



Rialtas na hÉireann
Government of Ireland

2018 Report from the Interim Procurement Reform Board to the Minister for Public Expenditure and Reform

Prepared by Maurice Quinn, Secretary General, Department of Defence
Chairperson, Procurement Reform Board

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Minister,

It gives me great pleasure to submit to you the Report from the Interim Procurement Reform Board for 2018.

The core objective of the procurement reform programme is to ensure that State spending delivers value for money while progressing Government policy and delivery to citizens.

Public procurement of goods, services and works is also an important part of the Irish economy, ensuring that small and medium enterprises have access to government contracts, helping to sustain businesses and provide jobs across the country.

Currently, in the order of €15bn of the State's spend of €66bn is through procurement. It is spent across extraordinarily diverse areas, ranging from the electricity that powers our buildings and street lights, high-end computers to support research in universities, advertising services that inform citizens of health campaigns, providing food in our prisons and hospitals, to building schools, social housing and primary care centres. The range of public buyers is equally diverse, including schools, uniformed services, hospitals, universities, community organisations and Government Departments.

It is critical that government spending delivers value for money in a transparent way that supports broader policy. State spending through competitive processes can be a driver for innovation, growth, environmental sustainability and social equity.

You, as Minister for Public Expenditure and Reform, have highlighted the necessity for effective procurement structures and arrangements. The importance of good corporate governance and internal support structures has been communicated to your Ministerial colleagues. Attention has also been drawn to budget holders' obligations in terms of

compliance, internal oversight, and the benefits of centralised procurement frameworks. Building on this, the Board is focussed on ensuring that consistent, workable policies are introduced to facilitate better procurement across the public sector and enable a greater uptake from central frameworks.

Procurement law and practice is increasingly complex. The framework to address this complexity is provided by the procurement reform programme, the establishment of the Office of Government Procurement under the direction of the Chief Procurement Officer and increased centralisation. The Board recognises the progress made since 2012. Since its initial meeting on 29 May 2019, the Board has focussed on providing unified cross-government leadership to oversee performance and reform and on policies to identify and address challenges.

This report sets out the work of the Board for 2018 and details the key challenges which the Board perceives and its response to them.

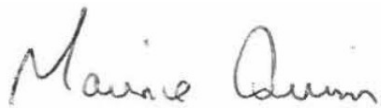
The Board has focused, among other issues, this year, on developing reporting metrics, which allow it to track and measure the progress of the procurement reform programme. This required the input of the various sector sourcing groups (organisations with their own Central Purchasing Bodies, i.e. Defence, Education, HSE, Local Government and the OGP) as each organisation has differing reporting and recording structures. It is hoped that these metrics will provide a vehicle to review activity across the sectors and identify any areas in need of attention.

The Board was kept informed of the OGP's progress against Programme for Government commitments, particularly around those areas which seek to provide access to government contracts for SMEs. The Board was briefed on the challenges in recruiting and retaining expert staff, developments in procurement professionalization, customer services levels and customer satisfaction.

While much has been achieved in establishing the new structures, improving procurement capability and capacity, establishing a broad suite of frameworks and supports from which the public service can procure, and improving the supports available to public bodies through the development of the National Public Procurement Policy Framework; the Board is aware that reform progress is not uniform across the public service and that further work is required within each sector, each of which has its own dynamics, to develop a strategy to understand the issues potentially impeding progress and the actions necessary to respond to them. This will form the central pillar of the work of the Board.

I look forward to the continued work of the Board in providing the necessary oversight and support to this important reform programme.

Yours sincerely,



Maurice Quinn, Chair, Interim Procurement Reform Board

1. Executive Summary

The Office of Government Procurement (OGP), together with four key sectors (Health, Local Government, Education and Defense), has responsibility for sourcing goods and services on behalf of the public service.

The OGP also has responsibility for procurement policy and procedures, sourcing systems and data analytics.

The Interim Procurement Reform Board was appointed by the Minister for Finance & Public Expenditure and Reform to oversee delivery of the procurement reform programme, advise the Government on a national public procurement strategy and to advise on the Office of Government Procurement's objectives and business plan. The Terms of Reference are at Appendix I.

Addressing the inaugural meeting of the Board on 29 May 2018, Minister of State Patrick O'Donovan T.D., said he looked forward to the Board ensuring that the upward trajectory of the procurement reform programme continued, with value for money and impactful spending at its core. With €66bn of public spending at play, it was vital that solid governance be in place and that procurement rules be enforced for all public spending. It is particularly important in light of projected increases of spending under the National Development Plan. Challenges lay ahead for the Board in increasing awareness of the importance of good procurement, not just with public sector bodies but also within the realms of industry and politics.

The Board had further quarterly meetings in September and December.

The Office of Government Procurement itself has been in operation since 2013 and has been actively engaged with directly sourcing goods and services and has been working with the four key sectors (Health, Local Government, Education and Defence).

A key focus of the Board on its establishment in 2018 was on compliance with procurement regulations and on ways to further the penetration of the procurement model across the public service. The Board receives a quarterly report from the Chief Procurement Officer, detailing activities undertaken in the public procurement arena and on progress in the Procurement Reform programme. The Board is also briefed on the metrics across the 4 key sectors and meets with members of the sectors to review activity and progress against targets. The Board recognised the importance of metrics in tracking the reform agenda across the public service and identifying areas where improvements could be made.

In relation to Programme for Government commitments, the Board noted that the Minister of State re-launched the Tenders Advisory Service (TAS) in July 2018. The OGP continued to develop and monitor the National Public Procurement Policy Framework. Support for SME access to public procurement was reviewed and monitored by the Board.

In 2019, the Board will continue to focus on supporting the procurement reform programme, with a particular emphasis on increasing compliance levels and the evolution of ever more targeted metrics to allow progress to be celebrated and for intervention where issues are identified.

2. Introduction

In 2012, the Government commissioned an external report (“Capacity and Capability Review of the Centralised Procurement Function”) to identify actions required to realise substantial savings in public procurement in the short and medium term. One of the key outcomes of the report was the decision by Government to establish in 2013 the Office of Government Procurement (“OGP”).

The OGP, which operates as an office of the Department of Public Expenditure and Reform, is headed by the Government Chief Procurement Officer, Mr. Paul Quinn, to lead on the Public Procurement Reform Programme by:

- Integrating procurement policy, strategy and operations in one office;
- Strengthening spend analytics and data management;
- Securing sustainable savings.

When the Procurement Reform Programme was established in 2013, an interim Procurement Board was part of the agreed governance structure. The Board was established to advise the Minister for Finance & Public Expenditure and Reform (the Minister) in relation to procurement matters and to provide oversight to the new arrangements for procurement. At the same time a Procurement Reform Steering Group was established with representation at Assistant Secretary General level or equivalent.

Following a memorandum to Government in July 2017 on the implementation of the Procurement Reform Programme, this Interim Board and the Procurement Reform Steering Group were to be dissolved and replaced by a new single Interim Procurement Reform Board (the Board).

This was duly formed with eleven members invited to sit on the Board by the Minister for Public Expenditure and Reform. The members include:

- Mr. Maurice Quinn, Secretary General, Department of Defence (Chair)
- Mr. John McCarthy, Secretary General, Department of Housing, Planning and Local Government (Vice-Chair)
- Mr. Colm Desmond, Assistant Secretary General, Department of Health
- Ms. Deirdre McDonnell, Assistant Secretary General, Department of Education and Skills
- Ms. Claire Gilligan, Assistant CEO, Local Government Management Agency
- Mr. Declan Hughes, Assistant Secretary General, Department of Business, Enterprise and Innovation
- Ronnie Downes, Assistant Secretary General, Department of Public Expenditure and Reform
- Mr. Paul Quinn, CEO Office of Government Procurement and Chief Procurement Officer (ex Officio)
- Ms. Jane Carolan, National Director, Health Business Services, HSE
- Mr. Desmond Armstrong, Non- Executive Member
- Mr. Dónall Curtin, Non- Executive Member

The new Board met for the first time on May 29th 2018 and subsequently met in September and December. An induction course was held for Board members in September, contextualising public procurement and outlining some of benefits and challenges offered by procurement reform.

3. Procurement Executive

The Government's Chief Procurement Officer (CPO) is Paul Quinn who also sits as head of the Office of Government Procurement (OGP). The CPO established, as part of the procurement reform programme, a Procurement Executive. This comprises senior representatives from the Health Business Services (HBS), Educational Procurement Service (EPS), Local Government Management Agency (LGMA), Department of Defence, the OGP and the Chief State Solicitors Office (CSSO). Its purpose is to enable cooperation and collaboration between the key sectors of Health, Local Government, Education, Defence and the Office of Government Procurement.

Each of these sectors specialises in procurement of sector-specific goods and service which can be also be utilised by other sectors. Thus, these sectors also form part of the delivery model through their own Central Purchasing Bodies (CPBs).

The Procurement Executive, which meets on a monthly basis, with representatives present from the sector partners and the Chief State Solicitors Office (CSSO), is responsible for:

- the operational management of Government's centralised procurement reform programme across the public service;
- the implementation of the necessary enablers to support Government's centralised procurement model, such as, policies , templates and framework agreements (FWAs)
- delivery of the objectives agreed each year with the Minister for procurement reform and central purchasing bodies;
- providing input into the ongoing refinement of the centralised model for public procurement and associated policies.

The members of the Procurement Executive provide monthly reports to the Chief Procurement Officer. These reports are then presented to the Board, with the members in attendance to answer any queries arising.

4. CPO Report

The CPO submits a report to the Board each quarter, detailing activities undertaken in the public procurement arena and giving an oversight of progress in the procurement reform programme. This provides an oversight of activity across the OGP and outlines developments under Policy, Customer Service, Systems and Data, HR and Sourcing (Procurement).

5. Interim Procurement Reform Board – Overview of activities to date

At the initial meeting on May 29th 2018, Minister of State at the Department of Public Expenditure and Reform, with special responsibility for Public Procurement, Mr. Patrick O'Donovan T.D., addressed the Board. He thanked the members of the Board for taking on the role, outlined what he saw as the key challenges going forward and said he looked forward to the Board ensuring that the upward trajectory of the procurement reform programme continued, with value for money and impactful spending at its core.

At this meeting it was agreed that one of the primary focal points for the Board was to consider how best to increase compliance and buy-in to the model. Communication and reporting was seen as key to achieving this. An education programme for Public Sector Bodies around the area of planning, timelines and engagement was considered, particularly in light of the National Development Plan.

6. Reporting to the Board

Accountability for their respective performance and compliance rests within each Public Sector Body (PSB).

The Board identified the value to the reform programme of metrics from each of the sectors and for more targeted metrics to support the reform programme and to facilitate it fulfilling its Terms of Reference. The focus of the Board was on data that tracked the constituent parts of procurement, provided a basis for assessment of progress on reform, identified issues and allowed sharing of best practice and celebration of success.

Corporate Office in the OGP undertook to work with the various sector partners to re-develop and standardise reports from each organisation to the extent possible. Reports were submitted each month to the Procurement Executive and a collated version issued quarterly from the Executive to the Board, detailing progress under the following headings,

- Staffing
- Sourcing Projects
- Communications and Engagement
- Key Risks
- Support for SMEs
- Training and Engagement
- Compliance
- e-Tenders activity report

Each has a structure and dynamic appropriate to its particular context which presents challenges in achieving standardised comparable metrics. The Procurement Executive has been working to change the focus of the Executive from operational matters, to focus more on

strategic performance and engagement. The results of these reports, and the considerable progress made, can be seen in the reports submitted to the Board from each sector.

7. Issues reported to the Board

All CPBs report staffing issues, with the level of staff turnover creating particular difficulties for Sourcing teams. The recruitment pool is shallow for professional procurement experts. It takes time to develop specialist expertise in the area of procurement. There can be difficulties in developing specialist expertise in the procurement profession, in the context of the generalist structure of the wider civil and public service. Providing clear policies, processes and procedures can help to mitigate the challenges of developing specialist procurement expertise in the public service. Retaining and developing specialist procurement staff remains a challenge.

The OGP's Director of Sourcing presented a paper on professionalization of procurement to the Board in September 2018 which outlined 17 recommendations across 6 areas:

1. Scope, Leadership and Resourcing
2. Attracting New Entrants
3. Competency Framework & Career Progression
4. Professional Certification, Learning & Development and Continuous Professional Development
5. Grade Structures, Remunerations and Recognition
6. Creating a Public Procurement Community/Association

The Board endorsed the draft approach and requested they be kept abreast of developments. Among the recommendations was one that sought the establishment of a Public Procurement Learning Academy that underpins the developments of all the necessary skills and

competencies. Following consultation with Central Government Departments on the concept, it is proposed to establish a pilot programme for a Commercial Skills Academy in the OGP during 2019. It will seek to address a lack of capability across the Public Sector in the areas of project management, public spending code, governance and core commercial skills, thereby reducing reliance on private sector consultancy. A Principal Officer has been recruited and this project will commence in the first quarter of 2019.

8. OGP’s Client Proposition

September’s Board meeting also saw a presentation on the OGP’s Client Proposition. The Client Proposition, launched in March 2018, helps the OGP manage and communicate client service expectations. It timelines requests for service from other public sector bodies who are interested in drawing down from its broad suite of framework agreements (FWAs). The Client Proposition sets out the timeframes for running mini-competitions and also sets out the qualifying criteria for accepting bespoke (one-off) procurement competitions. It categorises each Framework Agreement (FWA) into tiers, based on a range of factors, including Sourcing (OGP Procurement) involvement and Client involvement. It is a tool kit for aligning resources with complexity, so that OGP can manage its workload in the most effective and efficient manner.

What to expect from the OGP

Depending on the nature of the goods and services you are accessing through a mini-competition the complexity of the competition will vary.

In order to support your planning processes, the OGP has categorised all of its existing frameworks into tiers based on their complexity and has committed to a delivery timeframe. The tier categorisation for each framework is available on the OGP website.

Complexity Level	Timeframe to contract finalisation
Tier 1: Utilities sign up	Available immediately
Tier 2: Direct Drawdown	Available immediately
Tier 3: Low complexity Mini- Competition	Up to 10 weeks
Tier 4: Medium complexity Mini-Competition	Between 10 and 20 weeks
Tier 5: High complexity Mini-Competition	6 months with well developed specification

The OGP can also support public sector bodies with bespoke competitions where their requirements are not met by an existing framework. Dedicated staff are available to support this work but the capacity to take on new projects is limited. For 2018, the OGP will, subject to demand and resource availability, support bespoke competitions that meet the criteria below. Detailed information on bespoke competitions is also available on our [WEBSITE](#).

Competition type	Complexity level	Minimum value	Minimum Lead Time
Bespoke	High	€400,000	9 months with well-developed specification



Above: Sample from client proposition

9. OGP Client Survey

The Board heard details of the OGP's Client Survey undertaken in the first quarter of 2018. 354 of the OGP's clients were surveyed in the recent OGP Client Survey as to their satisfaction with the services provided. The survey indicated the areas that clients valued such as professional procurement support but also those areas where there are lower levels of satisfaction with the procurement process and has provided an indicative list of areas where improvements are possible. The Board has requested that the CPO engage the sector partners to consider replicating this survey in those sectors. An action plan to address clients' suggestions for improvements has been developed by the OGP and will be implemented throughout 2019.

10. Spend and Tendering Analysis Report 2016

The Public Service Spend and Tendering Analysis for 2016 was published in September 2018 by the OGP. It is the fourth report analysing annual expenditure and tendering activity across public service bodies (PSBs) in Ireland. The report analyses €4.723 billion, representing [79]% of the estimated goods and services spend, across the sectors and central Government departments. As in previous reports, the majority (53%) of analysed spend was with SMEs. One of the OGP's strategic objectives is to improve the transparency of spend across public service bodies to support more effective sourcing strategies, procurement execution and value for money and this report serves to further this objective.

11. Programme for Government

In relation to Programme for Government commitments in the procurement area, the Board noted that OGP Policy unit completed consultations with the SME Advisory Group on the recommendations of an external review of the Tender Advisory Service (TAS) and the Minister of State re-launched TAS in July 2018. The Minister of State chaired quarterly meetings of the SME Advisory Group and consultation commenced on the merits of establishing an office of the Procurement Ombudsman.

It is essential for the continued success and growth of the procurement reform programme that clear, codified and easily accessible information is available to all public sector bodies. The OGP continued to develop the National Public Procurement Policy Framework (NPPPF) and monitor its implementation, the overarching policy framework for public procurement in Ireland. In 2018, Information Notes have been prepared on:

- Brexit;
- General Data Protection Regulation;
- Incorporating Social Considerations into Public Procurement.

All of these are available at www.ogp.gov.ie.

12. Engaging Small and Medium Enterprises (SMEs)

As noted in the 2016 Spend and Tendering Data Analysis Report, 94% of the analysed spend is with firms within the State and the majority is with SMEs. It is important for all public bodies to encourage and foster SME participation in public procurement. The Board is committed to monitoring developments in this area, receiving updates on progress from the Chief Procurement Officer.

The SME Advisory Group is a forum where SME representative bodies can voice concerns on issues affecting SME participation in public procurement. The group is chaired by Minister of State O'Donovan and membership of the group consists of officials from the Office of Government Procurement (OGP), The Department of Business, Enterprise and Innovation (DBEI), Enterprise Ireland (EI), InterTrade Ireland (ITI), the Competition and Consumer Protection Commission (CCPC), as well as representatives from the Irish Business and Employers' Confederation (IBEC), the Small Firms Association (SFA), the Construction Industry Federation (CIF), Chambers Ireland and the Irish Small and Medium Enterprises Association (ISME).

The SME Advisory Group has developed a communications strategy to promote opportunities to participate in public procurement in the SME sector. This included a programme of breakfast briefings delivered by InterTradeIreland as well as the development of a suite of videos explaining the procurement process and the provision of case studies of SMEs that have succeeded in securing contracts through public procurement. These are available from the OGP website and on the OGP YouTube channel.

13. Legislation

The legislation to establish the OGP on a statutory basis is currently at draft Heads of Bill stage.

14. Private Member's Bills

The Board was advised of, noted, and will monitor, three Private Member's Bills on public procurement, currently live in the Oireachtas.

The Public Services and Procurement (Social Value) Bill seeks to enhance SME access by allowing public bodies to have regard for economic, social and environmental well-being in

public contracts. The Government agreed in principle to the Bill which is at Committee Stage since February 2017.

The Public Services and Procurement (Workers Rights) Bill was introduced in June last year and proposes a series of employment conditions to be attached to public procurement contracts. This Bill is also at Committee Stage.

The Regulation of Tenderers Bill 2019 is due to pass the first stage in the Dáil on March 9th 2019. It is aimed at regulating abnormally low tender bids on capital projects.

15. Areas for focus in 2019

The Board will continue to oversee and advise on the procurement reform programme, with a particular focus on measures to continue the positive movement in performance and compliance levels. To this end, the Board will consider, in particular, the metrics to underpin reform, to identify positive benchmarks and to facilitate targeted intervention where issues are identified.

Appendix 1



Oifig um Sholáthar Rialtais
Office of Government Procurement

Office of Government Procurement

Terms of Reference of the New Interim Public Sector Procurement Reform Board 2018

1. Role and Functions

The Board shall:

- Oversee the implementation of the public procurement reform programme, in particular, the programme's structures, practices and policies on centralised procurement, and advise, where appropriate, on how to address any gaps.
- Advise the Government on a national public procurement strategy, in line with national and EU legislation, government policy, national guidance and best practice.
- Advise on the Office of Government Procurement's (OGP) objectives and business plan and oversee its delivery and performance.
- Advise on the sector sourcing partner organisations' objectives and activities and oversee their delivery.
- Provide leadership to the Procurement Executive in relation to its roles and functions and agree methods of working and reporting by the Executive to the Board.
- Represent customer Departments and Offices and provide leadership and sponsorship for the procurement reform programme across the public service.
- Advise on the development and implementation of strategies to communicate the work of the OGP across the public sector including any policy and training implications for the wider public sector.

- Oversee the development and monitoring of Service Level Agreements between the OGP and government departments and bodies under their aegis, including bodies responsible for leading centralised or sectoral procurement programmes.

2. Membership

The membership of the Board will include:

- A Chair and Deputy Chair;
- The Chief Procurement Officer;
- A representative from the Department of Public Expenditure and Reform;
- Representatives from the sector partners in:
 - Health,
 - Education,
 - Local Government and
 - Defence;
- A representative from a customer body;
- Two external members.

The Board will be assisted from time to time by officials from the OGP and the sector sourcing organisations who will attend as required.

3. Procedures

i. Meetings

The Board will meet four times a year. A quorum of 5, including the presence of the Chair or Deputy Chair is required for a meeting to proceed.

ii. Agenda

The agenda for Board meetings is prepared by the OGP's Corporate Office. Members of the Board may bring forward specific issues they wish to discuss and should advise the OGP's Corporate Office of such issues in advance of the meeting.

iii. Minutes

Minutes of Board meetings will be prepared by the OGP's Corporate Office.



Rialtas na hÉireann
Government of Ireland

Annual Report 2018 from the Chief Procurement Officer to Interim Procurement Reform Board

Prepared by Paul Quinn, Chief Procurement Officer

Chief Procurement Officer's Address



2018 marked the fifth year since the start of the procurement reform programme. The programme is intended to transform the way that public bodies buy the goods and services they need to support their work delivering services to the Irish people. Through a new centralised model of public procurement, we are providing value for money in sourcing high quality goods and services in a way that is compliant with national and European law and policy.

As Government's Chief Procurement Officer, my focus is on ensuring that all Irish public bodies are facilitated in meeting their procurement obligations. The Office of Government Procurement, in particular, has developed a range of supports that reduce the administrative burden of meeting these obligations while ensuring that public bodies have access to the right goods and services for them.

Since the procurement reform programme commenced:

- more than 130 framework agreements have been put in place, covering a wide range of commonly procured goods and services,

- the National Public Procurement Policy Framework has been revised and expanded to offer straightforward advice and guidance to public bodies,
- a process to deliver further significant changes to procurement policy for public works projects has commenced
- a dedicated helpdesk in the OGP has been made available to offer guidance and support to public bodies, businesses, and grant recipients,
- a programme of data collection and analysis has allowed for a far more comprehensive view of the scale and nature of public spending in Ireland.

In 2018, the formation of the new interim Procurement Reform Board has brought a fresh focus to our work. This has included strategically targeting supports to high spending public bodies in order to significantly increase public procurement performance and compliance.

“Compliance” can seem like quite an abstract concept but, at its heart, it refers to being transparent and accountable about the way that public money is spent. This means making sure that competitions are open and fair and that public bodies publish the details of the contracts that they award.

The OGP and its sector sourcing partners in Health, Education, Local Government, and Defence seek to facilitate good practice, value for money and compliance, by developing procurement solutions that meet the needs of the wide range of public bodies that we serve. From 2018, the OGP entered a phase of renewing the framework agreements that had been put in place since the start of the procurement reform programme. As we do so, we seek to listen to the feedback of public bodies and make them more straightforward to access. This has meant, for example, that more goods and services are available by direct drawdown, without the need for further competitions.

A core aspect of compliance in the Irish context is ensuring that the policy requirements in relation to supporting the participation of Small and Medium Enterprises (SMEs) are being met. This has formed a central aspect of the OGP's work over the course of 2018 with a new programme of briefings for business being developed and delivered in collaboration with the industry representative groups and with a range of video guides being launched by the Minister of State. The Minister of State also relaunched the Tender Advisory Service, in line with the commitments in the Programme for Government.

The procurement reform programme has meant that there is now better data supporting the transparency of how public money is spent. The annual Public Service Spend and Tendering Analysis Report is now in its fourth year and in 2018 reported on spend and tendering data from 2016. The analysis included €4.7 billion – or almost 80% – of the estimated annual public procurement addressable goods and services spend and found that 94% of the State's expenditure is with firms within the State and that the majority is with small and medium enterprises (SMEs), contrary to what can be a common perception that public procurement favours larger and international firms.

In addition to promoting open procurement that is accessible by smaller firms, there is important work being done in modernising procurement processes. In 2018, work was undertaken on implementing Building Information Modelling (BIM) on public construction projects. The eInvoicing Programme took significant steps towards ensuring compliance with the European Directive in this area by becoming a PEPPOL authority for Ireland by launching a competition to supply eInvoicing solutions to Irish public bodies. Several developments to the national procurement platform, eTenders, were progressed including readying Ireland for the launch of the electronic European Single Procurement Document early in 2019.

While much progress has been made across the full range of the procurement reform programme in 2018, reports, including those from the Committee of Public Accounts and the

Comptroller and Auditor General, continue to indicate that significant work remains to be done in ensuring engagement, understanding and compliance across the public sector. The focus and guidance of the interim Procurement Reform Board is playing an important role in directing the completion of the programme and the delivery of fair, transparent, and sustainable procurement on behalf of the Irish people.



Paul Quinn – Chief Procurement Officer

1 General Governance

1.1 Procurement Reform Model and the Board

The Office of Government Procurement (OGP) commenced sourcing operations in 2014 and, together with four key sectors (Health, Local Government, Education and Defence), has responsibility for sourcing all commonly used goods and services on behalf of the public service.

The OGP and its sector partners are putting in place framework agreements and contracts through which public sector bodies can buy goods and services. As the State buys a wide range of goods and services, the sourcing model is broken down into 16 categories of expenditure. The 8 categories of common goods and services are procured by the OGP. Four sectors – Health, Education, Local Government and Defence – retain sourcing functions to procure the remaining categories that they are the main users of, on behalf of the State. These four sectors together with representatives from the OGP meet monthly in the Procurement Executive, chaired by the Chief Procurement Officer (CPO), Paul Quinn.

	Categories	Sourcing Organisation
1	ICT and Office Equipment	OGP
2	Professional Services	OGP
3	Marketing, Print and stationery	OGP
4	Utilities	OGP
5	Fleet and Plant	OGP
6	Managed Services	OGP
7	Travel and HR Services	OGP
8	Facilities Management, Maintenance	OGP
9	Medical Professional Services	Health
10	Medical and Diagnostic Equipment and Supplies	Health
11	Medical, Surgical and Pharmaceutical Supplies	Health
12	Minor Building Works and Civils	Local Government
13	Plant Hire	Local Government
14	Veterinary and Agriculture / Library Book Purchase	Education
15	Laboratory, Diagnostics and Equipment	Education
16	Defence and Security	Defence

The Interim Procurement Reform Board has directed the various sector organisations that they would like to see an increased focus on compliance and engagement, with a concurrent introduction of metrics to track progress in these areas.

To this end, OGP's Corporate Office, together with its sector partners, worked to develop and roll out new reporting templates that seek to track public spending.

These reports were initially rolled out to the Procurement Executive in September 2018 and there has been further work at our subsequent Procurement Executive meetings to finalise a

template report that can be used to generate meaningful statistics to inform and drive the Procurement Reform Program.

The Procurement Executive also undertook to initiate a project around engagement with public bodies with material non-pay spend, in a bid to increase compliance and spread understanding of the procurement reform programme.

This item will be tracked through the Procurement Executive with monthly reporting of progress in this area forming part of the suite of reports from Sector partners to the Board.

Engagement with the selected bodies will be undertaken with a view to:

- Assist in understanding the procurement issues facing the organisation and the reasons for lack of (full) engagement with central procurement model
- Increase the level of engagement (mini competitions / bespoke requirements) with the central model by the organisation, in line with policy and the client proposition
- Improve data quality inputted by the organisation on eTenders through the OGP working with the clients explaining why data needs to be improved, listening to the reasons for poor data and seeking to work with the client to improve same.

This should also prove a progressive step towards ensuring that take-up of central procurement options is improved.

Procurement Officers

Minister Donohoe plans, in January 2019, to write to Ministerial colleagues on the importance for organisations in having an effective Procurement Officers in place. In terms of ensuring Procurement Officers are supported and empowered to carry out their roles effectively, the Key Account Managers (KAMs) will reiterate the Minister's core message via client

engagements. Underpinning this engagement will be a range of supporting documentation offered by OGP Customer Service, including a simple checklist for clients of the information required to be included on eTenders.

This approach should lead to a greater understanding of Procurement Officer and budget holders' obligations in terms of compliance, internal oversight, benefits of aggregation and result in a greater uptake across the OGP's frameworks.

The next steps following on from increased take-up across the public sector will be to work on recording the results and outputs for the State, accruing from increased compliance.

2 Programme Achievements

2.1 Programme for Government (PfG)

The Programme for Government contains the following commitments:

“The public procurement market in Ireland is worth roughly €8 billion a year, or over €20 million a day. To improve access to smaller Irish businesses we will:

- *Facilitate quarterly meetings of the SME Advisory Group, chaired by a Minister of State at the Department of Finance / Public Expenditure and Reform, so that the voice of Irish SMEs can be heard by Government and the Office of Government Procurement*
- *Commission an external review of the TAS (Tender Advisory Service) model by 2017 52*

- *Continue to develop measures to support SMEs in accessing the public procurement market*
- *Conduct a consultation on the merits of establishing a Procurement Ombudsman*
- *Refine the new procurement structures in place, such as the OGP, as they bed down and make adjustments according to best international practice and in conjunction with Irish businesses”.*

The following actions have taken place in 2018 to facilitate these commitments:

- The Minister of State re-launched the Tender Advisory Service (TAS) in July having taken account of the recommendations of an external review of TAS conducted in collaboration with the SME Advisory Group (AG).



Above: Tender Advisory Service relaunch

- Consultations on the merits of establishing an office of the Procurement Ombudsman are ongoing

- Consultation has taken place with Government Ministers, CPBs, the SME Advisory Group and within Governance forums on refinement of the procurement model
- SME Advisory Group meetings were held in March, June, September and December 2018 where a communications strategy was agreed and was launched by Minister of State in January 2019. There was agreement that the advertising threshold of €25,000 would remain unchanged.

2.2 Savings

There was a 2018 savings target, agreed between the CPO and the members of the Procurement Executive, of €66.89 million (including cost avoidance) for the procurement reform programme. This target was generated from a combination of OGP sourcing activity over the eight central categories and the sectoral procurement activity of Health, Education, Local Government and Defence. Total forecast secured savings, as at 30th December 2018, was €71.8 million. (See Table 1, below, for breakdown)

2.3 Savings Figures 2018

€m	
Total Annual Savings Target 2018	66.89
Cost Reduction	
Annual Cost Reduction Savings Target 2018	47.89
Forecast Secured Savings 2018	52.5
Forecast Secured Savings that will be enabled in 2019	22.1
Cost Avoidance	
Annual Cost Avoidance Savings Target 2018	13.6
Forecast Secured Savings 2018	14.2
Other Benefits	
Other Benefits Target 2018	5.4
Other Benefits 2018	5.1
Forecast Secured Savings that will be enabled in 2019	0.3
Total Annual Savings 2018	71.8

3 Provision of Advice

3.1 National Public Procurement Policy Framework

The OGP's Policy Unit advises the Minister, Minister of State and CPO on public procurement policy for goods, services and works across the entire public sector. The Unit proactively engages with key stakeholders, including Government Departments and State Bodies, Government Contracts Committee for Construction (GCCC), industry representative bodies, and represents the OGP and Ireland at International, EU and national level.

The National Procurement Policy Framework supports better procurement practice and provides public sector bodies with information they can use to achieve this. Recent initiatives under the policy framework include the publication and preparation of updated guidelines and a series of new information notes including,

- Incorporating Social Considerations into Public Procurement (Dec 2018)
- Brexit (updated Information Note) (Dec 2018)
- GDPR - note and template documentation (May 2018)

Further advice and guidance has been prepared over the course of 2018 for launch in early 2019

- General Procurement Guidelines (Jan 2019)
- European Single Procurement Document (ESPD) (Jan 2019)
- Corporate Procurement Plan (Jan 2019)

- Role of the Procurement Officer (Jan 2019)



Corporate Procurement Planning – Client Information session

Public procurement policy is a key pillar of EU trade policy. As a consequence, the OGP is focused on further strengthening the relationship between OGP, Ireland and national and EU procurement stakeholders. Policy officials represent the OGP and Ireland at EU, International and national level. Within the EU for example, they participate in several groups including the expert group on procurement (EXPP); stakeholder group (SEGPP); multi-stakeholders group on eProcurement (EXEP); and groups dealing with eCertis and professionalisation; and the network of first instance review bodies. They also engage with the OECD and the UN on procurement-related issues.

3.2 SME Access

The Government recognises the importance of the SME sector and continues to enhance the already substantial measures to support SMEs in accessing the public procurement market. Significant work has been undertaken by the OGP to ensure that public procurement is accessible by all businesses, including SMEs. Minister of State O'Donovan, in accordance with the Programme for Government, chairs quarterly meetings of the SME Advisory Group so that the voice of industry is heard at first hand by Government.

Specific measures to support SME participation include:

- **Undertaking market analysis** prior to tendering to understand the competitive landscape;
- **Setting proportionate eligibility requirements**, e.g. turnover and insurance;
- **Breaking tendering competitions into lots**, e.g. by sector, region, value;
- **Proactive engagement** in a range of events such as Taking care of Business, Go2Tender, and TenderCon, to foster awareness and encourage engagement. In 2018, OGP representatives attended 50 external events in areas including construction, ICT, and finance to raise awareness of the public procurement model;



Above: OGP Portfolio Manager, Dermot Callaghan, speaking at TenderCon, Cork

- Encouraging businesses to **register on eTenders**, the Government's national tendering platform; and
- **Specific supports** are also provided by InterTrade Ireland (ITI) and Enterprise Ireland (EI) to assist SMEs in preparing for public tenders.

As previously mentioned, the Public Service Spend and Tendering Analysis for 2016 report published by the OGP in October 2018 indicates that 94% of the €4.723 billion expenditure analysed is with firms with an Irish base and that the majority (53%) of the analysed spend is with the SME sector.

3.3 Social Considerations

The Government is keen to explore the scope for the inclusion of social considerations in public contracts where they are suited to the objective of the contract and would have the greatest impact.

Minister of State O'Donovan launched the OGP's Information Note on Incorporating Social Considerations into Public Procurement in December. The purpose of the note is to help policy makers and practitioners understand how procurement can be used to facilitate the advancement of existing social policy objectives as well as the wider context and implications of including them in particular procurement projects.

There are a wide range of policy areas covered under the heading of social considerations, for example, environmental sustainability, disability access, training for young or disadvantaged people, labour standards etc. The OGP, as a central purchasing body, cannot decide for other contracting authorities or at a whole-of-Government level what social considerations should be included in the frameworks and contracts that it puts in place on their behalf. It requires guidance from policy departments (and Government approval as appropriate) as well as the agreement of individual contracting authorities who are liable for any additional costs and responsible for managing their own budgets and contracts. The OGP, however, can help facilitate the process of incorporating those objectives, once agreed, into planned procurement projects.

The OGP has established a Social Considerations Advisory Group to bring together relevant officials from policy Departments with procurement practitioners to help facilitate this process. The OGP has written to the relevant Government Departments seeking representatives for this group and the first meeting is scheduled to take place in March 2019.

3.4 Legal Challenge

A bidder who had been unsuccessful at the contract award stage in a tender competition under a framework agreement, challenged an OGP procurement competition for translation services. The Remedies Regulations provide that, in such cases, a contracting authority must suspend the award of a contract until the matter is determined by the Court. However, there is also provision in Irish Regulations allowing the Court to lift such a suspension and allow the contract to be concluded. The unsuccessful bidder appealed a decision by the High Court to lift the automatic suspension which the Court of Appeal allowed and, therefore, the automatic suspension was reinstated. The Supreme Court did not allow an appeal to this decision. The ruling is likely to create significant precedent in the test applied by the Courts in considering lifting a suspension – in effect reversing the practice of the Courts to date. This may have significant negative consequences given the pace of rulings in the Courts.

The substantive issue in the case against the evaluation process, which was initially decided in favour of the OGP, was also appealed to the Court of Appeal which found two manifest errors in the evaluation process. Therefore, the award of the contract was overturned. This ruling has been appealed to the Supreme Court and we await the determination. The OGP along with the Attorney Generals' Office /Chief State Solicitors Office are considering holistically the implications of this case from an operational, legal and policy perspective.

3.5 Brexit

The OGP Policy unit updated its Information Note on Brexit and Public Procurement in December 2018. The key advice for central purchasing bodies and public bodies is to continue to manage their risks and to develop a clear understanding of how any change in trading arrangements will impact on the contracts that underpin them. Each contracting authority is best placed to gauge its level of exposure to UK suppliers either directly or indirectly. They should look at their suppliers and establish each supplier's relative importance, how these products arrive into Ireland, where they come from and what borders they cross. Those with existing UK contractual arrangements should continue to review their existing contracts and start to consider the potential impact on future contracts in light of what legal changes Brexit may bring.

4 Construction Policy

The Minister for Public Expenditure and Reform signed off on the objectives and principles that make up the strategy that will guide the development of the next generation of the Capital Works Management Framework in December. Communicating the strategy to Ministers/Departments and industry stakeholders will be undertaken in Q1 of 2019. Preliminary engagement has already commenced with industry stakeholders.

Throughout 2018 the OGP Construction Policy unit worked with public sector bodies tasked with the delivery of public works projects on the implementation of Building Information Modelling (BIM). This was on foot of Minister Donohoe and Minister of State O'Donovan's announcement in November 2017, on the Government's "Strategy for the Increased Use of

Digital Technology” in the delivery of projects under the Exchequer-funded element of the NDP. The work includes the development of template documents and scope of service requirements that will assist contracting authorities in the adoption of BIM.

In the initial months of the programme, engagement took place with key stakeholders to establish governance, sectoral representation and to raise awareness of the programme's context and objectives within the wider public sector.

4.1 Sectoral Employment Orders (SEO)

Sectoral Employment Orders (SEO) have been established in accordance with the Industrial Relations (Amendment) Act 2015 (the Act). An SEO is established in accordance with Chapter 3 of Part 2 of the Act. It imposes obligations on employers with regards to the rates of pay and conditions of employment that are paid to the categories of worker covered by the SEO.

To year end 2018, two SEOs that cover workers in the construction sector have been signed into law by the Minister of State at the Department of Business, Enterprise and Innovation:

- SI 455 of 2017 covering the construction sector was signed into law on 19 October 2017; and
- SI 59 of 2018 covering the mechanical engineering building services contracting sector was signed into law on 6 March 2018.

The SEOs had immediate effect from the date of signing into law. The construction SEO represents a 10% increase on the core rates of pay that were enforceable under the old Registered Employment Agreements which were struck down by the Supreme Court in 2013.

The SEO impacted employers in the construction sector who had contracts of employment with their employees (to whom the SEO applies) on less favourable terms than those contained in the SEO.

Where those employers had entered fixed price contracts on the basis of their wage bill prior to the introduction of the SEO with very tight margins they will struggle to comply with the terms of the SEO unless they have the necessary reserves or can obtain compensatory conditions under other contracts.

The public works contract is a fixed price contract and there are limited circumstances where the contract sum may be adjusted to take account of changes to input costs (including labour costs) during the currency of the contract.

Typically cost increases associated with an increase in the rates of pay for workers are not recoverable until the fixed price period has expired. This is 30 months from the date of contract award or 36 months from the date of receipt of tenders depending which option is selected.

In some cases claims have arisen under the contracts for an increase in the contract sum and in the case of projects that were tendered in advance of the introduction of the SEO, delays were experienced in the award as it was clarified that an increase to the tendered sum was not possible under procurement rules. In some cases tenders were cancelled.

The OGP has taken steps to reflect the introduction of the SEOs in the construction sector including the release of Circular 08/2018, issued on 24 May 2018, setting out arrangements to facilitate the SEO. Amendments were made to the conditions of contract and their schedules where necessary.

4.2 Construction Inflation

The OGP was asked to present to the National Development Plan (NDP) Project Delivery Board on 19 October 2018 on the risk posed by construction inflation (of which labour forms a considerable element). The tender price index maintained by the Society of Chartered Surveyors Ireland reflects tender prices that are on par with those achieved at the height of the boom whereas activity in the sector is well off that mark. This indicates significant capacity constraints. At the same time the sector shows little sign of productivity improvements, rather the opposite seems to be indicated in the latest statistics published by the CSO. It poses a risk to the ambition set out in the NDP for project delivery and mitigating measures will have to be explored.

5 OGP Client Proposition

In March of 2018, the OGP launched a new 'client proposition', which aimed to provide clarity to public bodies around the timeframes required to access goods and services through OGP framework agreements. All frameworks were categorised into five different tiers, outlined below, and information on the tier level for each framework was provided on the OGP website.

Complexity Level	Timeframe to contract finalisation
Tier 1: Utilities sign up	Available immediately
Tier 2: Direct Drawdown	Available immediately
Tier 3: Low complexity Mini- Competition	Up to 10 weeks
Tier 4: Medium complexity Mini-Competition	Between 10 and 20 weeks
Tier 5: High complexity Mini-Competition	6 months with well developed specification

For complex mini-competitions in tiers 4 and 5, the OGP now issues a Letter of Engagement to clients. The Letter of Engagement describes the respective roles and responsibilities of both the OGP and the client and sets out the milestones to be reached in order to ensure the project is delivered in the agreed timeframe.

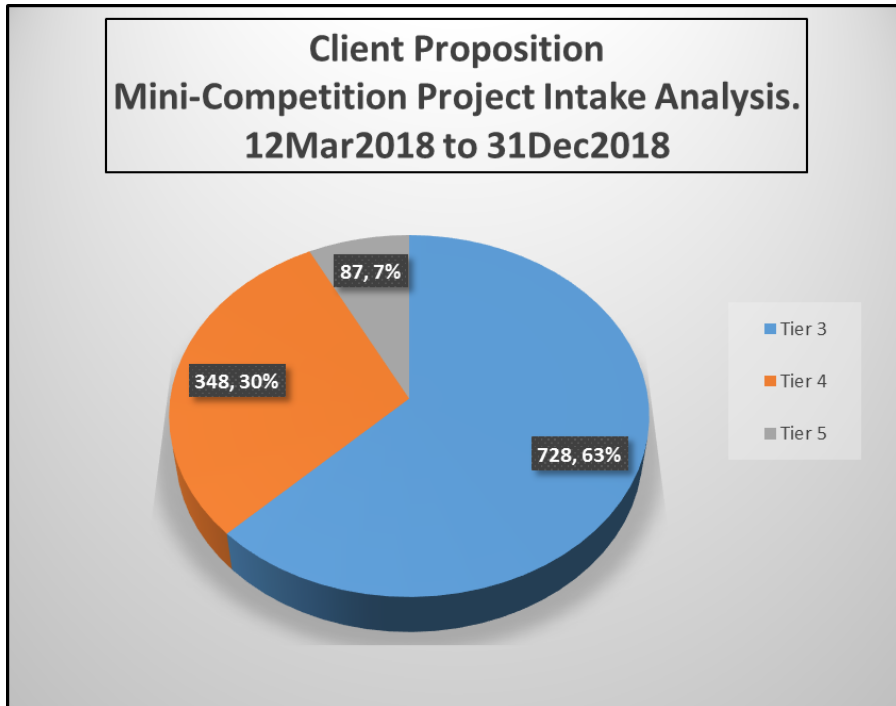
Developing and renewing framework agreements and running mini-competitions under these agreements is the main priority for the OGP’s procurement teams. However, the OGP also supports clients in meeting procurement requirements not covered by existing frameworks (known as bespoke requirements). The client proposition set out the criteria applied by the OGP in determining which bespoke requirements would be supported. A summary of the criteria is set out below. Guidance on this process was also published on the OGP website.

Competition type	Complexity level	Minimum value	Minimum Lead Time
Bespoke	High	€400,000	9 months with well-developed specification

In 2018, the OGP received 246 requests for support in meeting bespoke requirements. Of these, 36 met the criteria set out in the client proposition. 22 competitions were accepted by the OGP and 14 were not supported. Typically, projects were not supported because available capacity was directed towards framework agreements, or because the OGP was not in a position to meet the timeframe required by the client.

140 of the bespoke requirements received came from the education sector. Where these were not supported, they were passed on to the Education Procurement Service for an assessment of whether they were in a position to deliver the project. 61 requests were received from organisations in the health sector, where the OGP has not yet communicated its criteria in relation to bespoke requirements.

OGP's Project Intake 2018 March – December



6 2016 Public Service Spend and Tendering Analysis Report



Minister of State, Patrick O'Donovan T.D. launches the 2016 Public Service Spend and Tendering Analysis Report

The Minister of State with responsibility for Public Procurement, Patrick O'Donovan T.D. launched the Office of Government Procurement's (OGP) Public Service Spend and Tendering Analysis Report for 2016 on 3 October 2018. This report analysed €4.723 billion of public sector spending which represents, 79% of the €6 billion estimated annual procurement addressable public procurement expenditure. The 2016 spend analysed is €189 million more than that analysed in the 2015 report. The 2016 spend data analysis indicates that 94% of the analysed expenditure is with firms within the State, unchanged from the 2015 report total. As in previous reports the majority of the expenditure analysed is with SMEs

(Small and Medium Enterprises). 53% of analysed spend for 2016 was with SMEs, one percentage point higher than 2015. Reflecting the 2015 analysis, SMEs continue to have the greater share of spend in 11 of the 16 procurement spend categories.

The report also analyses almost 4,000 public service tender notices published on the national procurement platform, eTenders.gov.ie. The estimated value of these notices in 2016 was €6.8 billion, up 44% from €4.7 billion in 2015. This increase is mainly attributable to high-value tender notices in areas such as construction, plant hire, and facilities management.

7 eInvoicing Programme

The OGP established the eInvoicing Programme in response to European Directive 2014/55/EU which requires public bodies to be able to receive and process electronic invoices in public procurement by April 2019 for Central Government, and by April 2020 for Sub-Central Government. In excess of 4 million invoices are currently received and processed as paper every year by public bodies in Ireland and the transition to eInvoicing is expected to drive a number of benefits in terms of efficiencies and the environment.

The Programme's primary objective is to facilitate and enable all public bodies comply with the Directive and reap the benefits of eInvoicing and is aligned with broader national and European digital transformation strategies that encompass end to end electronic procurement.

In 2018, the programme progressed on three main fronts to achieve this objective:

1. An extensive and targeted 'eInvoicing Ireland' communications and stakeholder engagement campaign was initiated to raise awareness and understanding among public bodies of their obligations arising from the Directive and to establish the National approach to the adoption of eInvoicing in public procurement. eInvoicing Ireland has built up a community of over 240 members of relevant eInvoicing contacts across over 100 Government organisations. In May 2018, the OGP was invited, as an example of 'good practice', to present at a European Commission Digital Single Market eInvoicing event in Brussels on Ireland's approach to communicating the eInvoicing Directive.
2. A national framework agreement for the provision of compliant eInvoicing solutions to the public sector has been developed through a consultative process that included market research, a public consultation, and continuous collaboration with our sector representatives from Central Government, Health, Education and Local Government. The framework is on track to be available to public bodies in March 2019.
3. A national implementation model is needed to establish and sustain a consistent approach to eInvoicing in public procurement in Ireland that supports interoperability across Europe. To that end, Ireland has adopted the use of the PEPPOL, a network and set of pan-European standards for the electronic exchange of procurement related business documents. In January, Minister of State O'Donovan announced Ireland's membership within OpenPEPPOL as a PEPPOL Authority, a key step in preparing the ground for enduring model for eInvoicing in Ireland and one which gives Ireland a voice in the ongoing governance and development of eInvoicing and eProcurement within a European context.

8 eTenders

As the current eTenders contract will expire in May 2020, an eTenders 2020 project to specify, procure and implement a SaaS (Software as a Service) solution is underway. A Request for Information (RFI) to understand the nature, capacity and offerings of the eProcurement SaaS solutions market was issued in October 2018.

Implementation of an integrated electronic European Single Procurement Document (eESPD) on the eTenders platform was completed and the launch scheduled for January 2019.

9 OGP Customer Service & Tender Operations

The OGP Customer Service and Tender Operations team deal with queries from across the public sector and offer guidance and information on procurement competitions.

9.1 OGP Client Survey Action Plan Development

A Client Survey was undertaken by the OGP in June 2018 with the aim to identify areas where improvements could be achieved. Key areas were identified in the Client Action survey where changes could see increased client satisfaction across the public sector.

The OGP's Customer Service team evaluated the feedback received and have developed an action plan to progress these recommendations.

Some elements are relatively easy fixes and are already underway – e.g. the search function on the website, while others will require a more nuanced approach.

9.2 Operational Sections of the Customer Service Functions

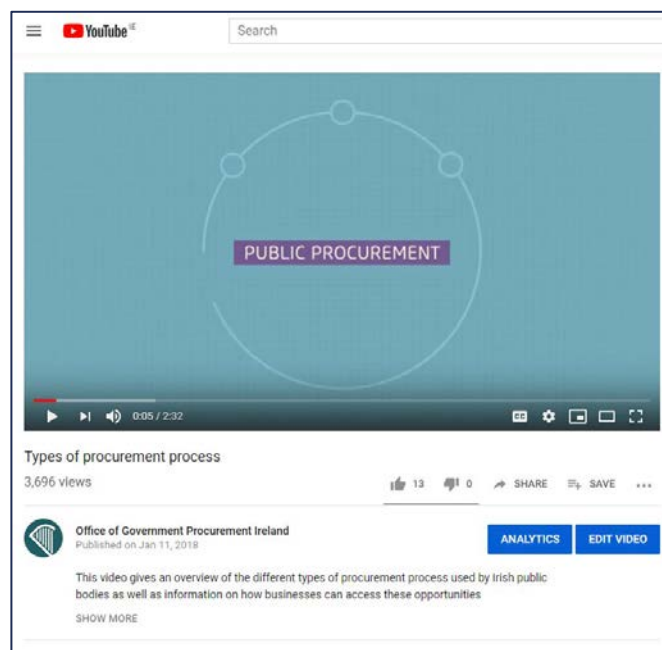
The Helpdesk and Tender Operations teams continue to support the business as usual activities of the Customer Service function. Targets for cases closed in 24 hours and first call resolution continued to be met and Service Level Agreement timeframes for the Tender Operations function were consistently maintained.

In addition to Business As Usual (BAU), the Helpdesk and the Tender Operations teams have been working on preparedness for the deployment of Dynamics 365 workflow management system due in January 2019. This has involved extensive User Acceptance Testing, change management activities and preparation of training plans and materials.

9.3 Communications

In 2018, the OGP launched a new communications strategy that is published on the organisation's website at ogp.gov.ie. The strategy included provision for a refresh of the OGP's visual brand that is better aligned to the Government of Ireland identity, and this has been implemented across all branded material. The Communications Team continues to update and modernise its soft and hard copy literature and communications (both internal and external) with the OGP's brand, making sure both its values and services are refreshed, visually distinctive and in line with overall OGP policy.

A core aspect of the communications strategy is delivering the communications objectives of the SME Advisory Group. This has included the development of a suite of videos providing information on the procurement model in Ireland, tackling common myths about public procurement, and providing case studies of SMEs that have succeeded in winning business through public procurement. The full range of videos is available on the OGP YouTube channel. Further animated videos explaining registering for and using eTenders will be launched in the first quarter of 2019.



Office of Government Procurement YouTube channel

Additional actions taken in support of SME communications include the development of series of introductory Breakfast Briefings for SMEs that were delivered nationally by InterTradeIreland and hosted by business representative bodies over the course of 2018. The Communications Team also supported a relaunch of the Tender Advisory Service with a new brand identity for the service, a video explaining the service, supporting explanatory material, and two relaunch events for the service, attended by the Minister of State, Patrick O'Donovan.



Above: Minister O'Donovan in attendance at an InterTradeIreland Breakfast Briefing

Client communications are supported through regular updates to the OGP website, the production of a quarterly newsletter, and direct email communications to a database of public procurement officers. The team has also created specific brochures to support the promotion of targeted Frameworks, particularly Frameworks available by direct drawdown. An example was 'Direct Drawdown in Facilities Management' which issued in August to all schools in partnership with the Schools Procurement unit (SPU) in the Department of Education.



OGP Quarterly Newsletter

9.4 Increasing Compliance

The Board agreed that the Sector Sourcing Bodies should have an increased focus on compliance with the central procurement model. Each body was directed to engage with clients with a view towards:

- Assisting sectors in understanding the procurement issues facing the organisation and the reasons for lack of (full) engagement with central model
- Increase the level of engagement (mini competitions / bespoke requirements) with the central model by the organisation, in line with policy and the OGP's client proposition
- Improve data quality inputted by organisations on eTenders, working with the Contracting Authorities (CAs), explaining why data needs to be improved, listening to the reasons for poor data and seeking to work with the CA to improve same.

It is planned that this will result in,

- Increased use of central Framework agreements (FWAs) and further engagement on bespoke competitions
- greater understanding of reasons for lack of engagement with central model, noting that levels of engagement even within a CA could differ significantly depending on category
- improved use of the procurement model, and
- improved data quality.

Each Sector Sourcing organisation has developed the process of engagement and provide monthly reports on progress to the Chief Procurement Officer at the Procurement Executive forum.

10 Programme Management

10.1 Deliverables

In 2018, the Office of Government Procurement (OGP), Health, Education, Local Government and Defence, have continued to drive the procurement reform programme.

10.1.1 Office of Government Procurement

2018 was OGP's busiest year in terms of competitions delivered. In the year, OGP delivered a total of 1,151 projects with an estimated value of €1,321m including the establishment of 29 Framework Agreements (FWAs) bringing OGP's total count to approximately 130 FWAs. By establishing these FWAs, OGP supported high level procurement and contracting strategies for projects across Government. These included the delivery of a national framework for waste management that promotes sustainable waste segregation, and a new framework for disposable catering products that includes a range of compostable alternatives to single use plastics. A framework was put in place, supplied by two Irish SME firms, for the provision of fire engines to local fire authorities.

Also, during the year OGP delivered 1,122 competitions, with an estimated contract value of €761m on behalf of 233 Public Sector Bodies, reflecting a Year on Year increase of 23% in competition volume and a concurrent decrease in value of 13%. OGP Sourcing teams delivered high profile projects for clients including: procurement of a new supercomputer for the Irish Centre for High End Computing; support to the OPW in managing the Papal Visit; and the delivery of a range of food service contracts to the Garda College, Templemore.

The OGP has also put in place frameworks for Gas and Electricity which have facilitated significant spend and attendant savings across the public sector. The table overleaf gives a summary of utilities spend per sector in 2018.

Sector/Client	Utility	2018 (€m)
Security Services	Natural Gas	€5.0
Central Government	Natural Gas	€5.3
Local Government	Natural Gas	€3.9
HSE/Health Sector	Natural Gas	€16.7
HSE/Health Sector	Electricity	€34.7
School Sector	Electricity	€11.2
Education Sector	Natural Gas	€18.8
Universities	Electricity	€10.6
ETBs/Colleges	Electricity	€18.7
Local Government	Electricity	€12.0
Government Agencies	Electricity	€12.4
Central Government & Security Services	Electricity	€21.4
Unmetered	Electricity	€32.2
Domestics	Electricity	€2.1
Natural Gas Totals		€49.7
Electricity Totals		€155.3
Energy Totals		€205.0

While the buoyant economy is welcomed it does pose challenges for public procurement. The overall attractiveness of public contracts vis-à-vis private sector contracts is of general concern, with price pressure and competition fatigue being of particular concern. Upward price pressure is evident, with suppliers putting pressure on previously agreed ceiling prices, seeking price increases or, in some cases, exiting from the FWA altogether. The outcome of these factors is many, including a reduced ability to achieve Forecasted Secured Savings on new FWAs. OGP Sourcing continues to monitor the marketplace, the level of responses to tenders and competition cancellations, in order to ensure that there is healthy competition and that markets are being developed.

10.1.2 Education Procurement Service

Education Procurement Service (EPS) ran a wide range of successful competitions during 2018, including: Supply of schoolbooks for Louth and Meath ETB, Research Programmes, Breath testing devices, Farm relief services, Tescan Mira Scanning Electron Microscopy (SEM) upgrades and School Management Information Systems.

The EPS were delighted to have received two awards at the National Procurement Awards 2018 ceremony. The EPS, as the established Education Sector hub, has responded to the sourcing needs of its public sector customers, assessing those needs and providing procurement solutions for its clients, demonstrating strong leadership at all levels. The EPS, through its leadership has built a professional and flexible procurement team delivering efficiencies and innovation for the public sector through Category Management.

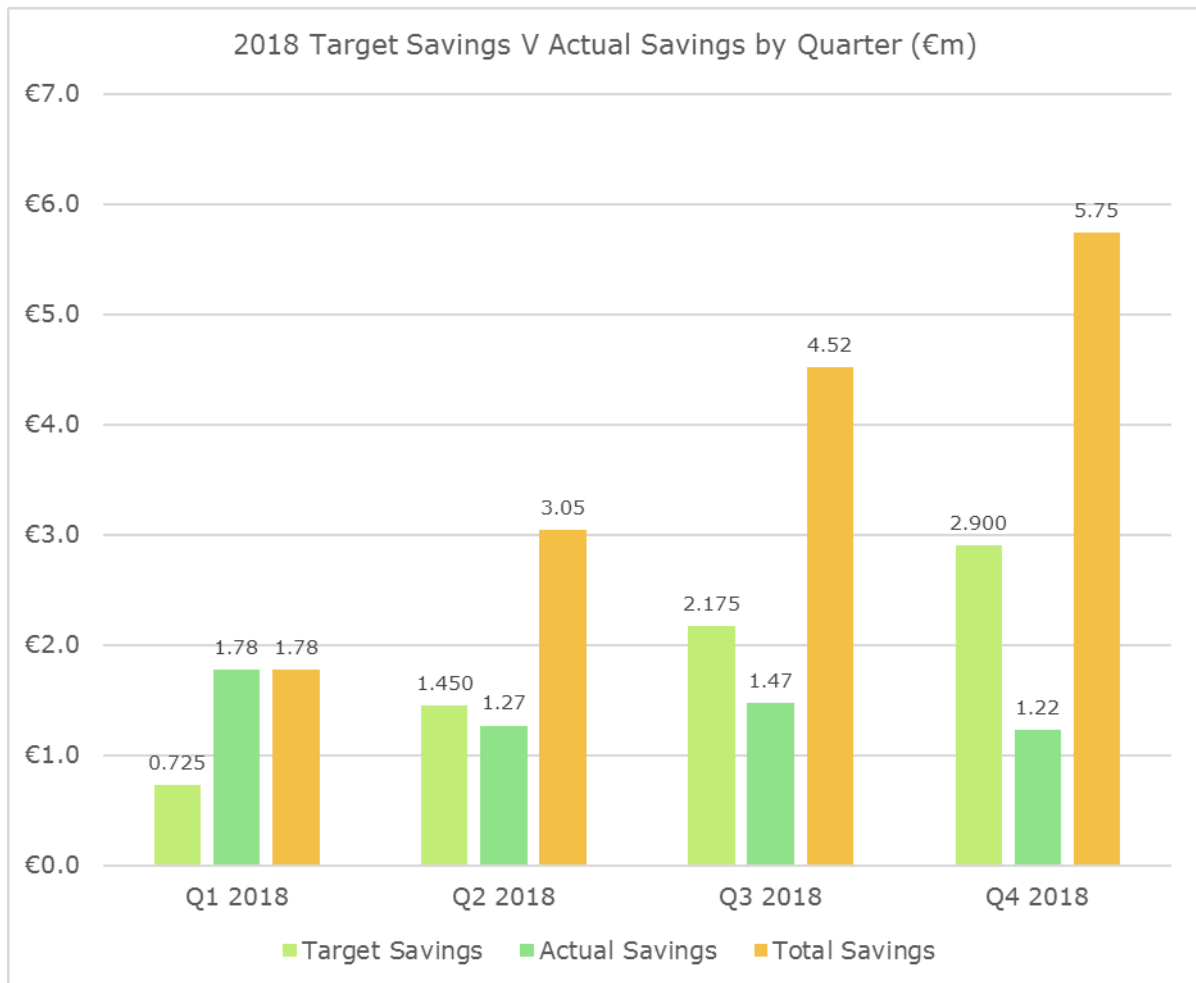
The EPS have developed a customised Training & Induction Plan for its operations team in that incorporates a comprehensive training and development plan for all buyers including

mandatory offsite course attendance, intensive one-to-one mentoring and buddying from the outset, whilst encouraging ongoing further professional development and study.

Higher Education Institutions, led by the EPS have completed individual Corporate Procurement Plans which include a multi- annual listing of procurement requirements (MAPP).

EPS officials have met with OGP Customer Service officials in relation to ensuring this information can be used to best effect, from both the Higher Education and OGP perspective. The next steps include a mapping exercise of those requirements to existing arrangements, including a review of required by dates and mini-competition timeframes by tier, to inform planning processes and best approach to delivery. This may include workshops in relation to specification and completion of required documentation. Requirements that are not covered by existing arrangements will be reviewed for opportunities for aggregation.

Remaining requirements will then be reviewed against the bespoke competition criteria to aid both the Higher Education Institutes and OGP in their respective planning processes.



10.1.3 Health Business Services - Procurement

The HBS have also been actively planning for Brexit, focusing on the continuation of supply of medical supplies and devices. Medical Devices cover multiple healthcare categories including Laboratory, Med Eqpt, Diagnostics, Med Consumables, Aids & Appliances, Intervention Cardiology, Orthopaedics, Paediatrics, etc.

Medical devices account for circa €500m spend within HSE per annum. Extrapolated, this represents circa €700m across the entire publicly funded health system in Ireland.

Key projects implemented by the HSE for 2018, include (by portfolio):

Portfolio	Contracting Authority
Equipment, Laboratories and Diagnostics (ELD)	
Development of Campus for the National Maternity Hospital at St. Vincent's University Hospital	Health Service Executive
Public Sector Benchmark Exercise for Imaging Equipment for National Children's Hospital	Health Service Executive
Equipping of National Forensic Mental Health Services (NFMHF)	Health Service Executive
Framework Agreement for Pre-Poured Media	Health Service Executive
Blood Sciences in University Hospital Limerick (UHL) Group	Health Service Executive
Health Technology and Medical Professional Services (HTMPS)	

Shared Record Programme - Nationwide	Health Service Executive
Tender for the Provision of Children's Residential Services to Complement Existing Community Based Residential Services for the Child & Family Agency Tusla	Health Service Executive
Disability Residential Services with Private for Profit Providers	Health Service Executive
SAP Enterprise Resource Planning Systems Implementation, Business Process Change and Support Nationally Lot 1	Health Service Executive
Provision of short-term temporary and locum Health Services Agency placements for Support Staff Nationally	Health Service Executive
Medical Care Pharma (MCP)	
Hospital Medicines – National- Drugs Payment Scheme (DPS)	Health Service Executive
MEDICINES FOR HIGH TECH DRUGS SCHEME	Health Service Executive

WOUND MANAGEMENT – National Drug Data File (NDDF)	Health Service Executive
6in1 VACCINE (INFANRIX HEXA)	Health Service Executive
RENAL EQUIPMENT & CONSUMABLES - SAOLTA/UHL/DML	Health Service Executive
Surgical/Interventional Devices and Consumables (SIDC)	
Provision of Orthopaedic Implantable Devices and Associated Support Services for Ireland East Hospital Group	Health Service Executive
National Framework Agreement for ENT Implants & Consumables	Health Service Executive
National Tender for Surgical Attire	Health Service Executive
Surgical Theatre Instruments for Galway University Hospital	Health Service Executive

<p>Framework Agreement for National Distribution Centre Project for Non-Contracted Items</p>	<p>Health Service Executive</p>
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10.1.4 Department of Defence

Procurement in the Defence sector is atypical and is carried out in conjunction with military capability specialists. Many of the procurements of defensive equipment are bespoke requiring a high level of planning and contract management and, by its nature, is subject to security restrictions on reporting.

As Ireland has a limited defensive equipment and service industrial base there is significant resource required to travel abroad to manage contract implementation and meet with specialist suppliers. Future Defence capabilities are being planned as part of the White Paper project planning process which will determine the Defence organisation's requirements.

Defence procurements do not end when they are at contract finalisation stage – post award. There is a significant resource required to manage the contract implementation phase and warranty issues post-acceptance and delivery. Defence equipment has a long life cycle from conception to disposal.

An Equipment Development Planning process is in place, which provides a strategic overview of organisational priorities and future and current capability needs and sets out the capital overlay for the a period of 5 years.

An electronic toolkit has been developed to map project status, this process is reflective of project initiation, project planning and project execution. This planning toolkit assists the Defence Organisation in ensuring capital funds are utilised efficiently and effectively while remaining cognisant of defence capabilities that are the core to the Organisation's functionality both at home and overseas.

Department of Defence Tendering Activity Report as at 31st December 2018

Active Projects	Number of Active projects and Estimated Contract Value	Number and value of projects at Pre- Market stage.	Number and value of projects in market (between Notice and Award)	Number and value of projects Post Award (Contract Finalisation)
Total Projects	51 @ €620m	12 @ €302m	5 @ €108m	33 @ €210m
Projects undertaken as a Contracting Authority				
• Bespoke	51 @ €620m	12 @ €302m	5 @ €108m	33 @ €210m

10.1.5 Local Government

A key component of the local government sector's procurement reform programme is engaging with the SME sector to ensure public procurement is accessible for small businesses. Local authorities work closely with Local Enterprise Offices to engage with SMEs and Procurement Officers to deliver briefing sessions and encourage their participation in public sector procurement.

To simplify the tendering process for micro and small businesses the Local Government Strategic Procurement Centre (LGSPC) developed a suite of concise templates for sub-threshold procurement of goods and services. This development was supported by ISME and each local authority and Local Enterprise Office are using the templates, both to promote engagement with public procurement, and to introduce consistency for suppliers tendering for goods and services in multiple local authorities.

In anticipation of national frameworks for Minor Building Works for the local government and health sectors, the LGSPC and Local Government Operational Procurement Centre (LGOPC) worked with InterTradeIreland and the Local Enterprise Officers to identify the appropriate businesses that could respond. The LGOPC in conjunction with the LGSPC and Inter Trade Ireland hosted a series of 8 regional briefing sessions, with over 350 suppliers in attendance, to promote engagement with the new frameworks. This successful initiative highlighted the potential business opportunities, expected to reach €100 million across the public sector, to the SME sector. The launch was supported by a national advertising campaign and additional internal briefing sessions for housing and procurement staff.

The LGSPC worked with InterTradeIreland to provide pre-framework sector-specific training sessions and to host "meet the buyer" events for small businesses. Discussions are

underway to hold an event for the four Dublin authorities and the surrounding authorities of Louth, Meath, Kildare and Wicklow in 2019.

The Local Government Compliance Support and Policy Officer promoted legal and policy compliance through continued engagement with local authority Procurement Officers, buyers, the OGP and the LGOPC. Engagement with existing central purchasing arrangements is encouraged, with issues raised for discussion and resolution through quarterly meetings of the Procurement Officers forum, Procurement Regional Meetings and the Procurement Advisory Board. The Compliance Support and Policy Officer also meets regularly with both the OGP and the LGOPC to review compliance.

The LGSPC started the development of a Spend Data Management System for the local authority sector. The Spend Data Management system will enable the local government sector to individually and collectively identify spend against procurement arrangements. This level of spend analysis will support the decision-making process when opportunities for new central procurement arrangements are being reviewed and will promote compliance with the centralised procurement model.

The LGSPC continued to support the professionalisation of the procurement function and facilitated training on e-tenders and Quick Quotes for over 160 local authority procurement offices and buyers in addition to providing bursaries to the sector for third level procurement certification. Training has also been provided to sectoral buyers on the OGP Capital Works Management Framework. The LGOPC hosted SupplyGov training for local authority Procurement Officers and buyers and delivered training on SupplyGov and on newly published frameworks.

Live LGOPC Led Projects as at December 31st, 2018

Number of Live Projects	Total Contract Value	Est.	Local Government	Local Government & OPW	OPW	HSE
12	€525,149,573		€393,049,573	€110,000,000	€100,000	€22,000,000

Tendering Activity Report as at December 31st, 2018

Active Projects	Number of Active projects and Estimated Contract Value	Number and value of projects at Pre- Market stage.	Number and value of projects in market (between Notice and Award)	Number and value of projects Post Award (Contract Finalisation)
Total Projects	4 €175,939,968	2 €52,108,859	2 €123,831,109	0
Projects undertaken as a Contracting Authority (LGOPC as CPB)				
• Frameworks	4 €175,939,968	2 €52,108,859	2 €123,831,109	0

Appendix 2 – OGP Strategic Priorities 2019

Office of Government Procurement

Chief Executive Officer: Paul Quinn

1. Reform

Refine the reform programme following Ministerial consultation, increase the focus on procurement compliance through the existing governance structures and strategic engagement, and promote social considerations.

2. Operations

Sourcing Programme

- (a) Complete 23 Framework Agreements and commence an additional 45.
- (b) Complete 11 bespoke contracts and commence an additional 12.
- (c) Complete 1,000 mini competitions.
- (d) Enable Forecast Secured Savings (FSS) of €5m

Continue to refine the operating model to enable greater levels of self-service by clients, freeing up capacity for greater levels of bespoke work.

Conduct an organisational review to determine improvements to OGP's structures, processes and organisation.

3. Construction

Progress the Medium Term Strategy reforms in construction procurement, improving how risk is managed, assessed and planned for. This will be aligned to the work of the Project Ireland Delivery Board and in particular the proposed project tracking and monitoring arrangements.

4. Professionalization

Pilot the Commercial Skills Academy, focussing initially on capital works and the NDP. Alignment will be maintained with Project Ireland, OneLearning and the Project Management actions under the Civil Service Renewal Plan.

5. Digitisation

Transition to eProcurement including:

- Progress the project to procure a new national tendering platform given the contract for eTenders expires in 2020.
- Deliver the eInvoicing Programme, transposing the Directive, establishing the services framework and continuing the communication programme.
- Launch the electronic [European Single Procurement Document \(ESPD\)](#)

6. People

We will continue to develop the OGP as a first class organisation, through our people, with a culture of trust, delivering meaningful outcomes for the State and through strong leadership that inspires our people to be their best. Our OGP People Strategy 2019 – 2021, Empower (to launch in Q1 2019), will set out our path forward in this regard.

Appendix 3 – Current Live OGP Frameworks

Facilities Management Portfolio
Boiler Maintenance
Building Supplies County Dublin
Canteen Furniture and Beam Seating FW
Catering Disposables
Catering Equipment (Light Equipment) Framework
Catering Services Framework
Confidential Shredding
Electrical Goods (White Goods & Other Small Appliances)
FCL001F Multi Supplier Framework Agreements for the supply of Cleaning Supplies and Equipment
FCL018F - Commercial Cleaning Services to Central Government, Education Sector, An Garda Síochána, the Irish Prison Service, and the Defence Forces
Fire Alarm Maintenance
Frozen Goods Framework
Heavy Commercial Catering Equipment Framework
Hospitality Services Framework
Lift Maintenance
Multi Supplier Framework Agreement for Cash Coin Collection Services
Multi Supplier Framework Agreement for Security Services
Multi Supplier Framework Commercial Cleaning Services For Local Government
Multi Supplier Framework for the Provision of Window Cleaning Services throughout the state
Personal Protective Equipment Framework
Pest Control Services Framework
Portable Fire Fighting Equipment
Provision of Meat, Poultry, Fish & Eggs
Provision of Waste Management Services
Records Management Services Framework
Sanitary Hygiene Services
Single Supplier Contract for the provision of Water Coolers, Water Coolers and Point of Use Coolers
Standard PPE Security Sector

Information, Communications and Technology & Office Equipment Portfolio

ICT RESEARCH & ADVISORY SERVICES,
Applications Licensing Solution Reseller (LSP) ,
Enterprise Application Support Services,
COMPUTER DEVICES FA,
MAILROOM EQUIPMENT,
SAN, NAS & SERVERS ,
CRM (CUSTOMER RELATIONSHIP MANAGEMENT) FRAMEWORK,
Virtualisation Software and Associated Reseller Services
Backup/recovery/replication software,
PHYSICAL FIREWALLS FRAMEWORK,
Video Conferencing Equipment,
PC Break Fix
Security Software and Associated Reseller Services
Software Asset Management Services,
Network / Communications Equipment ,
Wide Area Network Connectivity,
ICT PROFESSIONAL SERVICES,
Mobile Voice & Data Services
Professional Services Portfolio
Multi Supplier Framework Agreements for the Provision of Accounting, Audit and Financial & Economic Services
Provision of Insurance Brokerage Services to the University Sector
National Framework for Architect Led Design Teams to support Housing Strategy 2020,
Stenography & Transcription Services - All PSBs - Multi-Supplier -
PBF035F Single Supplier Framework Agreements for the Provision of Merchant Acquiring Services & Payment Gateway Provider Services
Legal Services - PSBs excl. Central Government - Multi Supplier - 11 Lots
Legal Services - All Local Government - Multi Supplier - 9 geographical Lots -
Legal Services - ETBs - Multi-Supplier - 5 Lots
Provision of Insurance Services to the Public Sector
AoG Framework for the Provision of Property and Valuation Services
Government Banking Services

All of Government (AoG) Multi Supplier Framework for Market Research & Surveys Consultancy Services
All of Government (AoG) Multi Supplier Framework for Procurement Consultancy Services
All of Government (AoG) Multi Supplier Framework for Business and Management and ICT Consultancy Services
Spotbuy Portfolio
Framework For Open Data Technical Assistance
Travel, Human Resources and Managed Services Portfolio
Towing Management Louth, Management of recovery, storage, disposal and associated administration of vehicles seized by An Garda Síochána
Interpretation Services
Towing Management DMR West, Management of recovery, storage, disposal and associated administration of vehicles seized by An Garda Síochána
Translation Services
Employee Assistance Service
Pre-retirement Planning Programme for Civil Service employees
Executive Search Services
Passenger Ground Transportation
Business Support Services and Resources, Business Support Services and Resources
Courier Services - International
Courier Services - Island of Ireland
Framework Agreement for Rapid Delivery Housing
Managed Parking Services National Framework Agreement
Health & Safety Training and Advisory Services
Learning & Development Training Services for the Civil Service
Framework for Open Data Training Services
Debt Management Framework
Irish Language Translation Services
Travel Management Services
Multi-Party Framework for the provision of Professional Photography Services
Occupational Health Services: Employment Related OHS (2)
Framework for Investigative Services under the Protected Disclosures Act 2014
Class B Fire Tenders
Manual Handling & People Moving Training
Occupational Health Services, Occupational Health Services

Framework for Training Services under the Protected Disclosures Act 2014
Taxi Services Greater Dublin Area
Data Protection Training
Utilities, Fleet, Print & Managed Print Services Portfolio
Multi Supplier Framework Agreement for the Supply of Natural Gas to Public Services Bodies in Ireland
Single Supplier Framework Agreement for the supply of Bulk Liquid Fuels (Liquefied Petroleum Gas (LPG) both Bulk and Cylinder) to PSB
All-Terrain Vehicles
Compact Road Sweepers Framework
Pitch Specialists Framework,
Tools & Hardware Framework (Phase 1),
Single and Crew cab Tippers vehicles
Landscaping Equipment Framework,
Supply of Large Executive Vehicles 2016
Supply of Vans and Sport Utility Vehicles (SUV's) 2016
Fleet Maintenance Framework,
Large and Medium Sweepers
HGV Vehicles, Single and Crew Cab, Chassis only
Police specification vans
The provision of Vehicle Fitout and Reconditioning Services
Vehicle Tyre Framework,
Supply of Motorbikes 2016
Garda Specification Vans - Medium
Cars-Police Specification and Standard
Supply of Minibuses
Pick Up Trucks 2018
Media Monitoring Framework,
Managed Events Framework,
Media Planning & Buying Framework,
Creative & Digital Campaign Services Framework Agreement
Customised Envelopes Framework,
Managed Print Service FW 2016
Paper Framework 2017

Framework Agreement for the Supply of Purchasing Card Programmes
Office Supplies Framework 2016
ICT Consumables
General Print Services Framework for Print over €25k
General Print Dynamic Purchasing System,
- Public Relations Services

Appendix 4 – Frameworks put in place by the OGP for 2018

PPMS ID	CATEGORY	OGP Project Code	Project Type	Process Stage	Parent Customer	Description	Year	Contract Val (Total)	Delivery Date
5636	Managed_Services	THR022F	FW	6.1 Project Completed	Solas	External Contract FET Training for ETB/Solas Network	2018	€160,000,000	09Apr2018
7063	Travel_HR_Services	THR017F	FW	6.1 Project Completed	HSE	SKILL Training Programme (FETAC Levels 3 / 4-6),SKILL Training Programme	2018	€2,470,000	25Jun2018
10561	ICT_Office_equipment	ITC012F	FW	6.1 Project Completed	Office of Government Procurement	Mobile Voice & Data Services - Parent	2018	€58,775,000	10Jan2018
11723	Travel_HR_Services	THR0028F	FW	6.1 Project Completed	Office of Government Procurement	Manual Handling & People Moving Training	2018	€750,000	22Aug2018
12822	Marketing_Print_Stationery	MMP044F	FW	6.1 Project Completed	Office of Government Procurement	12822 - Public Relations Services	2018	€37,400,000	21May2018
12877	Professional_Services	PLI084F	FW	6.1 Project Completed	Dept. of Public Expenditure & Reform	Legal Services - DPER - Employment Law	2018	€750,000	08Aug2018
13110	Spot Buying	EMS020F	FW	6.1 Project Completed	Office of Government Procurement	Framework for Investigative Services under the Protected Disclosures Act 2014	2018	€1,000,000	17Apr2018
13185	Facilities Management_Maintenance	FBM064F	FW	6.1 Project Completed	Office of Government Procurement	Building Supplies County Dublin	2018	€3,684,000	14Sep2018
13960	Fleet_Plant	KFP046F	FW	6.1 Project Completed	Office of Government Procurement	Cars-Police Specification and Standard	2018	€3,511,560	30Jan2018
14250	Professional_Services	PBF089F	FW	6.1 Project Completed	Office of Government Procurement	Government Banking Services	2018	€42,000,000	07Jun2018
15334	Travel_HR_Services	THR030F	FW	6.1 Project Completed	Solas	Agency Staff Services	2018	€7,600,000	08May2018
15389	Professional_Services	PLI088F	FW	6.1 Project Completed	Adoption Authority of Ireland	Legal Services - AAI - Full Service	2018	€1,702,539	16Aug2018
17297	Professional_Services	PAS097F	FW	6.1 Project Completed	Office of Government Procurement	All of Government (AoG) Multi Supplier Framework for Business and Management and ICT Consultancy Services	2018	€112,000,000	28Aug2018
17575	Professional_Services	PLI094F	FW	6.1 Project Completed	Office of the Regulator of the National Lottery	Legal Services - Office of the Regulator of the National Lottery	2018	€500,000	05/12/2018
17622	Managed_Services	TTT035F	FW	6.1 Project Completed	Dept. of Justice & Equality	Accommodation for The Irish Refugee Protection Programme (IRPP)	2018	€30,000,000	09Jul2018
17737	Fleet_Plant	KFP053F	FW	6.1 Project Completed	Office of Government Procurement	Class B Fire Tenders	2018	€6,000,000	19Apr2018
17738	Travel_HR_Services	THR035F	FW	6.1 Project Completed	Office of Government Procurement	Data Protection Training	2018	€760,000	28Sep2018
17822	Professional_Services	PLI099F	FW	6.1 Project Completed	Mental Health Commission	Legal Services - Mental Health Commission - Full Service	2018	€2,000,000	23Apr2018
18475	Professional_Services	PLI102F	FW	6.1 Project Completed	Medical Council	Legal Services - Medical Council - Corporate & Commercial and Regulatory	2018	€15,500,000	04Dec2018
18515	Travel_HR_Services	THR032F	FW	6.1 Project Completed	Office of Government Procurement	Occupational Health Services: Employment Related OHS (2)	2018	€2,000,000	12Feb2018
18987	Travel_HR_Services	TTT037F	FW	6.1 Project Completed	Office of Government Procurement	Taxi Services Greater Dublin Area	2018	€5,000,000	30Aug2018
19054	Professional_Services	PAS103F	FW	6.1 Project Completed	Office of Government Procurement	All of Government (AoG) Multi Supplier Framework for Market Research & Surveys Consultancy Services	2018	€20,000,000	23Jul2018
19055	Professional_Services	PAS104F	FW	6.1 Project Completed	Office of Government Procurement	All of Government (AoG) Multi Supplier Framework for Procurement Consultancy Services	2018	€8,000,000	10Aug2018
19137	Facilities Management_Maintenance	FCT036F	FW	6.1 Project Completed	HSE	Fresh Fruit and Vegetables for HSE	2018	€22,628,700	21Nov2018
19279	Travel_HR_Services	TTT038F	FW	6.1 Project Completed	Dublin City University	Field trip management services	2018	€200,000	24Sep2018
19461	Managed_Services	EMS036F	FW	6.1 Project Completed	Dept. of Justice & Equality	FW Agreement for the provision of premises within the Sligo Region incl. the provision of management, catering, housekeeping, general maintenance and security services for persons seeking Intl. Protection	2018	€10,300,000	13/12/2018
19531	Fleet_Plant	KFP055F	FW	6.1 Project Completed	Office of Government Procurement	Supply of Minibuses	2018	€816,000	31Aug2018
19642	Managed_Services	EMS038F	FW	6.1 Project Completed	NUI Galway	Self Catering Student Accomodation - NUIG	2018	€480,000	18/12/2018
20487	Fleet_Plant	KFP059F	FW	6.1 Project Completed	Office of Government Procurement	Pick Up Trucks 2018	2018	€3,600,000	21Nov2018

