

# DLR Corporate Procurement Plan

## 2022 - 2024



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## 1 – Introduction

The Code of Practice for the Governance of State Bodies and the Office of Government Procurement (OGP) Procurement Policy Framework requires all non-commercial State bodies have a Corporate Procurement Plan.

*“This plan is underpinned by analysis of expenditure on procurement and the procurement and purchasing structures in the organisation. The plan should set practical and strategic aims, objectives for improved procurement outcomes and appropriate measures to achieve these aims should be implemented.”<sup>1</sup>*

The DLR Procurement Plan provides an opportunity to identify our procurement objectives and outline how they can be delivered over the life of the Plan. These objectives aim to support efficient and effective delivery of services across the County along with outlined methods for the implementation. Each of our objectives have practical, strategic and measurable aims which are to be reported on regularly and published in our Annual Procurement Action Plan.

### Procurement in DLR at present

Currently, procurement in DLR is largely a devolved function, where individual departments are responsible for ensuring their sourcing requirements are met while operating to best procurement practice and compliance with relevant legislative, regulatory and policy requirements. All staff undertaking procurement activities are required to ensure that their activities are conducted in a manner that is compliant with Public Procurement requirements and the Procurement Unit supports this process in an advisory and consultative capacity.

In order to ensure an organisational wide focus on procurement and to enable an increase best procurement practice, compliance and value for money, during the lifetime of this plan the Procurement Unit will move towards a more engaged and co-ordinated role within the procurement process.

### DLR Procurement Mission Statement

To ensure value-added procurement, that is strategically focused and supports the delivery of innovative, sustainable, cost-effective and quality services, in line with the DLR Corporate Plan

### DLR Procurement Objective in the DLR Corporate Plan 2022-2024

*“Implement the Corporate Procurement Plan, to ensure compliance with legislation, while achieving quality services and value for money.”<sup>2</sup>*

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<sup>1</sup> Department of Public Expenditure’s “Code of Practice for the Governance of State Bodies” August 2016 § 8.20

<sup>2</sup> “dlr Corporate Plan 2020 – 2024”, pg. 47 - Corporate Goal 8, Object 10

## 2 – Objectives

### A. Enhance Governance, Leadership and Awareness

*To enhance the level of governance over the procurement processes, to create procurement leaders throughout our organisation and to increase corporate awareness of the procurement process and its requirements*

1. Through the implementation of a Digital Procurement System, the Procurement Unit aims to increase governance and oversight of the Corporate Procurement Process
2. Through the Procurement Leaders group the Procurement Unit will create a route for ensuring good leadership within each department to increase knowledge of Procurement processes and legislation across the organisation
3. Through the Procurement Champions group, the Procurement Unit will increase awareness across the organisation and provide a support network for our colleagues to avail of advice and support throughout the Procurement Process
4. Through the use of DLR-Link, the Procurement Unit will increase awareness of the Procurement Process, the requirements for compliance and the supports available to staff across the organisation

### B. Ensure Compliance and Transparency

*To ensure compliance with procurement legislation and guidelines and to ensure all procurement is carried out in an open and transparent manner*

1. Through the introduction of the Procurement References within Milestone 4/Agresso, the Procurement Unit will ensure a method of tracking procurement from consideration to contract conclusion, increasing transparency of the process
2. Procurement References will enable easier reporting on contract spend and will give the procurement unit a greater ability to carry out more regular compliance checks.
3. The Procurement Unit will report quarterly on contract spend and compliance checks to both the Management Team and the Council
4. Through the development of a Digital Procurement System the procurement unit will be better equipped to ensure compliance at each step of the process

### C. Ensure Value for Money

*To ensure that DLR always strives to get the best value for money in all its purchases*

1. By increasing the organisations knowledge of available frameworks and panels,
2. By promoting cross departmental procurement and ensuring more access to the contracts database through the development of a Digital Procurement System
3. By promoting an increase in the number of suppliers asked for quotations for below tender purchases and by working towards an increase in the use of Quick Quotes corporately

#### D. Engage with Business

*To ensure that we regularly engage with suppliers and businesses to support them through the procurement process, while ensuring we meet our obligations to assist SMEs in Public Procurement*

1. The Procurement Unit will work with the Local Enterprise Office to develop a series of FAQs for businesses to be published on our website, and to ensure procurement training opportunities are available to SMEs that help meet our obligations under *Circular 10/14 - Initiatives to assist SMEs in Public Procurement*<sup>3</sup>
2. The Procurement Unit will continue to engage with businesses and interested suppliers through participation in and attendance at Meet the Buyer conferences and other business engagement opportunities that arise
3. The Procurement Unit will provide a support for businesses interested in registering as suppliers on eTenders and provide an advisory service for supplier questions, outside of the tender processes run by buyer departments.

#### E. Promote Collaborative Procurement

*The promotion of Collaborative Procurement processes will lead to fewer tender processes, more efficient use of staff resources and better value for money*

1. The Procurement Unit will promote collaborative procurement through cross-departmental purchasing, promoting the use of framework agreements for use by multiple sections in all possible areas whether commonly purchased products and one-off collaborations
2. Through the participation in the Regional Procurement Officer forum, promoting procurement across local authority areas
3. By encouraging departments to discuss procurement opportunities with their counterparts in other Local Authorities to explore collaborative procurement opportunities
4. Through participation in the National Procurement Officer Forum and using this group for communicating collaborative procurement opportunities

#### F. Promote Environmental and Social Considerations

*To ensure that buyers consider including green criteria in their procurement processes and highlight the possibilities to deliver wider social and environmental aims through the procurement process*

1. The Procurement Unit will instruct buyers to familiarise themselves with the EPA's *Green Public Procurement - Guidance for the Public Sector*<sup>4</sup>, including the criteria for the ten priority sectors which have been developed, based on common EU criteria with adaptations to reflect

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<sup>3</sup> [DPER Circular 10/2014](#)

<sup>4</sup> [EPA's Green Public Procurement](#)

the Irish market and procurement practices. These criteria are designed to be directly inserted into tender documents.

2. The Procurement Unit will instruct buyers to consider including green criteria in public procurement processes, where appropriate, as per the requirements of *Circular 20/2019: Promoting the use of Environmental and Social Considerations in Public Procurement*<sup>5</sup>
3. The Procurement Unit will ask buyers to consider focusing on social considerations - promoting employment, employees' rights and supporting labour mobility, promoting social inclusion and combating poverty, investing in education, skills and lifelong learning – while creating their award criteria, where appropriate, as per the requirements of *Circular 20/2019: Promoting the use of Environmental and Social Considerations in Public Procurement*<sup>6</sup>
4. The Procurement Unit will remind all buyers that the DLR Energy Policy Statement “*commits to ensure good energy management procurement practice which supports the purchase of energy efficient products and services and design for energy performance improvement.*”<sup>7</sup>

#### G. Ensure Good Contract Management

*To ensure that all contracts awarded are managed effectively and actively for the life of the contract and ensuring that all buying staff know that procurement does not end with a contract award but with a contract expiration*

1. The Procurement Unit will require that all information relating to a contract is included in the DLR Contracts Database
2. The Procurement Unit will work with the Training and Development Unit in HR to ensure that there is sufficient staff across the organisation trained in contract management
3. The Procurement Unit will regularly check on contracts in place through the Digital Procurement System and ensure any issues with contractors are documented correctly

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<sup>5</sup> [DPER Circular 20/2019](#)

<sup>6</sup> [DPER Circular 20/2019](#)

<sup>7</sup> [DLR Energy Policy Statement](#)

## 3 – Procurement Overview

To ensure that the Procurement Unit has a good overview of both current contracts and ongoing contract spend Contract Database must be maintained. In order to assist with this, during the first year of this plan, the Procurement Unit will implement Procurement References as part of the Procurement and Purchase to Pay procedures, with the support of the Finance Department.

### Procurement References

The use of the Procurement Type and Procurement Reference fields on requisitions will allow for key procurement information to be captured in Agresso MS4. This will also allow the spend data to be categorised for further analysis as required and will enable easier reporting to Central Government.

Policy documents on how to request a Procurement Reference, how this is linked to the contract database and how to generate data based on these references will form part of the Procurement Manual – a training and support document for all staff involved in the Procurement Process.

### Contract Database

The DLR Contracts Database is a list of all live contracts and framework agreements in DLR. During the first year of this Plan, in conjunction with the DLR Digital Strategy Team, an online system for managing the contracts database, linked to the relevant Procurement Reference, will be developed.

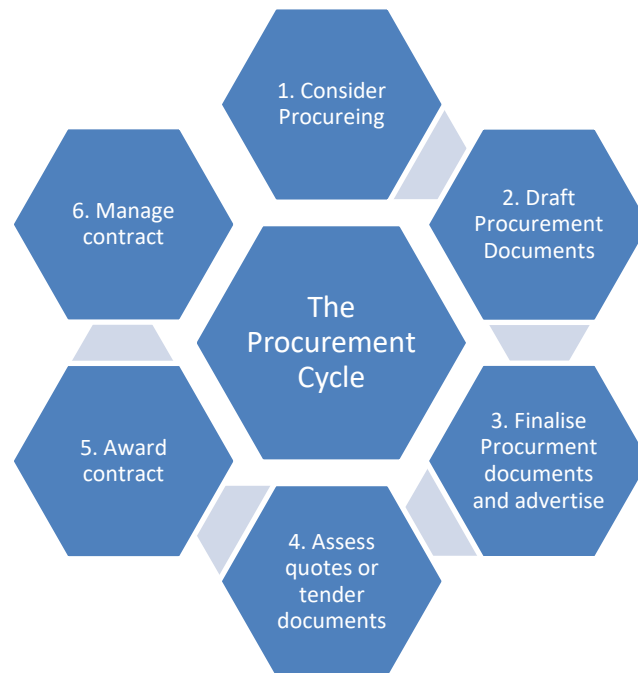
Currently, the information held within the database includes, but is not limited to, the following information for each live contract:

- Contract Reference number (going forward this will be the Procurement Reference)
- Date advertised and deadline
- Procurement procedure used and contract type - works, supplies, services, concession, utilities
- Contract award date and Award Notice Reference
- Supplier details
- Contract value
- Contract description including details of each lot, if applicable
- Term of Contract and any possible extensions
- Contract Owner, Section and Department
- Details of who can use the contract: department only, DLR Only, Regional contract, etc.
- CE Order number

## Digital Procurement System

To improve transparency, traceability, report on contracted spend and know where any department is in a procurement process, a Digital Procurement System is currently being developed and is hoped to be launched during the first year of this plan.

This system will record and track the entire procurement process:



When a buyer starts to consider a purchase, they request a Procurement reference from the Procurement Unit. This reference is used throughout the process to identify this specific procurement process and will later become the Procurement Reference in Agresso.

The purchases being considered form the Corporate Procurement Pipeline – what we plan to buy as an organisation over the next 1 to 3 years.

The purchases being carried out – from drafting to award – enable the Procurement Unit to identify which departments and staff currently need support

The completed purchases form the Corporate Contracts Database and allow the Procurement Unit, the Finance department and the Management Team to see what contracts we have entered into and what our money is currently being spent on.

All of this information will be available in one system that enables tracking, reporting and enhanced transparency and governance.



## 4 – Governance

### Public Procurement Regime

Public Procurement in Ireland is governed by a legal framework that flows from the European Union down to Irish Law, Guidelines and case Law:

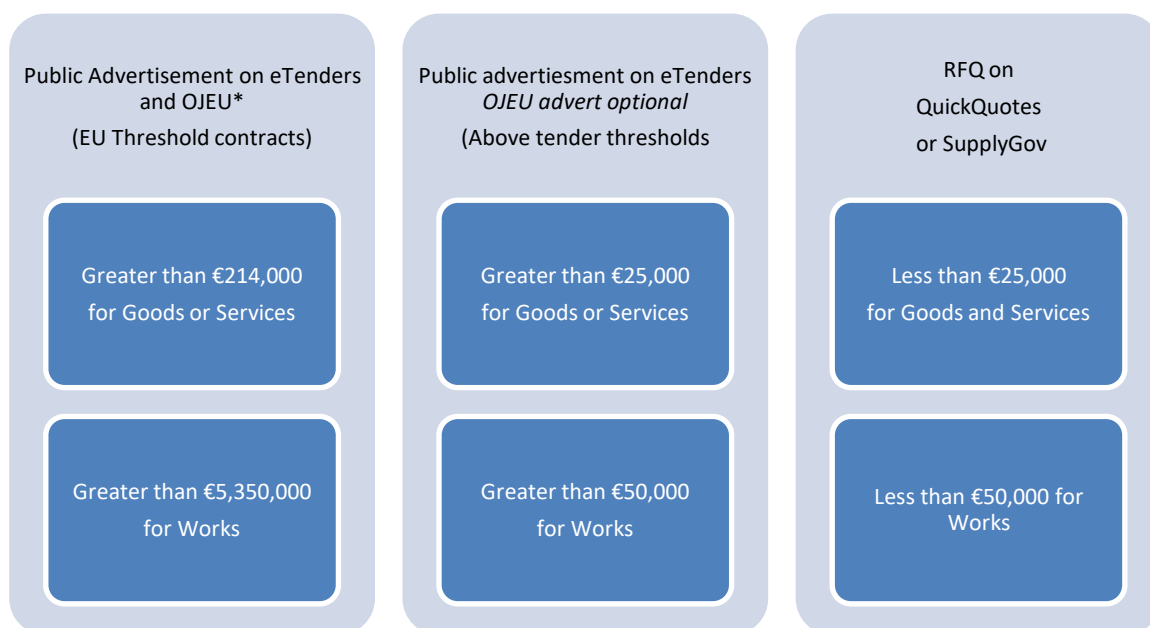
1. Treaty on the Functioning of the European Union
2. EU Directives
3. Implementing National Legislation – Statutory Instruments
4. National Rules and Guidelines - Government Circulars and OGP
5. Contract and Administrative and Case Law

The Procurement Unit is tasked with ensuring that the buyers within our organisation meet the legal requirements set out in the Public Procurement Regime and always operate their procurement processes in an open and transparent manner.

All National Guidelines and Circulars, EU thresholds, and other relevant information required by our buyers are available to staff on the Procurement Unit's section on DLR-Link

### Public Procurement Thresholds:

The above listed legislation and guidelines define the procurement thresholds, based on contract value, to determine different rules on the advertisement of contracts and the procurement procedures to be followed:



\*There are additional thresholds for certain social and specific services referred to as the 'Light Touch Regime' as well as Utilities which covers Harbour related Transport. Buyers should contact the Procurement Unit for clarification if they feel their contracts fall under these services areas.

## **Governance and Oversight**

The Procurement Unit is responsible for ensuring that, as an organisation, we are compliant with all aspects of the Public Procurement regime.

As part of this role, the Procurement Unit will regularly carry out checks on the procurement processes used by each and report on the level of compliance to the Management Team and the Council on a quarterly basis.

This report will include the overall level of compliance, any areas where improvements can be made, recommendations on how to mitigate recurrences and actions taken to ensure buyers are informed of any errors and undergo training to prevent recurrences.

The Digital Procurement System will ensure overall oversight of Corporate Procurement and will enhance the Procurement Unit's ability to carry out checks and report on the outcome of these checks.

## 5 - Effective and Efficient Procurement

A key goal of the Procurement Unit is to ensure that Procurement processes across the organisation are carried out in an efficient manner, leading to effective value for money purchasing and a reduction in man hours needed for procurement corporately.

Engagement with existing national, regional and local arrangements ensures that the purchasing power of the public sector is utilised to bring value for money outcomes. It will also reduce costs incurred in conducting procurement processes. All staff involved in procurement must work to ensure that all such contracts and frameworks are fully utilised throughout the organisation where appropriate.

The Procurement Unit will ensure that all available methods of Procurement are communicated to staff and regularly reviewed and updated with a full list of the available arrangements listed on DLR-Link, including:

- All SupplyGov arrangements
- All OGP Frameworks
- All Regional Frameworks

It is envisaged that the Digital Procurement System will be used to see what contracts are in place corporately and lead to an increase in cross departmental procurement processes by giving staff the ability to view and consider the contracts held within the Digital Procurement System.

## 6 – Communication and Training

### Communication with Staff

The Procurement Unit will use DLR-Link as the primary means of communication with staff. All information relating to procurement within the organisation will be held here.

As part of this site an online Procurement Manual will be developed and regularly updated and reviewed. This manual will include:

- Procurement Thresholds and requirements for quotes
- Guide to the requirements for procurement laid out in government circulars
- How to guides for
  - Quick Quotes
  - eTenders
  - Access to OGP Frameworks
  - Availing of SupplyGov arrangements
- Guides on available procurement processes and which one suits best
- Best practice and requirements when writing tender documents including
  - Selection criteria requirements
  - Award criteria requirements
- Standstill letter writing guidance
- Best Practice guide for contract management

The contents of the manual will be regularly reviewed, updated and added to – this will be a living document that sits alongside the Procurement Plan as a guide for staff to ensure that they are operating within the Public Procurement Regime as well as within DLR Procurement Policies.

### Communication with Suppliers

The Procurement Unit will create a dedicated section of our website – [www.dlrcoco.ie](http://www.dlrcoco.ie) – to provide suppliers with information they require to become a DLR contractor. FAQs, available supports, how to register as a supplier and any updates relating to procedures or changes in procurement processes will be communicated here.

The Procurement Unit will also work with the Local Enterprise Office to ensure relevant supports are available to businesses, particularly SMEs, and that the LEO staff are familiar with the procurement processes and how to register as a supplier.

Businesses can also contact the Procurement Unit directly should they have a query that our website has not answered by emailing [procurement@dlrcoco.ie](mailto:procurement@dlrcoco.ie)

## Staff Training

A list of all procurement training options will be available on DLR Link and will include

- Specific external Procurement Courses
- In-house training
- One-on-one training

Staff can request one-on-one training at any time through the Procurement unit. All other courses that require a fee will be at the discretion of buyer's line managers, the Procurement Unit and the Training and Development Unit in HR.

Each year the Procurement Unit, as part of its Annual Procurement Action Plan, will identify a list of staff that should attend specific procurement courses, based on compliancy checks, the level of procurement being carried out in a department, and any critical gaps due to staff mobility.

## Procurement Leaders

The Procurement Leaders group was established in 2020 to generate, co-ordinate and deliver on procurement policy and governance across the organisation. It is made up of key staff in each department that are knowledgeable in the area of Procurement. Additionally, the group is involved in or responsible for:

- Informing the development of the Procurement Manual for staff
- Review all changes to procurement policy and develop plans for the integration of these policies into our work practices and procedures
- To be a single point of contact with their department or section for communication and information gathering regarding procurement

## Procurement Champions

While the Procurement Unit and the Procurement Leaders are responsible for the 'Why' of procurement policy, the Champions are responsible for the 'How' we buy. This group is made up of several members of staff from each department, nominated by the Procurement Unit based on their knowledge of procurement and the training they have received on procurement procedures. Every member of the Procurement Leaders group will also be a Procurement Champion.

The overall objective of the group is to assist staff across the organisation with how to procure something via Quick Quotes, SupplyGov or eTenders, allowing staff in an office to turn to a colleague near them for support, someone who has previously used the procurement systems and is familiar with how they work and someone who is familiar with what they are purchasing.

This group will be the first point of contact for the roll out of any new procurement procedure or process and will be the main test bed for the procurement manual and the first staff offered new procurement training. As more staff are trained across the organisation this group will expand, eventually ensuring that there is procurement expertise in every section that procures services, supplies and works.

## 7 – DLR Procurement Unit

### Staff Structure of the DLR Procurement Unit:



### The objectives of the DLR Procurement Unit are as follows:

#### Monitor:

- Develop and monitor on Procurement KPIs
- Implement and manage, with the Finance Department, the Procurement Reference function in Milestone4
- Monitor all procurement procedures through the Digital Procurement System
- Monitor contract / procurement expenditure corporately
- Review all standstill letters
- Review most tenders prior to publication
- Manage the Corporate Contract Database and Pipeline

#### Report

- Report on KPIs to the Management Team and Council quarterly
- Report on DLR Procurement to LGMA, OGP and NOAC, as required
- Publish an Annual Procurement Action Plan outlining the results of the previous year and outlining the actions for the following year

#### Educate

- Provide procurement Advice and Support to organisation
- Manage the Procurement Unit content on DLR-Link, ensuring it is regularly updated
- Provide a robust digital Procurement Manual for staff to access easily
- Facilitate Procurement Leaders meetings and manage membership
- Manage the Procurement Champions network and support them in their role

#### Participate

- Promote collaborative and consolidated Procurement
- Participate in National and Regional Procurement networks

#### Comply

- Ensure corporate compliance with the procurement regime
- Ensure corporate compliance with the DLR Procurement Plan

## **8 – DLR Annual Procurement Action Plan**

The DLR Annual Procurement Action Plan consists of the following information and will be presented to the Council and published on our website every 12 months.

### **Procurement Pipeline**

The Procurement Pipeline – a list of all known planned procurement for to take place in the next 12 to 36 months - supports the development of the procurement planning process.

In addition to being included in the Annual Action Plan the Procurement Pipeline will be updated regularly and published on our website to ensure suppliers and contractors are aware of the procurement opportunities likely to arise in the near future.

### **Procurement Resource requirements**

Based on the Pipeline, what supports will departments need to be able to effectively carry out their planned procurement to ensure compliance

### **Tender Contracts Executed in past 12 months**

A list of all advertised contracts entered into in the previous 12 months including the total contracted spend across the organisation, by department.

### **Compliance checks**

A report on compliance checks carried out in the last 12 months, how any issues have been addressed and procedures put in place/actions taken to prevent them occurring again

### **Procurement Unit Report**

A report on what the Procurement Unit has worked on in the previous 12 months including any initiatives introduced, any training carried out and any projects delivered by the Procurement Unit each year.

This report will also include the minutes of all Procurement Leaders and Procurement Champions meetings which are held quarterly and bi-annually respectively.