



Corporate Procurement Plan 2024-2026

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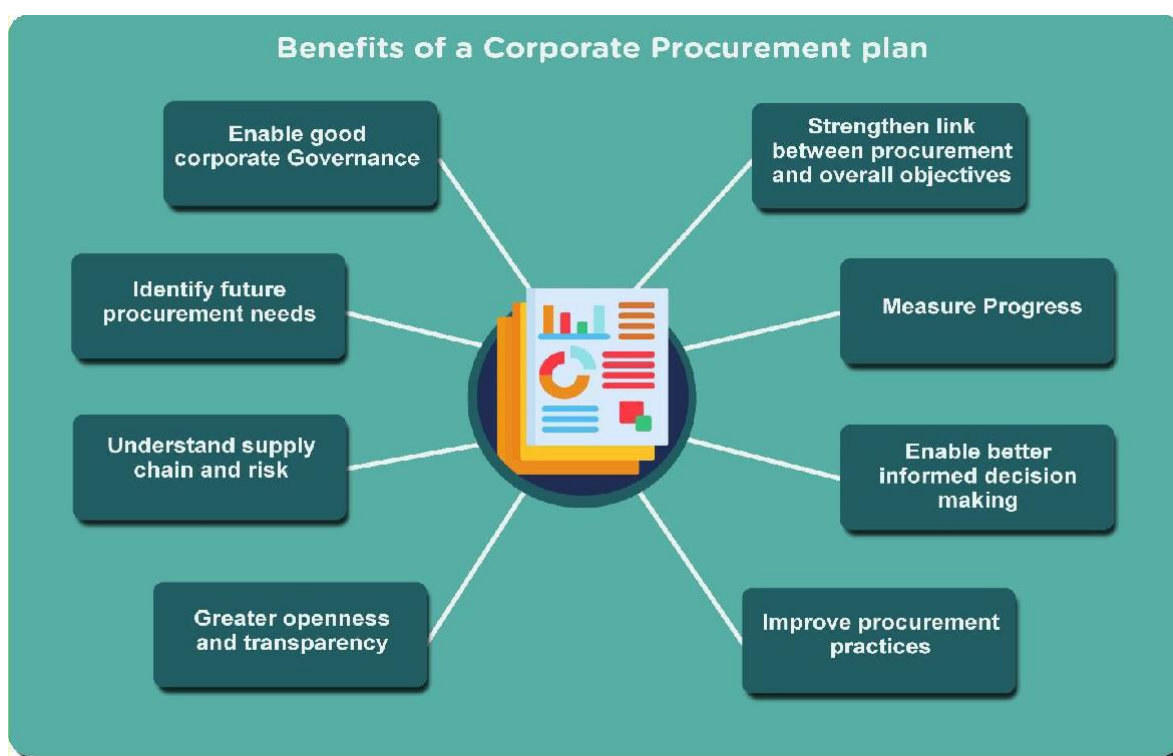
Introduction

Procurement can be defined as “the acquisition of supplies, works and services which meet the needs of customers and service users, whilst at the same time, ensuring value for money throughout the life of the product or service including, where appropriate, disposal”.

This plan aims to deliver best practice procurement in the Local Government Management Agency (LGMA) by setting out clear objectives and goals to be achieved over the lifetime of the plan – 2024 to 2026 inclusive. The Procurement function within the Corporate Services Department will lead on the plan’s delivery, engaging with business areas across the organisation to ensure compliance with procurement policies, processes and procedures. This plan is supported by the LGMA’s Procurement Policy and LGMA’s Procurement Procedures document which define, respectively, the policy and procedures to be followed by all those involved in the procurement of goods, services and works. This document supports the operational delivery of the plan and will be kept under review throughout its life to ensure best practice.

Purpose & Benefits of a Corporate Procurement Plan

The purpose of the Corporate Procurement Plan is to set objectives and goals to ensure that the organisations procurement function operates in accordance with procurement directives, legislation, and other legal requirements and supports effective value for money while ensuring transparency, openness and accountability.



The Plan will take account of changes to procurement legislation and new requirements set out at a national level by the Department of Public Expenditure and Reform and the Office of Government

Procurement. This Plan has been prepared in accordance with the Local Government Strategic Procurement Centre (LGSPC) document [Guidance for Corporate Procurement Planning in the Local Government Sector](#) updated issued in September 2023, and the OGP's information note on [Corporate Procurement Plans](#) issued December 2020.

The Corporate Procurement plan is effective for a three-year period 2024-2026. A progress review will be carried out annually. The procurement objectives and goals outlined are challenging and will require the co-operation, engagement and support of all Pillars within the LGMA in order for them to be successful. They require a stronger focus on compliance and procurement planning and collaboration between all business areas. The Executive, National Project Coordinators, and Budget Holders will play a lead role in the implementation of this plan and in particular the promotion of a culture of compliance, monitoring, efficiency and value for money. **The goals in the Corporate Procurement Plan should be embedded within all LGMA Pillar/Team Plans.**

Procurement Framework

Public procurement is an integral part of the Government's overall Public Service Reform agenda; the following are several measures/initiatives that have been undertaken to manage the reform of the public sector procurement spend and which the LGMA must support in carrying out its procurement function.

- **Office of Government Procurement (OGP)**

Following on from the recommendations of the Capacity & Capability Review of Centralised Procurement Function, the Office of Government Procurement (OGP) was established in 2014 by Government to lead the Public Procurement Reform Programme. Together with four key sectors (Local Government, Defense, Education, and Health), the OGP is taking responsibility for sourcing goods and services on behalf of the public service.

There are sixteen public procurement categories and the OGP has responsibility for sourcing eight categories of spend, with the other eight managed by a lead agency from one of the four key public sectors on behalf of the public sector as a whole. The establishment of the OGP represents a key milestone towards centralised procurement for goods and services for the entire public sector. The procurement of capital works remains a function of the LGMA, as a Contracting Authority.

- **Education Procurement Service (EPS)**

Whilst the OGP fulfils the centralised procurement function for common categories across the public sector, the EPS provides sourcing services to all Public Sector Bodies (PSB's) for the following categories of expenditure:

- Laboratory/Research Diagnostics, Services & Equipment
- Agriculture and Veterinary Goods & Services
- Library Goods & Services

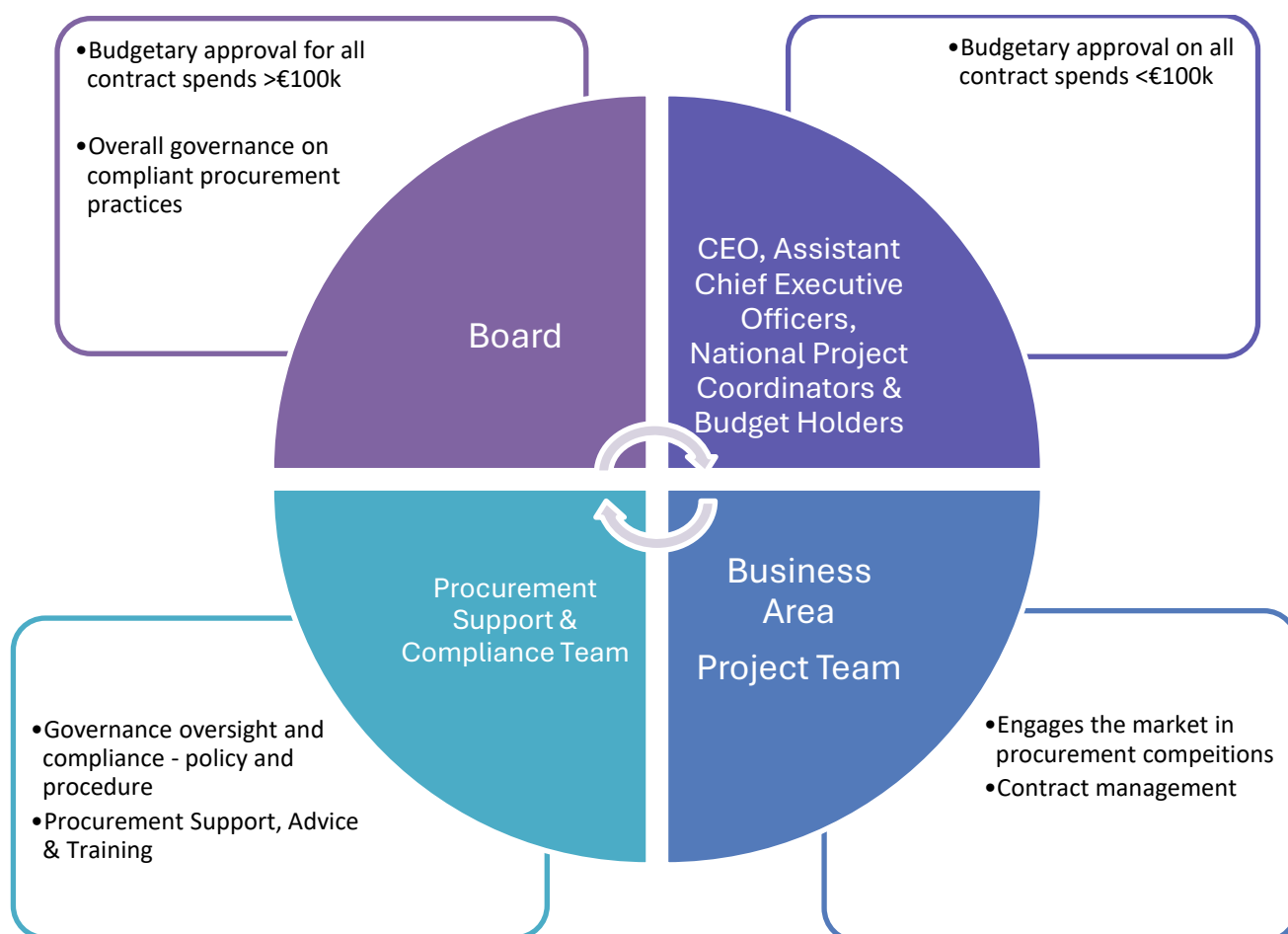
The EPS will procure the categories within its remit for all PSB's in accordance with stated policies and consistent with the processes established by the OGP.

- **Local Government Operational Procurement Centre (LGOPC)**

The *Local Government Operational Procurement Centre (LGOPC)*, based in Kerry County Council, leads two categories on behalf of the entire public sector: Minor Building and Civil Works and Plant Hire and it also retains the management of the SupplyGov.ie (formally Laquotes.ie) which is the eProcurement system which facilitates State agencies and Local Authorities in procuring goods and services in respect of the lead category for Plant Hire and Minor Building and Civil works.

Procurement Structure In The LGMA

Procurement is a day-to-day responsibility within Pillars and business areas, with budget holders responsible for ensuring their sourcing requirements are met while operating to best procurement practice and compliance with relevant legislative, regulatory and policy requirements. Where national framework agreements are in place for the public bodies, which are fit for purpose, the prescribed mechanisms under these framework agreements, whether mini competition or direct drawdown should be used.



• Approval Limits

The following spend approval limits are in operation in the Agency as per [Management Reporting and Budget User Manual V2.1 April 2023](#). The manual and approval limits are reviewed and approved by the Executive and the LGMA Board.

• Procurement Responsibility

The Chief Executive Officer (CEO) has ultimate responsibility to ensure compliant procurement practices are adhered to within the LGMA. The CEO delegates significant budgetary and procurement responsibilities to the 5 Pillars and associated Business Areas, who in turn have the responsibility to ensure that the ***budget holders, to whom they in turn delegate, take responsibility for the compliant procurement of all goods, services and works for which they authorise spend.*** The dispersion of the LGMA's

operations presents a strategic challenge in developing a procurement function to deliver high quality goods and services that represent good value for money in meeting operational and corporate needs. It will require significant commitment from each Pillar and division therein to make available the necessary resources to conduct procurement as per regulations and legislative requirements.

- **Procurement Support and Compliance Team**

The Procurement Officer leads the Procurement Support and Compliance Team within Corporate Services assisted by the LGMA Procurement Advisor. The Procurement Support and Compliance Team has a strategic role; to provide support, advice and guidance to the organisation on all procurement related matters, to pro-actively engage with the OGP, LGSPC, LGOPC, EPS, and generally represent the LGMA externally in advancing good procurement practice; and to ensure organisation-wide compliance with the LGMA's Procurement Procedures and Procurement Policy at local, national and EU level. The Procurement Support and Compliance Team will maintain well-functioning communication channels to ensure the most up to date information is available to all staff. The team also supports all business areas with their tendering by reviewing draft tender documentation and advising on evaluation of tenders where required. Where challenges to contract awards occur, the Procurement Support and Compliance Team can guide and advise on appropriate courses of action. The team will also organise relevant procurement related training and provide and maintain a centralised procurement portal and contract register on Sharepoint.

- **Procurement Group**

In recognition of the need to further develop a corporate wide view of procurement, the LGMA will consider the establishment of a Procurement Working Group which will comprise of representatives from each Pillar. This group will act as a conduit between the Procurement Support and Compliance Team and the wider organisation on all Procurement matters. This recommendation comes from the productive collaboration of the Procurement Strategy Working Group (PSWG) in progressing the procurement function within the LGMA to date.

Legal Framework

The Treaty on the Functioning of the European Union (Treaty of Rome), signed in 1957, which resulted in the establishment of the European Economic Community (EEC) sets out several principles which should apply when awarding contracts in relation to freedom of movement of goods and services:

- **Transparency:** Being open and transparent about the procurement process
- **Equal Treatment:** Applying the same rules to all giving everyone the same rights of access
- **Proportionality:** Ensuring that all requirements are necessary and appropriate in relation to the contract; and
- **Mutual Recognition:** is the principle of the European Union (EU) law under which member states must allow goods that are legally sold in another member state also to be sold in their own territory.

Central to current public sector procurement practice are key guidelines and legislation founded in EU legislation that have been transposed into Irish Law. The principal - but not exhaustive - list of Procurement legislation includes:

- Directive 2014/24/EU on public procurement (goods, services and works)
- Directive 2014/23/EU on award of Concession Contracts
- Directive 2014/25/EU on procurement by entities operating in the water, energy, transport and postal services sectors
- S.I. No. 284/2016 - European Union (Award of Public Authority Contracts) Regulations 2016; and

- Circular 10/14 Initiatives to assist SMEs in Public Procurement.
- Circular 09/24 – Reporting on the Use of Centralised Procurement Arrangements

All procurement practices and decisions made by the LGMA must demonstrate adherence to the above legal guidelines and principles, as well as adherence to all other Procurement related Circulars, Statutory Instruments and EU Directives.

Corporate Procurement Values

The LGMA is committed to the compliant procurement of goods, services and works, in line with best public procurement practices, to achieve value for money outcomes for its citizens, that are strategically aligned to the business needs of the organisation.

In all of the LGMA's procurement and purchasing activities, staff will endeavor to operate in accordance with the following values:

- Compliance with all relevant procurement legislation and guidelines
- Maximising competition and thus Value for Money, whilst achieving optimum quality to meet the business needs
- Minimising the use of non-competitive procurement procedures
- Minimising the LGMA's exposure to procurement risk
- Minimising waste
- Encouraging SME engagement
- Maximising contract performance; and
- Promoting Environmental and Social Consideration in competitions.

Spend Analysis of Procurable Items

Knowing how goods and services were purchased in the past is fundamental to planning future procurement. Spend analysis provides an opportunity to review historic expenditure with a view to improving future spending, for example, by consolidating lower value purchases and/or the number of suppliers. The LGMA's spend on procurable items (goods/services/works) in 2023 is broken down below.

2023: Spend Analysis on Procurable Goods / Services & **Works						
€ Spend Band	# POs Raised	% of Total Volume	Spend per Range	% of Total Spend	Average PO Volume per week	% Overall PO Volume per Threshold
0-500	267	25%	€71,660	0.23%	5	70.00%
>500<5000	475	45%	€963,227	3%	10	
>5000<50000	239	23%	€4,081,322	13%	5	23%
>50000<221000	55	5%	€5,342,460	17%	1.10	5%
>221000<1000000	18	2%	€7,766,716	25%	0.36	2%
>1000000	4	0.38%	€13,408,001	42%	0.08	
Total	1058		€31,633,385			

****Please note no spend items relate to works projects in this period**

From the above statistics we can see that:

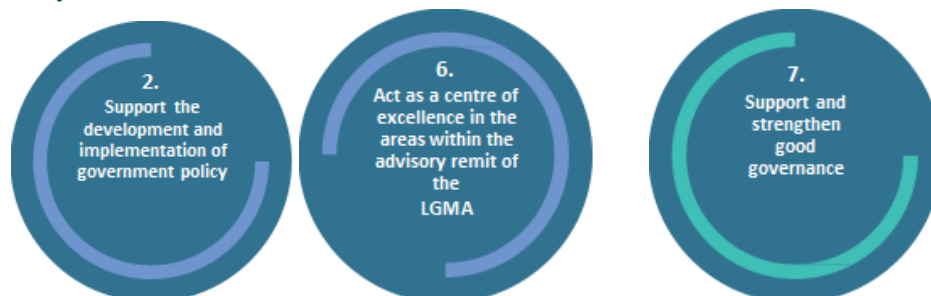
- 70% of all POs processed are for amounts of less than €5,000 equating to less than 4% of overall spend. One quote will continue to be sought for spends of less than €500. The revised Procurement Policy & Procedures will amend the requirement for spends over €500 and less than €5,000 to require evidence of seeking a minimum of 3 quotes.
- In respect of the category spend in excess of €50,000 which is above threshold for National tendering c.10% of the overall 17% POs are relative to spends which have been subject to a tender competition. The contracts within this band will need to be reviewed for contract terms, end dates and potential further competition.
- 42% of spend is in single POs being processed, in excess of €1,000,000 over a total of 3 suppliers. All suppliers in this range were subject to an initial procurement competition. 72% of this 42% is vested in an OGP framework supplier which ensures compliance, however one supplier in this range, due to the nature of the service is on a rolling contract which will need to be regularised.
- POs processed in the EU threshold category are spread across 10 suppliers and it is evident that 9 of these suppliers were procured via competition. Of these 9 supplier contracts 1 appears to have lapsed and has been retained due to business continuity and operation needs as it supplies key software. The remaining supplier appears to be a sole supplier of service in the market and will be reviewed accordingly as potentially being subject to Article 32 and associated derogation process.

Corporate Procurement Objectives 2024 -2026

The OGP sets out seven broad objectives for a Corporate Procurement Plan. These objectives will guide the LGMA's Corporate Procurement Plan for 2024-2026.



These objectives are aligned to the LGMA's Corporate Plan with particular focus on enhancing the below Corporate Core objectives:



In addition, the Corporate Procurement Plan aims to support the following corporate objectives which are supported by initiatives across each of the five pillars. The following form the basis of the objectives for the Corporate Procurement Plan and will be supplemented by additional objectives where necessary:

- C1: Deliver high quality services to local government, demonstrating value for money and continuously adapting to the changing needs of the local government sector
- C2: Actively support the development and implementation of government policy by providing research and data driven insights
- C7: Supporting and strengthening good governance

- **Objective 1 – Achieve Greater Value For Money**

This objective which is linked to objective C1 of the Corporate Plan: Deliver high quality services to local government, demonstrating value for money and continuously adapting to the changing needs of the local government sector, will be achieved by: -

O1.1 Reducing ‘legacy contract’ procurement arrangements /prompt re-engagement of the market:

Auditing large spends on organisation-wide services to ensure that valid and live contracts are in place for such services and where services are found to be drawing from expired ‘legacy contracts’ (non-compliant procurement), supporting the relevant department to re-engage the market to ensure value for money and ensure a competitive procurement environment.

O1.2 Collaborative procurement across Pillars/consolidation of suppliers: Conducting Spend Analysis on at least three account elements / product types to see if better value for money can be achieved through consolidating spend through collaborative procurement arrangements across Pillars and/or consolidating the number of suppliers for the good or service being provided or by establishing local single or multi-party frameworks.

O1.3 Mandatory use of National Framework agreements/Dynamic Purchasing Systems: Ensuring and mandating that where LGMA buyers can utilise a National OGP, EPS or SupplyGov Framework or Dynamic Purchasing System (DPS), that these platforms are used given the economies of scale and thus value for money that these frameworks/DPS offer to public bodies. This will ensure alignment and adherence to Circular 09/2024.

- **Objective 2 – Support Service Delivery & Achieve Strategic Objectives In Corporate Plan**

The LGMA Corporate Plan 2024-2026 references Procurement related objectives, as follows:

O2.1 Corporate Plan reference: *“Provide strong executive business management, communications, risk management, finance, sustainability, procurement, audit and corporate governance structure and systems”*

This objective will be supported through the updating of the Corporate Procurement Policy reflecting National and EU Policy on Public Procurement. This will be further supported by a centralised Corporate Contract Register which will capture the project / procurement / procurement type / budget / budget holder and approver / date of award and date of expiry. This will be supplemented by a revised suite of Procurement Procedures. This policy will be submitted for review and approval by the LGMA Executive in recognition of the governance implications and importance of the policy.

- **Objective 3 – Embed Transparency And Accountability In Procurement Practices**

This objective which is linked to objective C7 of the Corporate Plan: Supporting and strengthening good governance, and will be achieved by:

O3.1 Revision of Procurement Procedures, Procurement Spend: Re-examining the LGMA’s procurement procedures at each tier / threshold and identifying stronger controls in regard to documenting quotes

received, the number of quotes required at each threshold.

03.2 Promotion of use of eTenders/SupplyGov for spends above €5,000: The audit trail, transparency and accountability of a procurement procedure are all significantly enhanced when electronic tendering platforms are used. The revised Procurement Procedures manual will encourage the use of eTenders (via Simplified Procedure) or SupplyGov (RFQ procedure) for all procurement procedures above €5,000 where no other framework or contract is in place.

03.3 Procurement Section on Corporate Website & Sharepoint: Review and update the Procurement section of the LGMA website, including publishing SME Procurement Guidance to ensure our procurement processes are transparent. Create links to OGP's existing and schedule of frameworks, and a link to the LGMA's tenders on eTenders. Provide information to local suppliers on how they can register for eTenders and SupplyGov. Publish updated Corporate Procurement Plan, Contract Register, Procurement Policy & Procedure on Sharepoint and notify staff.

- **Objective 4 – Ensure Adherence To Procurement Policies And Procedures, Procurement Directives, Legislation, Circulars And Other Legal Requirements**

This objective which is linked to objective C7 of the Corporate Plan: Supporting and strengthening good governance, and will be achieved by:

04.1 Compliance Checks: Additional compliance checks (further to the compliance checks that the ProcRef system provides) will be carried out by the Procurement Support and Compliance Team to validate the procurement procedures across certain spend categories in addition to practices for under/overspend thresholds.

04.2 Ensure compliance with Circular 05/23 (Initiatives to assist SMEs in Public Procurement) and the use of eTenders system for advertising of all contracts above the €50,000 threshold for goods and services and €200,000 for works; and ensure that the requirement for publishing Contract Award Notices for all contracts over €25,000 are adhered to.

04.3 Ensure compliance with Circular 09/24 (Reporting on the Use of Centralised Procurement Arrangements). Where public bodies do not utilise centralised procurement arrangements, they should be able to provide a value for money justification. Value for money justifications should consider the full costs of running a public procurement competition. The first annual return date will be July 1st 2025, and annually thereafter on the same date, this will be compiled by the Procurement Officer. This report will include a list of all contracts awarded in the previous calendar year where the individual values exceeded €143,000 ex VAT and will identify if a centralised arrangement was utilized and if not the justification for same. This report will then be reviewed by the CEO with subsequent submission to the Audit & Risk Committee with copy to the OGP.

04.4 Capital Works Management Framework: Where applicable review adherence and compliance with the use of the Capital Works Management Framework for the procurement of construction contracts to result in a more cost-effective delivery of public works contracts together with any revisions to Construction Contract legislation.

• Objective 5 – Develop The Procurement Function

Objectives 5 and 6 of the Corporate Procurement Plan are intrinsically linked to objectives C7 of the Corporate Plan: Supporting and strengthening good governance and C2: Actively support the development and implementation of government policy by providing research and data driven insights. These objectives will be achieved by:

05.1 The creation of an organisation-wide centralised Contracts Register which will enable effective contract management measures across the LGMA. A central register of all contracts across the organisation will capture all relevant contract data – contract value, contract end date etc. The creation of a central Contracts register for the LGMA will be coordinated with all Pillars and business areas and will subsequently be maintained by the Procurement Support and Compliance Team.

05.2 Contract Management The LGMA's Procurement policy requires that a contract must be actively and effectively managed and monitored. This is to ensure maximum value for money (VFM). The Contract Management Phase directly links to Part C of the Public Spending Code which provides guidance on how the contracting authority should deal with the Management / Implementation and the review of requirements post contract implementation. Once contracts are signed and in place, they should be subject to regular formal performance review by the Project Team/budget holder who led the procurement procedure leading to the award of the contract.

The following are standard steps that should be followed in managing a contract a) where the contract is awarded from a tender above the national tendering threshold or b) where the contract is for consultancy services/professional services (regardless of value):

- A primary contact person should be appointed to manage the contract. This person will ensure that the contract specifications are being met.
- Have a programme of checking goods / services /works against the contract specification.
- Review performance clauses in the contract to address if there has been any 'under-performance' by suppliers and instigate corrective action, if necessary, with the most severe form of corrective action being collapsing a contract based on the performance clauses. Evidence of the performance review should be kept and maintained on file.
- Ensure that there are regular procedures for reporting and for identifying inadequacies / poor performance and appropriate remedial action.
- Review the whole procurement process at the conclusion of the contract in order to improve future contracts, not just the supplier's performance but also the effectiveness of the earlier stages. This review process can provide information for future procurements – in respect of developing and specifying needs, supplier selection and contract management.
- It is important to note that all of the above contract management touchpoints can be managed through eTenders via the Contracting Authorities Contracts module which will ensure a consistent electronic audit trail for the duration of the contract. This approach will be decided based on a proof-of-concept business case prepared by the Procurement Support and Compliance Team and subsequent details of how to manage this module will be included in the revised Procurement Procedures Manual Appendices.
- Additionally budgetary controls for contract management will be managed via the Agresso Contracts module which is under review for implementation.

Where the contract stems from a request for quotes (and so is below the national tendering threshold), contract management is less formal but should still include:

- A primary contact person should be appointed to manage the contract. This person will ensure

- that the contract specifications are being met.
- Have a programme of checking goods / services /works against the contract specification.

O5.3. Regular Procurement bulletins to all LGMA staff informing them of the latest Procurement policy, new frameworks, training courses, 'lessons learned' etc.

- **Objective 6 – Advance Green Public Procurement And Socially Responsible Public Procurement**

Conclusion

The aim of this Corporate Procurement plan is to ensure that the LGMA adheres to effective, strategic and professional procurement methods incorporating all relevant EU directives and Government legislation and guidelines while at the same time delivering value for money on all spend. Public Procurement is continuously examined and audited; therefore, it is a requirement that all staff take responsibility and are accountable for their procurement activity. The successful implementation of this plan will require support and commitment from our Executive, National Project Coordinators and Budget Holders to ensure the objectives of the plan are pursued and in doing so the LGMA will deliver an open, transparent and accountable procurement framework.

Appendix 1 – Implementation Plan

Obj. No.	Objective	Actions to achieve objective	Target Date	KPI	Responsible
Objective 1 – Achieve Greater Value for Money					
1.1	Reduce 'legacy contract' procurement arrangements /promote prompt re-engagement of the market	Audit of large spends on organisation-wide services to ensure that valid and live contracts are in place for such services and where services are found to be operating under expired 'legacy contracts' (procurement non-compliant), supporting the relevant department to promptly re-engage the market.	Ongoing	Contracts will operate within the date ranges specified at competition stage. Larger incumbent contracts where there is a business continuity reliance will be reviewed for evidence of competition in market for replacement. Reduce reliance on Art.72 & Art 32 amends to contracts.	All Budget Holders/ Procurement Support and Compliance Team
1.2	Promote collaborative procurement across Pillars/ consolidation of suppliers	Conduct Spend Analysis on at least three account elements / product types to see if better value for money can be achieved through consolidating the spend through collaborative procurement across Pillars and/or consolidating the number of suppliers for the good or service being provided or by establishing local single or multi-party frameworks.	Q4 - 2024	Number of new internal collaborative procurement procedures established	Procurement Support and Compliance Team
1.3	Mandatory use of National Framework agreements/ Dynamic Purchasing Systems	Ensuring and mandating that where LGMA buyers can utilise a National OGP or SupplyGov Framework or Dynamic Purchasing System (DPS), that these platforms are used given the economies of scale and value for money that these frameworks/DPS offer to public bodies.	Ongoing	Number of centralised procurement arrangements used (by the OGP and other CPBs)	All Budget Holders/ Procurement Support and Compliance Team
Objective 2 – Support Service Delivery & Achieve Strategic Directives in Corporate Plan					
2.1	Updated Procurement Policy & Procedures	Update Procurement Policy and Procedures and obtain Board approval for general use.	Q4 - 2024	Procurement Policy Live on intranet and website	Procurement Support and Compliance Team

Objective 3 – Embed Transparency and Accountability in Procurement Practices					
3.1	Revision of Procurement Procedures document	Re-draft the LGMA’s procurement procedures at each tier / threshold and identify stronger controls regarding documenting quotes received and the number of quotes required at each threshold. Obtain Board approval and sign off on the revised procedures.	Q4 - 2024	Procurement Procedures Live on intranet	Procurement Support and Compliance Team
3.2	Promotion of eTenders/ SupplyGov for spend above €5,000	Procedures document and Procurement Policy will incorporate this change. The Procurement Support and Compliance Team will check a number of procurement procedures against compliance with this policy.	Ongoing	% of audited procurement procedures above €5000 using eTenders or SupplyGov	All budget holders/ Procurement Support and Compliance Team
3.3	Review and enhance the Procurement Section on Sharepoint and where applicable on the Corporate website	Review and update the Procurement section of the LGMA website to make our procurement processes more transparent to the Public. Create links to OGP’s existing and schedule of frameworks, and a link to the LGMA’s tenders on eTenders. Publish updated Corporate Procurement Plan, Contract Register, Procurement Policy & Procedure on the Intranet and notify staff	Q4 - 2024	Update the Procurement section of the LGMA Corporate website.	Procurement Support and Compliance Team
Objective 4 – Ensure Adherence to Procurement Policies and Procedures, Procurement Directives, Legislation, Circulars and Other Legal Requirements					
4.1	Compliance Checks	Additional compliance checks (further to the compliance checks that the ProcRef system provides) will be carried out by the Procurement Support and Compliance Team to validate the procurement procedures across certain spend categories in addition to practices for under/over spend thresholds.	Ongoing	Procurement Type and Procurement Reference functionality in Purchasing Module on Agresso is live.	Agresso Team/ Procurement Support and Compliance Team
4.2	Review compliance with Circular 05/23 - use of eTenders system for advertising of all contracts above the €50,000 threshold for goods and services and €200,000 for works/works related	Audit of adherence to Circular 05/23 - use of eTenders system for advertising of all contracts above the €50,000 threshold for goods and services and €200,000 for works/works related consultancy and audit the requirement for publishing Contract Award Notices for the same thresholds	Ongoing	% of audited tenders above the thresholds being advertised on eTenders/% of audited tenders whose Contract Award Notices were published on eTenders	All Budget Holders/ Procurement Support and Compliance Team

	consultancy				
4.3	Review compliance with Circular 09/24 (Reporting on the Use of Centralised Procurement Arrangements)	Audit and reporting on adherence to Circular 09/24. Ensuring that centralised procurement arrangements are used and where they are not that justifications are provided in respect of value for money being achieved. Justifications should take into account the full costs of running a public procurement competition, where the individual contract values exceed €143,000 ex VAT.	Q2 2025 - Ongoing	First annual return date will be July 1st 2025 and annually thereafter on the same date. This will be compiled by the Procurement Officer, then reviewed by the CEO with subsequent submission to the Audit & Risk Committee with copy to the OGP.	All Budget Holders/ Procurement Support and Compliance Team / CEO
4.4	Review adherence and compliance with the use of the Capital Works Management Framework where applicable.	Audit of adherence and compliance with the use of the Capital Works Management Framework.	Ongoing	Number of audited contracts fully compliant with CWMF prescribed documentation.	Users of the CWMF/ Procurement Support and Compliance Team
Objective 5 – Develop the Procurement Function					
5.1	Creation and maintenance of a centralised Contract Register	This will enable effective contract management measures across the LGMA. A central register of all contracts across the organisation will capture all relevant contract data – contract value, contract end date etc. The creation of a central Contracts register for the LGMA will be coordinated with all Pillars and business areas and will subsequently be maintained by the Procurement Support and Compliance Team.	Q1-2025 Ongoing	Contract Register live Maintenance	Procurement Support and Compliance Team
5.2	Contract Management	Implement and embed best practice for the Contract Management Phase post contract implementation. Communicate to all staff the steps required post award of contract for above and below threshold competitions. Provide guidance document to all staff on how to manage a contract through eTenders via the Contracting Authorities Contracts module which will ensure a consistent electronic audit trail for the life of the project. Details of how to manage this module will be included in the Procurement Procedures Manual. Monitor and audit contract management.	Q1- 2025 Ongoing	Implementation Monitoring & Audit	All Budget Holders/ Procurement Support and Compliance Team Procurement Support and Compliance Team

5.3	Regular Procurement Newsletter	Email to all LGMA staff with updates and recent developments on Procurement activity with information on the latest Procurement policy, new frameworks, training courses, 'lessons learned' etc.	Q1 2025 - Ongoing	Regular bulletin issued	Procurement Support and Compliance Team
Objective 6 – Advance Green Public Procurement and Socially Responsible Public Procurement					
6.1	Green Procurement Training & Awareness	Issue appropriate Green Procurement Training aids and guidance to all involved in the procurement process, on the inclusion of Green Procurement in tender competitions.	Ongoing	Direction on resources available and best practice for inclusion of GPP in tender competitions and contract management	Relevant staff/ Procurement Support and Compliance Team
6.2	Green Procurement Strategy & Policy	Develop and implement a comprehensive Green Procurement Strategy to align with the Climate Action Charter 2019. Develop and implement a comprehensive Green Procurement Policy which aligns with Environmental Policy for use across the LGMA. .	Q1 2025	Complete GPP Strategy & Policy for Board approval and distribution to all staff.	Relevant staff/ Procurement Support and Compliance Team
6.3	Measuring the impact of Green Procurement Implementation	We will aim to measure the impact of green procurement initiatives in terms of CO2 emissions, energy consumption, waste or other environmental indicators.	Q3 - 2025	Measurement of impact of environmental indicators from green procurement initiatives	Relevant staff/ Procurement Support and Compliance Team
6.4	Strategic Procurement Objectives Socially Responsible Public Procurement (SRPP):	In line with emerging EU and National guidance explore how the LGMA's procurement procedures could improve working with relevant national organisations, develop appropriate social clauses for use in appropriate tender and contract documents. A pilot to introduce a 'social clause' into a works or supplies/services contract will be rolled out.	Q3 -2025	No. of audited Procurement Procedures incorporating a Social Clause	Relevant staff/ Procurement Support and Compliance Team

Appendix 2 – Key Performance Indicators

PERFORMANCE MEASUREMENT							
The below table contains indicative KPIs considered for implementation to measure performance over the three-year plan. The KPIs in part rely on the roll-out and embedding of the Procurement Reference functionality on Agresso.							
KPI No.	KPI	Actions to Achieve Goal/target	Target Date	Measure of Delivery	Progress Review Year 1	Progress Review Year 2	Progress Review Year 3
1	% of Procurement arrangements operating outside of contract terms i.e. ‘Non-compliant Procurement Process’	Decreasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
2	Number of new internal collaborative procurement procedures established	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
3	Number of centralised procurement arrangements used (by the OGP and other CPBs)	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
4	% of audited procurement procedures above €5000 using eTenders or SupplyGov	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
5	% of audited contracts above the €50,000 threshold for goods and services and €200,000 for works/works related consultancy being advertised on eTenders /% of audited tenders whose Contract Award Notices were published on eTenders	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
6	No. of audited procurement procedures with ‘Green’ criteria in tender documentation and/or contract	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			
7	No. of audited Procurement Procedures incorporating a Social Clause	Increasing year-on-year	Rolling	Number in Year 1/2/3 vs previous year			