurement Coordinators, budget holders, and directorates to ensure continuous improvement.

A full review of the plan will take place in Q4, 2027, with a new Corporate Procurement Plan developed for 2028-2030.

References

1. Office of Government Procurement (OGP) Information Note: Corporate Procurement Plan (December 2024 Update).
2. National Public Procurement Policy Framework – Department of Public Expenditure, NDP Delivery, and Reform.
3. EU Public Procurement Directives – Directive 2014/24/EU (Public Sector), Directive 2014/25/EU (Utilities), and Directive 2014/23/EU (Concessions).
4. Irish Public Procurement Regulations – European Union (Award of Public Authority Contracts) Regulations 2016 (S.I. No. 284/2016).
5. Capital Works Management Framework (CWMF) – Guidance for public works procurement in Ireland.
6. OGP General Procurement Guidelines for Goods and Services – Best practice guidelines for procurement processes.
7. Buying Greener: Green Public Procurement (GPP) Strategy and Action Plan 2024-2027 – Government of Ireland.
8. Circular 20/2019 – Promoting the use of environmental and social considerations in public procurement (to be replaced by new GPP Circular in 2025).
9. Local Government Strategic Procurement Centre (LGSPC) Reports – Procurement best practices for local authorities.
10. Procurement Reform Programme – Government initiatives for modernising procurement within the public sector.
11. DHLGH Circular LG 08-2025 Local Government – Code of Governance