



# Carlow County Council

## Corporate Procurement Plan

2016-2018



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## Foreword

The Public Service Reform Plan addressed a set of cross-cutting initiatives focused on delivering the necessary structures, processes, ways of working, technologies and capabilities across all of Government. Within the Plan there were five major commitments including

1. Placing customer service at the core of everything we do;
2. Maximising new and innovative service delivery channels;
3. Radically reducing our costs to drive better value for money;
4. Leading, organising and working in new ways; and
5. Strong focus on implementation and delivery.

Procurement Reform was identified as necessary to ensure that greater value for money was achieved particularly through increased use of common procurement frameworks, increased professionalism in the area of procurement and more innovative use of technology. Rationalisation of procurement structures and business processes that are largely duplicated through the public services was seen as a key measure to promote joined up thinking, information sharing and ultimately provided greater efficiencies. In response the Office of Government Procurement was set up to lead this change.

In order to ensure that there was commitment to implementing procurement reform, Circulars PPP 3/06 and PPP 5/06 require all public bodies, including City and County Councils, to have a Corporate Procurement Plan in place by 18<sup>th</sup> March, 2016. The Local Government Management Agency (LGMA) produced a set of guidelines for all Local Authorities which was circulated in October 2015. The guidelines were prepared in consultation with Procurement Officers, the Department of the Environment, Community & Local Government and the Office of Government Procurement. This Corporate Procurement Plan 2016 - 2018 provides an opportunity for Carlow County Council to

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

As a commitment to meeting the objectives of the plan I have now dedicated a resource to reviewing procurement within Carlow County Council, preparing revised policy and procedure documents, implementing procurement driven business improvement and establishing a steering committee that will implement policy. A review report will be prepared outlining the future resource requirements to manage procurement to ensure best practice and compliance with Government Policy.

*Kathleen Holohan*  
*Chief Executive*

## 1.0 Overview

### 1.1 Introduction

Public procurement is defined as the acquisition, whether under formal contract or otherwise, of works, supplies and services by public bodies. It ranges from the purchase of routine supplies or services to formal tendering and placing contracts for large infrastructural projects by a wide and diverse range of contracting authorities. It is required that all public bodies, including City and County Councils produce Corporate Procurement Plans (CPP). ‘Purchasing’ results from the procurement or tendering process and refers to the ‘process’ of buying goods and services or engaging a works contractor. The purchasing procedure is operated through a financial management system ‘Agresso’ which has in built features to guide and control the purchasing process.

Carlow County Council has previously produced 2 Corporate Procurement plans, the latest plan covering 2011 – 2013. This plan outlines the procurement objectives that will support efficient and effective delivery of services in Carlow County Council for the period 2016 – 2018. The 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’.

### 1.2 Carlow County Council

In June 2014 under the reform of Local Government ‘Putting People First’, Carlow County Council merged with Carlow Town Council and Muinebheag Town Council to form a single Local Authority. The incurred Revenue expenditure and Capital expenditure for 2014 totalled €63M for the year ending 31st December 2014. A detailed breakdown of procured services and goods for 2014 is contained in Appendix C. Due to the onset of the economic crisis expenditure has reduced significantly. For the same period during 2007 the total expenditure by Carlow County Council amounted to €97M.

Revenue expenditure relates to day to day spending on services such as housing, fire, library, roads etc.

Capital expenditure involves the construction or purchase of assets which have a life beyond the year of purchase e.g. new housing, additional vehicles, equipment etc.

### 1.3 The National Public Procurement Policy

The National Public Procurement Policy Framework published in April 2005 promoted procurement management reform in the public sector setting out broad practices and principles that should underpin this reform programme. The policy framework stated that to ensure that procurement is at the centre of the decision making process, public bodies should:

- a) include procurement management reform as one of the key strategic priorities and objectives in the Statement of Strategy;
- b) develop a corporate procurement plan based on the procurement management reform objectives; and
- c) arising from the annual corporate procurement plan develop a plan(s) for significant purchases, where necessary and appropriate.

The Framework further stated that the corporate procurement plan should include objectives that seek to improve the way the organisation acquires and pays for goods and services and as a first step the plan should examine past purchasing activities and procedures and develop ways of improving performance into the future.

### 1.4 Procurement Reform

The report of the Local Authority efficiency review group (2010) highlighted the need for procurement reform. The Public Sector Reform Plan (2011) highlights the importance of achieving better value for money and cites centralised procurement frameworks, increased dedicated professionalism in the area of procurement and the use of innovative technology as being key to meeting this task. In response the Local Authority Sector through the City and County Mangers

Association (CCMA) and the Local Government Management Agency (LGMA) agreed to a new resource. The Local Government Strategic Procurement Centre (LGSPC) was set up to support the sector and lead the reform of procurement in partnership with the Local Authorities. Their task is to support the development of the procurement function as well as the systems and procedures to meet the new national requirement.

### 1.5 Office of Government Procurement

In 2014 the Government established the Office of Government Procurement (OGP) to implement reform measures. These principally include a transition to the greater use of centralised contracts and frameworks by all public bodies. The establishment of the OGP represents a key milestone towards centralised procurement of goods and services for the entire public service. The procurement of construction capital works will remain with the contracting authority. As the contracting authority, the Council will remain accountable for all procurement it carries out.

The OGP has identified sixteen categories of spend and will lead the procurement arrangements for eight of these categories. The Local Government Operational Procurement Centre (LGOPC) lead by Kerry County Council will lead two categories for Minor Building Works and Civils and Plant Hire. The other categories relating to health, defence and education will be led by public bodies with expertise in these areas.

### 1.6 National Oversight and Audit Commission

The National Oversight and Audit Commission is a statutory body established by Ministerial order under section 126(b) of the Local Government Act 2001 as amended, to oversee the local government sector.

NOAC's statutory functions are wide, and specifically the Commission is required to:

- Scrutinise performance of any local government body against relevant indicators as selected by NOAC (to include customer service) or as prescribed in Ministerial regulations;

- Scrutinise financial performance, including Value for Money, of any local government body in respect of its financial resources;
- Support best practice (development and enhancement) in the performance of their functions by local government bodies;
- Monitor and evaluate adherence to Service Level Agreements entered into by any local government body;
- Oversee how national local government policy is implemented by local government bodies;
- Monitor and evaluate public service reform implementation by any local government body or generally;
- Monitor adequacy of corporate plans prepared by Regional Assemblies and councils and evaluate implementation of the plans by any local government body or generally;
- Take steps under its other functions for the purpose of producing any report requested under the Act as well as produce reports under its own initiative; and
- Carry out any additional functions conferred by Ministerial order.

## 2.0 Review of Previous Plan

### 2.1 Overview of Previous Plan

Carlow Local Authorities Corporate Procurement Plan 2011 – 2013 contained many revisions to the previous 2009- 2011 Plan. The Plan was produced by the procurement working group and was a combination of a procurement plan, purchase to pay guidelines, internal procedures, procedure documents and checklists. The document was rolled out to all involved in non-pay expenditure. Many of the guidelines and procedures outlined were adopted and implemented, in particularly on the ‘purchasing’ side.

### 2.2 Review of Objectives

The objective of the 2011 – 2013 Plan came from a review of Procurement Practices carried out in 2009 and from the setting up of the National Procurement Service (NPS). The objectives were as follows: -

- Procurement must be given greater emphasis within Carlow Local Authorities. It should be seen as providing a strategic support role and not, simply as one of compliance. The service it provides should be equivalent to other functions, such as IT or Human Resource, that are intended to underpin and support all operational activities.
- To sustain procurement best practice, the procurement efforts should be directed together with those of the functional areas at determining the level of demand across an authority, so that markets can be approached from the strongest position, in terms of knowing the complete organisation’s requirements.
- In addition, procurement can co-ordinate and cultivate the knowledge of the supply markets that already exists in the organisation. For “significant purchases”, knowledge of the value of the organisation within the supply market can enhance negotiating power.
- Budget-holders shall be accountable to deliver efficiencies and savings through better procurement. Senior management should be encouraged to ‘champion’ the development of a strong procurement ethos and actively promote the use of best practice in all procurement-related activities. Accordingly, senior management should ensure that Annual Corporate Plans include a central role for procurement.
- Further detailed analysis is required on the expenditure categorisation to validate the opportunities to deliver greater efficiencies and savings through better procurement. This would specifically require further review of the profiling of the risk and complexity of securing the supply of goods and services.
- A detailed Procurement Manual should be developed and produced outlining all procurement strategies, policies and procedures. This manual should be made available to all staff and be produced to provide easy access to standard procurement frameworks, templates, checklists and guidelines.
- Contract Management should be introduced within the Local Authorities as a method to develop relationships and capabilities of local suppliers and to ensure that value for money is being continually achieved. The introduction of contract management would also enable the terms of supply to be increased from one year to multiple years and produce a reduction in administration costs and resource requirements.

- There are a number of opportunities for collaboration projects to be introduced to Carlow Local Authorities, both in working together and in working with neighbouring Councils to avail of better procurement terms from local and national suppliers.
- A detailed Corporate Procurement Plan should be developed, which would include Action Plans for implementation to deliver the potential benefits as highlighted above and to address the concluding remarks and recommendations above in order to facilitate a more professional approach to conducting public procurement.
  - Minimising transaction costs;
  - Reduction of administration effort and simplifying buying practices;
  - Aggregating demand with a few suppliers to gain volume discounts ;
  - Reducing vulnerability in certain markets by developing relationships with key suppliers;
  - Introducing contract management and supplier management practices;
  - Identifying alternative sources of supply.
- It is the policy of Carlow Local Authorities to purchase goods and services through NPS contracts.

The period from the commencement of this plan was a particularly difficult time for public services due to greatly reduced budgets and staffing. Despite this many of the objectives set out were achieved particularly in the area of using National Frameworks and collaboration with other public sector bodies. Objectives that were affected by the economic situation that were put on hold have now been commenced and will be completed within the life cycle of the current Plan.

## 3.0 Procurement Structure & Objectives

### 3.1 Organisational Procurement Structure

The expenditure by Carlow County Council is divided across 8 division. The Local Authority's current procurement structure is a hybrid model of both centralised and decentralised procurement. The centralised procurement that has been implemented is led by individually nominated departments rather than a single dedicated section. The departments that lead these tasks for the organisation are chosen because particular expertise exists within that department that has the skill to lead the procurement task. Since the last corporate plan review in 2011 there has been a significant move towards this model. Some examples are: -

- IT – Procurement hardware and software is now completed using national tenders through frameworks. The fragmented procurements and payment of fixed line and mobile phones costs have been procured through frameworks. Personal printers and the high associated costs have been largely replaced by a new photocopier/printer framework.
- Corporate – Stationary was tendered through a National Framework and is coordinated by Corporate. Fire extinguishers/Corporate Building Electrical Maintenance tendered locally for the whole organisation.
- Roads – Surface dressing tendered by the Local Authority rather than individual Area Offices. Use of LABitumen and Supplygov.ie are being adopted as the future accepted procurement route for surface dressing.
- Traffic and Parking – Local tender completed in cooperation with adjacent Local Authorities for cash collection.
- Housing – Merger of the Town Council and County Council has created common tendering and procurement practices for maintenance and capital.
- Environment – Electricity supply contract procured through national frameworks.

These changes have certainly achieved value for money and efficiency but ultimately in a large number of cases the responsibility for procuring goods and services lies in each directorate or department. Line managers are required to ensure that all procurement legislation and regulations are complied with. The buyers in these departments are however primarily concerned with the achievement of the task with some cognisance of regulatory procurement and spending compliance rules.

Decentralised services within Local Authorities exist for many historical reasons but primarily for geographical reasons, supplier bases, inherited practices, local expertise and the range of different services delivered. As there are significant dynamic changes occurring within procurement and due to the complex nature of public procurement it is recommended that a dedicated centralised professional procurement resource is required. This will ensure that the objectives of the Corporate Procurement Plan (CPP). There is also a requirement to develop usable internal policy and procedures documents to ensure all staff are up to date and familiar with the objectives of the CPP. It is imperative that these procedures and policies are revised as necessitated by a rapidly evolving change in the legislative procurement environment and as the needs of the organisation evolve.

### 3.2 Corporate Plan 2015 – 2019

Carlow County Council has adopted a Corporate Plan for the period 2015 – 2019 which outlines the strategic objectives, supporting strategies and core values of the organisation. The core values commit to the most efficient and effective use of available resources to provide a quality service, whilst ensuring value for money. The strategic objectives of the plan commit to improving the effectiveness of the local authority to plan and deliver its services based on efficiency, value for money, accountability and the optimisation of resources across all areas of the organisation.

Each Directorate of the Council has reiterated their commitment to compliance and adherence with public procurement and the improvement in operating efficiencies through initiatives, technology and collaboration. It is recognised that this will have to be coordinated to ensure that this is achieved.

### 3.3 Corporate Procurement Plan Mission

The key objectives for the duration of this plan are: -

1. To achieve greater value for money by;
  - ensuring that purchasing is carried out in a co-ordinated and strategic manner;
  - reviewing and, where possible, streamlining existing procurement processes;
  - Identifying opportunities for savings, for example by utilising national and regional aggregated contracts or other means.
2. To support service delivery by the local authority and fulfil the strategic objectives in the Local Authority’s Corporate Plan.
3. To facilitate economic, social or environmental objectives through procurement, for example by
  - identifying opportunities for social or green procurement;
  - engaging with businesses and suppliers.
4. To ensure the local authority complies with procurement Directives, Legislation, Circulars and other legal requirements, and that staff engaged in procurement also adhere to the organisation’s procurement policies and procedures
5. To support the on-going development of the procurement function within Carlow County Council.

### 3.4 Specific Goals and Targets for 2016-2018

Carlow County Council Management have given consideration to the current position of Procurement within the county and what can be realistically achieved during the duration of the plan. It is recognised that procurement is still undergoing a significant change in Ireland through the establishment of the Office of Government Procurement in late 2013 and the National Oversight Audit Commission in 2014. Both these entities will impact heavily on how procurement is operated within Carlow County Council for the duration of this plan and beyond.

There is a clear requirement that a dedicated procurement resource responsible for the development of the function within the Council and to ensure that targets are met is put in place. A recommendation in this regard will be submitted to the Management Team by December 2016. In the interim a procurement project is ongoing which will have an impact on procurement in the Council in 2016.

In the 2016 – 2018 plan the objectives set by Carlow County Council are listed as individual specific measures and relevant to the procurement processes. To ensure all measures outlined are introduced over the period of the plan they will be time bound and a monthly progress report will be prepared for the Chief Executive. The achievement and success of each objective set will be measured and reviewed against the target and will be measured as a Key Performance Indicator (KPI). Over the life of the Plan it is expected that procurement performance will improve. The table of measures lists the agreed actions for the Corporate Procurement Plan 2016 – 2018.

### **3.5 Approval and Implementation**

This Corporate Procurement Plan has been presented and considered by the Management Team of Carlow County Council and has been formally adopted for the three year period 2016-2018.

This plan has been circulated to all council staff, Members and is also published on the Council website [www.carlow.ie](http://www.carlow.ie) for public viewing.



### 3.6 Table of Measures

No	Goal/Target	Action	Target Date	KPI	Responsibility	Status
<b>Organisational Procurement Objectives</b>						
1	Governance – Development of Policies & Procedures for Procurement and support of service delivery.	(a) Incorporate principles and procedures for procurement as strategic functional objectives in the revision of the corporate plan	2019	Inclusion in revised plan	<ul style="list-style-type: none"> <li>▪ Management Team</li> <li>▪ Procurement Section</li> </ul>	
		(b) Completion of CPP, approval of Management Team & publication of plan	Quarter 1 2016	Plan completed and approved	<ul style="list-style-type: none"> <li>▪ Management Team</li> <li>▪ Special procurement project</li> </ul>	
		(c) To complete a review of procurement and complete a report of the resources required for the management of procurement in Carlow County Council	December 2016	Completion of report on resource requirements	<ul style="list-style-type: none"> <li>▪ Special procurement project</li> </ul>	
		(d) Development of policy and procedure documents for use by all Directorates for procurement	November 2016	Documents completed and approved	<ul style="list-style-type: none"> <li>▪ Special procurement project</li> </ul>	
		(e) Review, adapt and update policy and procurement documents as necessary and provide staff briefings	As required	Documents reviewed within 6 weeks of any change in legislation/policy	<ul style="list-style-type: none"> <li>▪ Procurement Section</li> </ul>	

No	Goal/Target	Action	Target Date	KPI	Responsibility	Status
2	Governance – Implementation of policy and procedures across all Carlow County Council Directorates	(a) Roll out procurement policies and procedures to all Departments	June 2017	All departments briefed and using new policy & procedure documents	<ul style="list-style-type: none"> <li>▪ Each Director</li> <li>▪ Procurement Section</li> </ul>	
		(b) Each Directorate to agree an annual procurement plan	Annually	Procurement Plan Agreed	<ul style="list-style-type: none"> <li>▪ Each Director</li> <li>▪ Procurement Section</li> </ul>	
		(c) Establish linkage between strategic planning, budgetary process and internal audit	Ongoing	Procurement compliance and needs to be an integral part of corporate and strategic planning	<ul style="list-style-type: none"> <li>▪ Management Team</li> </ul>	
3	New IT Accounting Systems and Purchase to Pay that reflect Carlow County Council procurement policies	(a) Commence implementation of the procurement driven business improvements required for Agresso Milestone 4	July 2016	Commenced as part of milestone 4 roll out	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Special Procurement Project</li> <li>▪ Agresso 4 implementation team</li> </ul>	
4	Green Procurement	(a) Carlow County Council meets its needs for goods, services, works and utilities by choosing solutions that have a reduced environmental impact through the life cycle.	Ongoing	50% of all goods, services, works have consideration of life cycle rather than price	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> <li>▪ Procurement Section</li> </ul>	

No	Goal/Target	Action	Target Date	KPI	Responsibility	Status
5	Facilitate local economic objectives by facilitating SME	(a) Hold local information seminars	Ongoing	Number of SMEs Contacted	<ul style="list-style-type: none"> <li>▪ Procurement section</li> </ul>	
		(b) Divide tenders into lots where feasible and appropriate	Ongoing	Number of tenders run with lots	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> </ul>	
<b>Organisational Structures</b>						
1	Appoint a team to review the management of procurement and make recommendations for the creation of a procurement division in Carlow	(a) Appoint a person to conduct a review	Quarter 1 2016	Person appointed to complete review	<ul style="list-style-type: none"> <li>▪ Chief Executive</li> </ul>	
2	Creation of a dedicated procurement resource	(a) Appoint a new procurement resource based on the recommendation of the review	Quarter 1 2017	Resource appointed	<ul style="list-style-type: none"> <li>▪ Chief Executive</li> </ul>	
3	Participate in Local, Regional and National procurement forums to ensure that Carlow County Council is up to date with procurement requirement	(a) Attendance and participation at Local, Regional and National procurement forums	Ongoing	All new changes are incorporated into policy & procedure revisions	<ul style="list-style-type: none"> <li>▪ Procurement Officer</li> </ul>	
4	Creation/Reactivation of Procurement Steering Group	(a) Reactivate procurement steering group within Carlow and hold quarterly meetings	Quarter 2 2016	4 meetings to be held annually from 2017	<ul style="list-style-type: none"> <li>▪ Procurement Officer</li> </ul>	
		(b) Encourage greater communication, avoidance of duplication and better use of resources in procurement activities	2017	Elimination of multiple duplicate tenders for services/goods	<ul style="list-style-type: none"> <li>▪ Steering Group</li> <li>▪ Procurement Officer</li> </ul>	

No	Goal/Target	Action	Target Date	KPI	Responsibility	Status
5	Creation of performance monitoring, reporting and governance of procurement function in each Directorate	(a) Develop standard templates for the reporting of procurement activities in each Directorate	Quarter 6 2016	Standard template developed	<ul style="list-style-type: none"> <li>▪ Special Procurement Project</li> </ul>	
<b>Processes and System</b>						
1	New procurement information library to be development on Councils Intranet	(a) Develop a new central library of policies, procedures, templates, reports and meeting minutes	Quarter 4 2016	New Library in place	<ul style="list-style-type: none"> <li>▪ Special Procurement Project</li> </ul>	
2	Extend the use of IT to streamline the procurement process & create efficiencies throughout all Directorates	(a) use etenders for advertisement over local thresholds	Ongoing	75% of all tenders by end of plan	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> <li>▪ Procurement Officer</li> </ul>	
		(b) use of Supplygov for framework mini tenders available	Ongoing	90% of all tenders by end of the plan	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> <li>▪ Procurement Officer</li> </ul>	
		(c) Increased use of Supplygov for below threshold quotations	Ongoing	Number of new 'quotes' categories used in Supplygov	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> <li>▪ Procurement Officer</li> </ul>	
		(d) Prepare policy & procedure document for the etender processes	Quarter 4 2016	New policy document prepared and published	<ul style="list-style-type: none"> <li>▪ Procurement Officer</li> </ul>	
3	Training	(a) Develop an in house training course for all staff and roll out to all buyers	Quarter 2 2017	No of buyers trained v no of buyers	<ul style="list-style-type: none"> <li>▪ Procurement Officer</li> </ul>	

4	Health and Safety	(a) Create strong linkage between Procurement Process and Health and Safety Process at tendering, evaluation and award stage	Quarter 4 2016	No tender can be awarded without correct Health and Safety procedure being signed off.	<ul style="list-style-type: none"> <li>▪ Health &amp; Safety Advisor</li> <li>▪ Procurement Officer</li> <li>▪ Each Department</li> </ul>	
5	Monitoring of Supply Performance and compliance	(a) Introduce a system of monitoring supply performance and quality control. This system will be available to inform the tender process	Quarter 2 2017	Supply performance and quality issues to be reported centrally	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> <li>▪ Procurement Officer</li> </ul>	
6	Develop a systems tracker for works, supplies and goods that will monitor value for money for internal and external (NOAC) reporting	(a) Develop systems tracker for value for money audits	Quarter 3 2017	% tracked	<ul style="list-style-type: none"> <li>▪ Procurement Officer</li> </ul>	
7	Communication Plan	(a) Develop a communications plan for Carlow County Councils CPP for all buyers, suppliers and interested parties	Quarter 1 2017	Communications plan developed and circulated	<ul style="list-style-type: none"> <li>▪ Procurement Officer</li> </ul>	
<b>Expenditure Optimisation and Risk Management</b>						
1	Review the use of Low Value Purchase Cards (LVPs) and assess their effectiveness	(a) Review effectiveness LVPs and for low value purchase	Ongoing	Review carried out on all LVPs	<ul style="list-style-type: none"> <li>▪ Internal Audit</li> <li>▪ Procurement Officer</li> </ul>	
		(b) Complete risk analysis in the use of LVPs	Quarter 1 2017	Carry out risk analysis of purchases through LVP	<ul style="list-style-type: none"> <li>▪ Internal Audit</li> <li>▪ Procurement Officer</li> </ul>	

No	Goal/Target	Action	Target Date	KPI	Responsibility	Status
2	To review and consolidate the Councils Procurement codes into spend categories prescribed by the LGSPC	(a) Introduce new spend analytics in Agresso 4 rollout	Quarter 2 2016	New consolidate codes introduced	<ul style="list-style-type: none"> <li>▪ Agresso 4 team</li> <li>▪ Finance</li> <li>▪ Procurement</li> </ul>	
3	Roll out the use of fuel cards procured under frameworks	(a) Review existing practices and rollout new procured systems	Quarter2 2016	All fuel purchase off framework supply	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> </ul>	
4	Review the use of 'local' supply and historically provided services	(a) Review the use of 'local' procured goods and services in the context of legislative requirements and SME participation and make recommendations to Management Teams	Quarter 1 2017	All local below threshold supplies to be reviewed	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> <li>▪ Internal Audit</li> <li>▪ Procurement Officer</li> </ul>	
5	Prepare framework for suppliers where expenditure is time constrained annually	(a) In order to maximise expenditure through annual grant allocations and comply with procurement targets, framework panels must be in place annually for likely programs	Quarter 2 2017	Supplier frameworks to be in place for all contract categories completed within previous 5 years	<ul style="list-style-type: none"> <li>▪ Each Directorate</li> <li>▪ Procurement Officer</li> </ul>	

## 4.0 Analysis

### 4.1 Expenditure Data

Expenditure Data is captured in the Agresso Financial Management package and can be analysed by supplier, category spend, product spend, departmental/divisional spend and amount of spend. The data can be used to analyse trends over time, give an indication of the annual budgetary requirement and can be used to analyse procurement compliance. The rollout of the new Agresso Milestone 4 will aid this analysis and the consolidation of coding throughout the Country will aid the central procurement of goods in the public sector.

An analysis of goods and services for 2014 reveals expenditure of €13.358 million. The sub category of materials, which accounts for a large volume of the orders processed, accounts for €1.128 million of this spend. A breakdown is contained in Appendix 1.

### 4.2 Expenditure Analysis

As part of the establishment of the Procurement section Expenditure analysis will be carried out on all spend. This analysis will be compared against compliance, supply risk, existing framework supplies, procedures, operational risk and existing tenders. The objectives of this plan is to maximise compliance, attain value for money and operational efficiencies. Regular spend analysis will ensure that the objectives of this plan are met and that procurement compliance within Carlow County Council is in accordance with requirements. This will also inform procedure and policy development.

## Appendix 1 – Analysis of Goods and Services Spend

No.	Analysis of Goods & Services Purchsed 2014	Amounts	Notes
1	Capital Contracts Expenditure Housing/SEAI Works	2,801,809	
2	Minor Contracts- Trade Services & other works	1,759,952	
3	Hire of Plant/Transport/Machinery & Equipment	1,717,176	
4	Insurance	1,351,135	
5	Materials	1,127,527	<b>Note 1</b>
6	Consultancy/Professional Fees and Expenses	678,647	
7	Energy	602,302	
8	Legal Fees and Expenses	500,076	
9	Computer Software and Maintenance Fees	280,157	
10	Repairs & Maint - Plant	258,031	
11	Repairs & Maint - Other Equip	237,120	
12	Repairs & Maint - Parks & Open Spaces	189,264	
13	Communication Expenses	180,304	
14	Public Lighting Maintenance	157,446	
15	Vehicle Fuel Diesel/Petrol	148,310	
16	Security - Property	108,694	
17	Repairs & Maint -Computer Equip	101,901	
18	Training	99,018	
19	Minor Equipment Purchase - Fire Services	96,128	
20	Arts Activities	93,304	
21	Agency Services - Non Local authorities	87,164	
22	Postage	87,114	
23	Printing & Office Consumables	86,463	
24	Cleaning	83,139	
25	Repairs & Maint - Buildings (excl. LA Housing)	59,515	
26	Advertising	59,442	
27	Minor Equipment Purchase - Computers	58,968	
28	Library Book Purchases	51,365	
29	Minor Equipment Purchase - Other	50,514	
30	Coroners Fees & Expenses	49,626	
31	Minor Equipment Purchase - Machinery Yard	41,901	
32	Canteen Purchases Food/Cleaning Materials	36,012	
33	Miscellaneous Expenses	27,240	
34	Minor Equipment Purchase - Office Equip/Furniture	25,852	
35	Audit Fee	12,268	
36	Medical Fees	11,283	
37	Land Registry Fees	11,267	
38	Other Vehicle Expenses	8,385	
39	Security - Cash Delivery	7,995	
40	Commissioner of Valuation Office Fees	6,000	
41	Auctioneer Fees	5,205	
42	Chemicals	2,518	
	<b>Total Expenditure goods &amp; Services 2014</b>	<b>13,357,541</b>	

*Excludes spend on the following items;*

*Payroll Costs,  
Travel expenses,  
Members Costs,  
RAS Rents paid,  
Grants paid out,  
payments to other  
Local Authorities  
or State Agencies  
etc.*

*Figures included for illustrative purposes only*

Note 1 Detailed Breakdown of Materials 2014

<b>Note 1 Detailed Breakdown Of Materials 2014</b>	<b>Amount</b>
SURFACE DRESSING (10MM)	270,617
POTHoles REPAIRS	125,579
DRAINAGE	124,400
SURFACE DRESSING (14MM)	99,234
FOOTPATH OR ROAD REINSTATEMENT	77,909
FOOTPATHS	56,000
ROAD BASE (BITUMEN MACADAM)	53,987
HOUSING MATERIALS	47,049
SITE MAINTENANCE	39,895
SURFACE DRESSING PREPARATION	33,819
MAINTENANCE OF POWERSTOWN LANDFILL	28,335
REFUNDS	14,166
FIRE MAINTENANCE OF FIRE STATIONS	13,522
ROAD TRAFFIC SIGNAGE	13,003
MAINTENANCE HEDGES & GRASS EDGES ETC	9,524
FIRE TRAINING COURSES FOR FIREMEN	9,435
CONTRACT PAYMENTS	9,335
SURFACE DRESSING (6MM)	9,277
ADVERTISING	6,592
C.D. LOCAL TRAINING - OTHER	4,802
STREET SWEEPING & SCAVENGING	4,590
GRANTS	4,545
OFFICE CLEANING	4,348
FENCING - MAINTENANCE OF BOUNDARY	4,028
FIRE RECRUIT AND MEDICAL	3,864
FENCING SAFETY	2,743
MAINTENANCE & REPAIRS SANITARY SERVICES	2,735
ENTERTAINMENT	2,717
TRAFFIC SIGNALS	2,648
FIRE PROVISION OF NEW EQUIPMENT	2,584
SURFACE REINSTATEMENT	2,373
WATER PLANT ROUTINE OPERATIONS	2,330
MAINTENANCE AND REPAIRS OF BUILDINGS	1,975
MAINTENANCE OF CULVERTS OVER 2 METERS	1,790
EQUIPMENT SANITARY SERVICES	1,722
MAINTENANCE & REPAIR OF BUILDINGS	1,672
TRAINING	1,671
TRAFFIC SAFETY - CONTROL	1,610
ROAD TRAFFIC SIGNAGE	1,595
OFFICE PRINTING	1,472
FEES OTHER PROFESSIONAL	1,466
TRAFFIC ROUTE LIGHTING	1,386
FIRE SERVICE OF B.A. EQUIPMENT	1,300
GAS OMISSION MONITORING	1,280
FIRE MAINTENANCE OF EQUIPMENT	1,175
MAINTENANCE AND REPAIR OF BUILDINGS	1,162
MAINTENANCE PUBLIC LIGHTING	1,148
C.D. STORES	1,096
Other Items	18,024
<b>Detailed Breakdown of Materials</b>	<b>1,127,527</b>

## Appendix 2 – Procurement Working Group

To be updated by Quarter 2 2016 with the approval of the Management Team