Dún Laoghaire Institute of Art, Design and Technology (IADT)

Corporate Procurement Plan
2023

TABLE OF CONTENTS

1. Introduction

1.1 Governance Requirements

The Code of Governance of Irish Institutes of Technology 2018 as adopted by the Governing Body of IADT on 10th January 2018 and as amended for 2022 requires the Institute to develop and publish an annual Corporate Procurement Plan (IADTCPP), (section 8.18 of the Code). The IADTCPP for 2023 has been developed by the Institute Executive, has been reviewed by the Audit and Risk Committee of Governing Body and approved by the Governing Body.

1.2 National Requirements

A National Procurement Policy Framework is in place and it requires all public bodies to include Procurement Management Reform as one of the key strategic policies and to develop and update Corporate Procurement Plans in accordance with current best practice. The Office of Government Procurement (OGP) was established in 2014, as part of the Department of Public Expenditure and Reform. It operates in four key sectors (Health, Defence, Education and Local Government) and takes responsibility for sourcing all goods and services on behalf of the Public Service, as well as taking responsibility for procurement policy and procedures. The Education Procurement Service (EPS) based in the University of Limerick has been incorporated into the OGP Model as a Category Management Agency and is now the Education Hub for the OGP. Where the OGP has a framework in place for particular goods or services, the Institute is obliged to purchase under that framework, except where it can be clearly shown that we can procure those goods/services cheaper ourselves.

HEAnet has been established to provide a range of network services to the higher education sector and procurement of ICT networks and equipment through framework agreements is included in the services offered.

EduCampus Services has been established to provide and manage a range of Management Information Systems critical to the operation of IADT, these include: Financial Management System, HR and Payroll Records Management System, Library Management System, Student Records System. EduCampus is responsible for the procurement of these services on behalf of its clients.

1.3 Objectives

The principle objective of the National Policy on Procurement is to achieve greater value for money for the public sector having regard to probity and accountability. In meeting this objective, the Institute will ensure that its policies and procedures enable all purchasing to be done in a strategic and coordinated manner, and that the future purchasing needs of the Institute are addressed. While cost is a determining factor in value for money outcomes, other factors to be considered can include: quality, delivery times, level of services from supplier, compatibility with existing equipment and processes.

Through the OGP and its four key sector procurement functions, the Public Service speaks with "one voice" to the market for each category of expenditure, eliminating duplication and taking advantage of the scale of public procurement to best effect. This move is in line with

best practice in the public and private sector and is part of the continuing reform programme being driven by the Department of Public Expenditure and Reform.

The objective of this plan is to outline IADT's commitment to efficient procurement practices, as well as meeting the obligations under the Code of Governance and the National Policy Framework, and in line with the OGP Guidelines.

In support of the National Procurement Policy requirements, IADT has developed and published its Procurement Policy 2017, which sets out the policies and procedures in respect of procurement that are followed by IADT.

1.4   IADT Procurement Mission Statement, Values and Goals

Mission Statement

IADT is committed to operating its procurement in accordance with national and EU guidelines, directives and regulations and has developed a Procurement Policy to reflect this. IADT is also committed to operating its procurement under the national procurement model, which has a number of mechanisms in place to facilitate Public Sector organisations in the achievement of value for money and efficiencies in their procurement. These mechanisms include, but are not limited to, framework agreements and drawdowns.

In instances where the national procurement model does not have a mechanism in place for a particular purchase (framework/drawdown), it is the intention of IADT to comply with the relevant Public procurement guidelines available from the OGP website.

Values

IADT's Values are set out in its Strategic Plan 2019 – 2023 "Better Futures Created Together". IADT conducts all of its procurement processes in support of these values and as set out below:

- All IADT Procurement will be conducted to the highest ethical standards.
- All IADT Procurement will be compliant with all governing legislation and, in particular, all taxation requirements
- All IADT Procurement will be conducted in an open and transparent manner consistent with the rights to confidentiality expected by suppliers and/or potential suppliers.
- All IADT Procurement will be conducted for the sole purpose of providing a benefit to IADT.
- All IADT Procurement will be conducted to ensure that IADT achieves Value for Money.
- All IADT Procurement will give consideration to protecting the environment, reducing the Institute's carbon footprint and to green procurement.
- All IADT Procurement will operate within the general principles of Equality, Diversity and Inclusion.

Goals

- To ensure that value for money is achieved in all purchasing activity.
- To ensure that the Institute's procurement policies and procedures comply with Irish and EU public procurement regulations and to ensure that staff members are familiar with and observe all public procurement guidelines and regulations as applicable to their role.
- To ensure that the Institute's procurement policies and procedures comply with all statutory requirements.
- To streamline, consolidate and, where possible, improve on purchasing practices.
- To provide support across the Institute and to improve training and skills in the purchasing area.
- To compare pricing and methodologies with other institutions and/or public sector bodies to ensure, where possible, that value for money is being obtained.
- To ensure that stocks are kept to a workable minimum.
- To ensure that staff members utilise the contracts put in place by the Institute to obtain value for money and better quality and service. This should also lead to a reduction in the number of suppliers to the Institute, thereby making savings in administrative time and costs.
- To enable the Finance Office to match invoices against orders and deliveries and therefore to streamline the invoicing process.

1.5   IADTCPP Objectives

This Corporate Procurement Plan [1] (IADTCPP) is a key tool in facilitating the national procurement model in identifying procurement priorities.

The mechanism for the achievement of the IADTCPP objectives are set out in the table below:

Objective	These objectives will be achieved in a number of ways including
• achieve efficiencies and cost reduction through the procurement process • achieve IADT's strategy by aligning Institutional objectives and procurement requirements • increase the proportion of spend with contracted suppliers drawn from national frameworks • ensure compliance with all relevant policies and procedures.	• by taking a strategic approach to procurement • by ensuring compliance with all relevant policies and procedures • by budget holders engaging with the OGP for their procurement solutions, and • by budget holders reviewing the framework agreements and contracts that are available prior to making procurement decisions

---

[1] The requirement to have a Corporate Procurement Plan (CPP) was set out in the National Public Procurement Framework 2005.

Objective	These objectives will be achieved in a number of ways including
• enhance leadership and governance, awareness and skills within the procurement operations of each functional area • support an efficient devolved procurement function within faculties, directorates, departments and offices.	• by providing appropriate and periodic training to budget holders on procurement policies, procedures and best practice, • by engaging budget holders with the development and implementation of the Corporate Procurement Planning process
• deliver a common, corporate process of strategic sourcing, supplier relationship development and contract management that supports the national procurement model	• by establishing and assigning clear roles and responsibilities • by completing the Multi-Annual Procurement Plan (MAPP)(Appendix 1) and sharing it with EPS • by complying with the processes set out in the national procurement model • by developing supplier relationships and monitoring the quality and delivery of goods and services, and • by reference to guidance in sections 3 and 4
• continue a category management approach to procurement across the institution	• by aligning (where possible) the general ledger and the category management approach to procurement, and • by adopting a consistent approach to procurement and the raising of purchase requisitions and purchase orders on the finance system
• support the Department of Public Expenditure and Reform (DPER) by implementing their strategies such as the national Procurement model in an effort to increase procurement efficiencies and e-invoicing to further enhance efficiencies and value for money.	• by utilising the procurement solutions and guidance put in place • by implementing a multi-annual procurement plan (refer Appendix 1) • by implementing e-invoicing, and • by sharing feedback with the OGP on areas of potential improvement

1.6   Value for Money

All staff members of the Institute have a responsibility for achieving value for money in procurement, and a responsibility for ensuring that the procurement processes in which they are involved comply with IADT and National Procurement Policies. This applies to all spending regardless of the source of funding. All budget holders have a responsibility to ensure that best practice is followed in their own areas, and that both they and their staff are aware of

and are implementing all updates, in particular that they are aware of all new and upcoming frameworks from the OGP. The Audit and Risk Committee of Governing Body needs to be satisfied that the Institute has adequate structures in place to promote economy, efficiency and effectiveness in its procurement practices, as well as ensuring that the guidelines from the OGP are being adhered to.

2. Structure of Procurement within IADT

2.1 Structure of Procurement within IADT

IADT operates a devolved procurement structure with all Budget Holders directly responsible and accountable for all non-pay procurement within their operational area. The IADT Procurement Policy sets out the specific responsibilities for staff members, along with the levels of authorisation by category of staff.

The Secretary/Financial Controller provides guidance in respect of procurement, the procurement policy, national and EU Guidelines, Directives and Regulations.

2.1.1 Role and Responsibility of Budget Holders

Budget Holders in IADT are responsible and accountable for all non-pay expenditure and procurement within their operational area as defined within the IADT Procurement Policy. Certain services are limited to procurement through defined Budget Holders as outlined within the Policy.

In line with the requirement of national procurement guidelines and budgetary efficiencies, Budget Holders are required to avail of centralised and coordinated procurement opportunities wherever possible. The Finance Manager regularly reviews expenditure across all budget headings and implements cross-institute procurement for regularly purchased and standardised items.

All purchasing that requires advertising through the national and EU Tendering Procedures are reviewed by the Secretary/Financial Controller. The Estates and Facilities Manager and the ICT Manager are authorised to review specifications in respect of their areas of authority and expenditure. All tenders are evaluated using either the lowest cost or MEAT criteria, and the appropriate evaluation methodologies are developed and implemented for each process.

Purchasing may be further devolved within a budget area in accordance with the authorisations identified within the Institute's Procurement Policy and therefore it is the responsibility of the Budget Holder and/or each person involved in procurement:

- to keep up to date on changes to procurement guidelines/thresholds, regulations and circulars, and to implement them ensuring compliance with public procurement guidelines;
- to utilise the national procurement model and the frameworks where available for all procurement spend;
- to retain all supporting procurement documentation (e.g. quotes, tenders) in accordance with the Institute's Records Management Policy.

2.1.2   Role and Responsibility of Staff Members

All Staff Members, where they are involved in any procurement process have responsibilities on behalf of the Institute as follows:

- To ensure that processes within which they are involved are open, transparent, honest and provide the best value for money for the Institute;
- To ensure that they act honestly and with integrity in respect of all processes;
- To report any concerns regarding procurement through the appropriate process and, if necessary, through the IADT Protected Disclosures Policy.

2.1.3   Role and Responsibility of the President

The President is the Accountable Officer for the Institute and is accountable to the Governing Body, the HEA, the Department of Higher and Further Education, Research, Innovation and Science, the Comptroller and Auditor General and the Public Accounts Committee of the Oireachtas in respect of compliance with the Institute's Policy, National Procurement Guidelines and EU Directives and Regulations.

2.1.4   Role and Responsibility of the Secretary/Financial Controller

The Secretary/Financial Controller has overall responsibility for procurement in IADT and provides guidance to all Budget Holders in respect of procurement in IADT. The Secretary/Financial Controller provides periodic reports to the Audit and Risk Committee and to the Governing Body as required.

The Secretary/Financial Controller has specific responsibilities with respect to procurement of legal services, and is the Institute's signatory on all procurement contracts exceeding €25,000 in value.

2.1.5   Role and Responsibility of the Finance Manager

The Finance Manager has overall responsibility for the purchase-to-pay cycle and for accounting for all Institute expenditure.

Additionally, the Finance Manager has responsibilities for:

- entering into Framework Agreements established by the OGP in respect of Institute-wide purchasing requirements where relevant;
- putting in place organisation-wide contracts while ensuring compliance with Institute procedures and Irish and EU regulations;
- negotiations on financial and payment matters with regular suppliers.

2.1.6   Role and Responsibility of the Finance Office

The Finance Office and the Staff in the Finance Office have no specific role in procurement except in respect of procurement for the Finance Office. The Finance Office make payments to suppliers where a valid invoice has been received, and where a Purchase Order has been raised and a record of the receipt of the goods or services has been received.

The Finance Office is responsible for ensuring that the requirements of the Revenue Commissioners are adhered to and that the Institute pays and accounts for all required taxes.

2.2   Procurement Webpage

IADT hosts documents, policies, procedures and guidance on its website [IADT Procurement Policy](#)

2.3   Systems and Training

In addition to the Institute's published policies, procedures and guidance documents, IADT provides regular briefings to staff involved in procurement with respect to changes within the documents and procurement trends.

3.   Key Areas of Concern/Common Issues/Lessons Learned

The sections below are areas of importance that have caused concern for the OGP; IADT's process is outlined with respect to these.

3.1   Procurement Support Request (PSR)/Supplementary Request for Tender (SRFT)

- IADT manages its procurement process to ensure that procurement occurs as early as possible to provide the necessary time to complete the process, and this includes the time- frame to provide the OGP with the opportunity to conduct the appropriate process and the time necessary for advertising through the e-tenders process, where required.
- IADT will complete the appropriate PSR/SRFT process and communicate with the OGP Customer Service Helpdesk in a timely basis [refer to the OGP Framework time matrix], this commences the procurement process.
- IADT will utilize the OGP Self Service process wherever permitted by the OGP and appropriate to the nature of the procurement.
- The responsibility for sourcing goods/services rests with the OGP or the sector Hub, other than where PSRs are returned to IADT for self-procurement, in which case the responsibility will revert to IADT to procure.

3.2   Contract Management

- Responsibility for creating, signing and management of the contract rests with IADT; this includes the identification of key performance indicators (KPIs) that should go into the contract, using the contract template (available from the OGP Customer Service Helpdesk);
- As a general rule, contracts with suppliers should be utilised where possible, in an effort to develop efficiencies in procurement. When considering procurement, the long-term (3 or 4 years) and aggregation for the supply of the goods/services should be considered rather than addressing the immediate supply need;
- When utilising an OGP Framework Agreement, or an OGP drawdown solution, a contract needs to be put in place with the supplier and the responsibility for this rests with IADT. The OGP Customer Service Helpdesk can advise on the procedure to follow; and
- Ongoing monitoring of the contract by IADT Budget Holders is important to ensure agreed services and performance levels are delivered and rates are being applied by the supplier.

3.3   Supplier Relationship Development

- Strong relationship management with suppliers is vital to ensure the smooth and efficient management of contracts. The management of supplier relationships forms an important part of the contract management process, and best practice dictates that it should be operative for all contracts, especially where the nature of the goods or services supplied are recurrent.
- Meetings with the supplier will facilitate both parties to set out their requirements and expectations to ensure the required goods and services are provided as and when required. Where this is not formally documented as part of the tender or service level agreement (SLA) process, it should be formally documented to facilitate ongoing monitoring of the supplier delivery of the goods/service contract.
- Periodic meetings with a supplier will provide both parties with an opportunity to raise issues to enhance the quality of service being provided. These should be documented and shared with the supplier and should include any agreed actions to be taken. They will also assist in building a relationship with the supplier.
- At least annually, a formal review of performance management should be undertaken against the criteria set out in the tender document and/or SLA to evaluate the quality, service and value for money being obtained. The output of the performance review should support the decision to continue the contract (where appropriate), or to initiate a new tender process where appropriate.
- Where contracts are part of a Framework Agreement or a Drawdown solution put in place through the OGP, it is also important that output from monitoring the contract delivery is made known to the OGP through the Customer Service Helpdesk.

3.4   Higher Education Representation in the National Procurement Model

- When requested by the OGP/EPS, HEIs have a responsibility to provide representation:
  - o   to category councils on behalf of education to develop category strategy; and
  - o   to sourcing teams to evaluate potential framework bidders.

3.5   Covid-19

In early 2020, the Covid-19 Pandemic reached Ireland and has impacted on the operation of the Institute. Elements of these restrictions remained at the end of the calendar year 2021.

From March 2020, a significant majority of IADT staff and particularly those with responsibility for procurement and purchasing have been working remotely from Campus for a portion of their working week. Remote working facilities such as LogMein and other remote access systems have been implemented and are being used by staff. From September 2021 and September 2022, a significant return to on-campus working has been taking place. While this facilitates a greater return to the best practice methods used in procurement available prior to March 2020, IADT will continue to utilise best practices developed and implemented during the pandemic period.

The use of scanned and digital signatures has been required in the execution of contracts where physical signatures have not been available.

A system's upgrade of Agresso has been implemented during this period and this has enhanced the accessibility of Agresso for remote working.

4. Purchasing Policy and Procedures

4.1 Policies and Procedures

Institutes of Technology, including IADT, are obliged to follow the national policies and procedures as set out in the National Procurement Policy Framework and the Office of Government Procurement (OGP).

IADT has established and implemented a Procurement Policy to reflect the requirements of the National Procurement Policy Framework.

4.2 Procurement Guidelines

Set out below is a list of reference documents to assist IADT Staff members with procurement, these are also referenced in the IADT Procurement Policy: http://www.iadt.ie/about/procurement.

Guidance Source	Detail
Circulars	Department Circulars are issued relating to procurement by the Department of Public Expenditure and Reform and previously the Department of Finance. These circulars are also available through the eTenders website below.
eTenders	This website is a central facility for all public sector contracting authorities to advertise procurement opportunities and award notices.
Office of Government Procurement	This website provides access to the Buyers Zone which lists the framework agreements and the drawdown arrangements that are in place, and which should be used where appropriate.

Public Procurement Guidelines	These guidelines should be followed where the OGP does not have a procurement mechanism in place for the particular purchase being made. The latest version of this document can be found on both the OGP website and the eTenders websites. This document has a number of valuable resources included. The table of contents for the Guidelines are set out below:
	• Key Principles
	• Encouraging SME Participation
	• Environmental, Social and Labour Provisions · Main Phases of Public Procurement:
	   o Pre-tendering phase
	   o Below Threshold – National Guidelines
	   o Above Threshold – EU Rules
	   o Framework Agreements
	   o Electronic Procurement

	• Monitoring and Reporting • Freedom of Information • Contacts • Glossary • Frequently Asked Questions • Key Documents/Websites • EU Thresholds • Model Letters for below Threshold • Light-Touch Regime • OJEU Time Limits in the 2016 Regulations • Model Letters for Above EU Threshold • Checklist for Procurement and Contract File • Disclosure of records – Information Commissioner
National Public Procurement Policy Framework 2005	This document sets out an overarching policy objective for public procurement. It sets out the aims of national public procurement policy, including the requirement to give practical expression to it in a corporate procurement plan.

It is the responsibility of each person involved in procurement in IADT to keep up to date on changes to procurement guidelines/thresholds, regulations, circulars and to implement them ensuring compliance with public procurement guidelines.

4.3   Purchases Cycle Overview

Purchase orders are raised through the finance system (Agresso) and are approved by the Budget Holder or other authorized personnel. When the goods are delivered to stores or the receiving department, a Goods Received Note (GRN) is completed in Agresso and this is printed and forwarded to the creditors section in the Finance Office. As invoices are received in the Finance Office from the suppliers, they are matched to the GRN's, posted and paid through Agresso. Some or all of this process may be conducted digitally and/or by e-mail. Purchase Orders are also reviewed by the Finance Office for correct coding and budget assignment.

For a summary of the decisions to be made before making a purchase, please see the diagram available here: Procurement Decision Tree.

4.4   Budgets

Each Faculty/Department/Functional Office is allocated a non-pay budget for the calendar year and this is assigned to the relevant cost centre (sub-account) in Agresso. Due to the process in translating the Government's Budget Statement (October each year) to local Institute and sub-Institute budgets, the Institute budget allocation process may not be completed until April in any one year. In such circumstances, prior year budgets will be rolled over on a monthly or quarterly basis to enable procurement to continue. As Purchase Orders are placed by Faculties/Departments/Functional Offices, they are checked against the budget amount, less any invoices already posted and other orders placed but not yet matched to invoices for the Faculty/Department/Functional Office. Agresso will not permit orders to be saved in the system where the value of the PO exceeds the available

remaining budget. Budgets are agreed on a calendar basis and input to Agresso on a periodic basis to ensure that there are sufficient funds available to the Faculties/Departments/Functional Offices for the full calendar year.

5. Corporate Procurement Plan Timing, Retention and Distribution

5.1 Corporate Procurement Plan Format

This Corporate Procurement Plan (IADTCPP) document is divided into two parts as follows:

The IADTCPP	The IADTCPP sets out IADT's mission, values and objectives in respect of procurement and its commitment to compliance with the centralised national procurement model. The plan sets out how IADT plans to achieve these and sets out the roles and responsibilities of staff involved in the procurement process.
IADTMAPP	The IADT Multi-Annual Procurement Plan (IADTMAPP) contains the analysis of anticipated procurement requirements by year/category and spend. The appendix will be issued to the EPS for their analysis of future public sector procurement requirements.

5.2 Timing

The IADTCPP and the IADTMAPP will be completed no later than 1st November in each year. The IADTCPP and the IADTMAPP will be approved by the Audit and Risk Committee prior to submission to the EPS. The IADTMAPP should be submitted to EPS no later than 1st November of each year. The EPS will aggregate requirements across the Education sector and provide the OGP with a detailed list of the future requirements over a three-year period.

The timing of the IADTMAPP will facilitate the completion of your 'Start of Year' ICT related expenditure requirements, under DPER Circular 02/2016.

5.3 Retention

Once completed, the IADTCPP will be retained where staff members have online access to it.

5.4 Distribution

To achieve maximum value and benefit from the IADTCPP, once it is completed, the IADTMAPP should be distributed to the following:

- Internally
  - o   All budget holders, and
  - o   All staff involved in procurement.
- Externally
  - o   Head of Sourcing, Education Procurement Services.

Once the information is collated by the EPS, the information will be made available to the OGP for planning and operational purposes.

On request (during a review/audit etc.), the IADTCPP and appendices will be made available to the HEA, DES, Comptroller and Auditor General (C&AG), OGP, EPS and IADT's Internal Auditor for a compliance and governance oversight perspective.

6. The Multi-Annual Procurement Plan

To inform the IADT Multi-Annual Procurement Plan (IADTMAPP) (Appendix 1), a number of tools are applied such as a review of the historical spending profile, identification of high volume/low value procurement transactions, a review of future procurement requirements aligned to the annual budget and procurement in relation to the longer term strategic plan of the Institution. This should include procurement in relation to grants of funding, philanthropic and research funding.

It is recognised that during the year, institutional/faculty/directorate/departmental priorities may change, resulting in changes to procurement priorities. These changes should be notified to the Finance Manager and recorded in the IADTMAPP to ensure it remains relevant and up to date. All items with a projected cumulative spend of €20,000 over the 3-year period should be included in the IADTMAPP. If spend is approaching the €20,000, or if in doubt of the value of spend, it is suggested that the item be included in the IADTMAPP.

In addition to the above, circular 02/2016 indicates that ICT related spend taking into account the whole of life cost and must estimate any potential cost for any associated or follow-on projects.

6.1   Historical Spending Analysis

The purpose of the historical spend analysis is to:
•   Inform the drafting of the IADTMAPP
•   Support the high-level strategies for the identified categories of spend
•   Identify opportunities for improvement in terms of saving costs
•   Identify opportunities for working in a more efficient manner
•   Identify a number of Key Performance Indicators that can be used to monitor review the impact of implementing the IADTMAPP

To inform the drafting of the IADTMAPP, analyse 3 years historical spend records to identify:
•   Categories of spend; and
•   The amount of spend by category.

The identification by category and category spend can be undertaken initially by reference to the General Ledger. Once this is completed, a more detailed review on the categories/ product group will be required to identify product code descriptions (if not already established) facilitating the identification of various purchases. Below is an example of a Product Group and Product Code Descriptions.

Example:

Product Group:	AUDIOVISUAL/MULTI MEDIA/EVENTS	COMPUTING, I.T., TELECOMS
Product Code Description:	AV EQUIPMENT	DESKTOP PRINTERS

| **Name of product**	Projector	-

The output of the above analysis will identify the purchases that have been made over the last 3 years by product group, product code description and name of product and this information should be populated into the template in Appendix 1. When populating the amount, please ensure that the figures do not include VAT. It is likely that the majority of spend for the institution is with three of four budget holders (e.g. Estates and Facilities, Information Communications Technology, Finance, Student Experience).

Taking the information now populated in Appendix 1, the following should be undertaken:
• Establish how the goods/services are procured (e.g. OGP Framework, OGP Drawdown, Mini-competition, IADT's own arrangement);
• Identify purchases of key importance either by difficulty to acquire, risk or criticality;
• Identify the incumbent suppliers providing the goods/services;
• Identify the contract renewal date;
• Identify where appropriate who is responsible for each procurement/contract renewal

From the Data analysed in the 2022 Corporate Procurement Plan and 2022 MAPP, the following tables identify the basis of the sourcing of existing and projected IADT expenditure.

IADT Forecasted Expenditure to 2023

- Centrally Procured: 51%
- Self-Procured: 23%
- Pre-National Framework Agreement/Contract: 15%
- Not Applicable: 11%

Source: EPS IADT MAPP Report 2022

IADT Forecasted Expenditure by Category to 2023
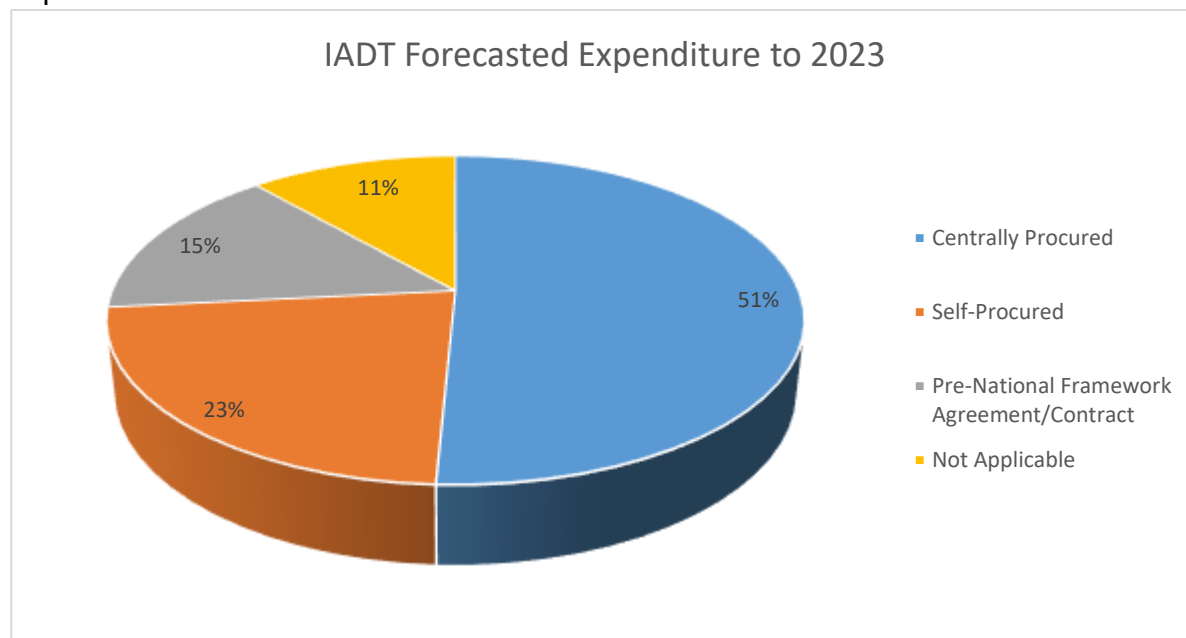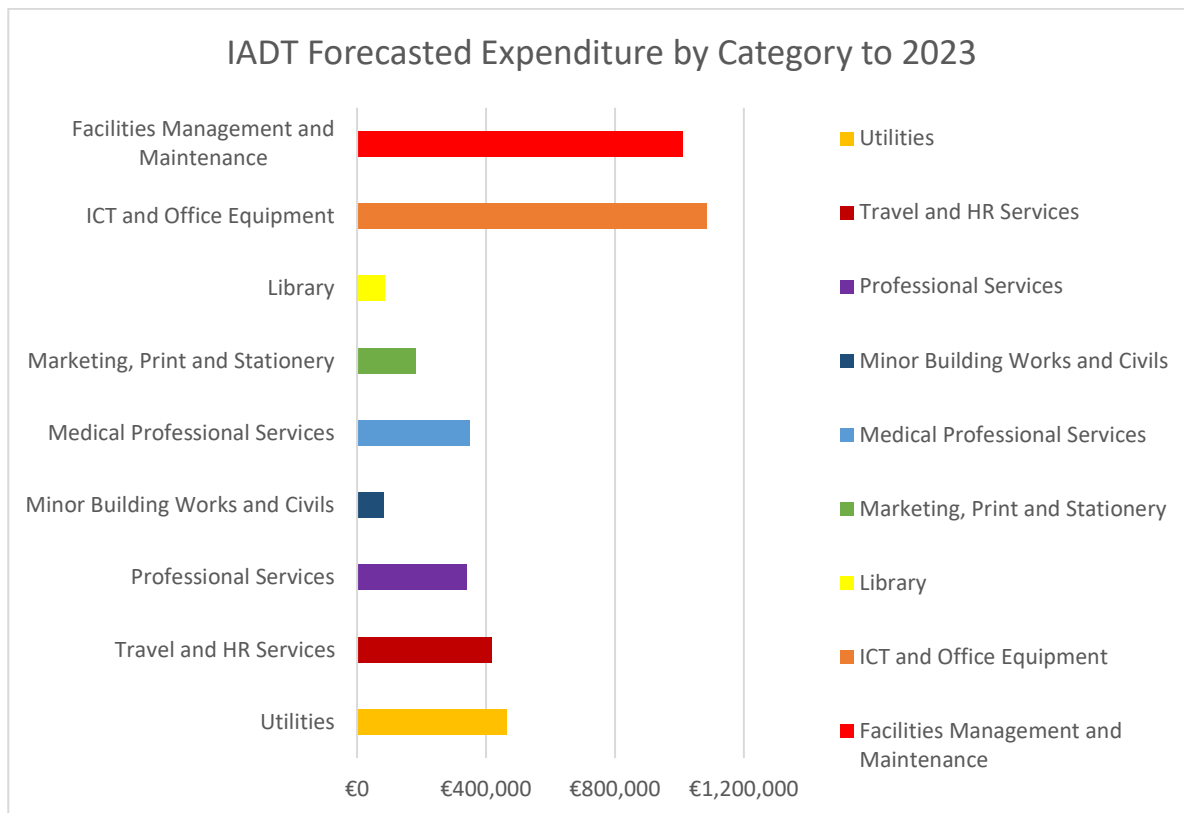
Source: EPS IADT MAPP Report 2022

6.2   Analysis of High Volume/Low Value Purchases

By identifying purchases that are of low value but high volume across the Institute, potential areas where procurement could be more efficient may be highlighted. The purpose of this analysis is to identify if there is a more efficient way to procure those goods and services. Therefore, the steps are to:

*   Extract a report identifying all purchase orders by product group, product code description and supplier;
*   Identify the number of purchase orders and the total spend by supplier by product group, product code description;
*   Populate the details into the spreadsheet in Appendix 1, including the number of POs raised.

6.3   Review of Future Procurement Requirements

Having completed the historical analysis, the Budget Holders for each Faculty/Department/ Functional Area will be provided with the template and, based on the completed budget for their budget areas, will be asked to identify the future procurement requirements for their areas. These procurement requirements should be aligned to the annual budget for the coming year, projected procurement requirements for a further 2 years, in addition to being aligned to the HEI Strategic Plan as follows:

*   Using the past analysis of spend by product group, amend to reflect projected procurement requirements for the next three years;
*   Identify purchases that were 'once off' or that do not require renewal;

- Identify any new Goods/Services to be procured over the next three years, either on a recurring basis or purchases of a 'once off' basis (including proposed research related purchases);
- Identify purchases of key importance either by difficulty to acquire, risk or criticality;
- The anticipated cost per annum of the Goods/Services to be procured; and
- The month and year the Goods/Services will be required if not already a recurring procurement requirement and document if there is a particular timeline that has to be met.

Once this information is collated from each Executive area, it will then be collated for the whole of IADT.

6.4   Ongoing Evaluation of Procurement Requirements

IADT uses the Agresso Financial Management System and implements all necessary control elements regarding tax requirements and procurement thresholds.

The IADT Finance Manager reviews all expenditure for compliance with both taxation and public procurement requirements.

As part of the Internal Audit Plan, IADT periodically conducts procurement audits to ensure ongoing compliance with Public Procurement Guidelines.

6.5   Future Spending Needs

It is planned to award tenders for the following during the calendar year 2023. These will be published either through the OGP or directly by IADT through eTenders and/or through direct quotation processes. Other tenders and procurement may arise during 2023 that are not currently planned:

- Building and Maintenance Works
- Catering Services
- Computer Supplies
- Design Team
- Electrical Services
- Financial Services
- Firewall
- Grounds Maintenance
- Library Books and eBooks
- Library Journals
- Plant and BMS Maintenance
- Pest Control
- Security
- Tools and Hardware
- Utilities (Electricity)
- Waste Management

These may exclude some existing government frameworks due to be renewed during 2022 and 2023 through the EPS, the OGP, EduCampus Services and/or HEAnet.

As a matter of Policy, and in order to prevent anti-competitive tendering, IADT does not publish indicative budgets prior to the completion of procurement processes.

6.6   Strategies to Achieve Value for Money Objectives

IADT has implemented a range of strategies to support the achievement of value for money in all its procurement processes. Wherever possible IADT coordinates expenditure across Departments and Offices to avail of bulk purchasing discounts. IADT engages, wherever possible, with the OGP, the EPS, HEAnet with other Institutes of Technology, TU Dublin and Universities to manage Framework contracts to ensure that greater bulk purchasing discounts are available to IADT. Through these contracts and frameworks, IADT standardises product purchases to limit the variances in pricing by suppliers. The Institute has the following key contracts in place, arranged by the OGP/EPS/HEAnet:

- Access Control
- Alarm Control
- Business and Management Consultancy Services
- Car Park Management
- Cleaning
- Computer Supplies
- Design and Print Services
- Design Teams
- Electrical Services
- Emergency Lighting
- Financial Services
- Fire Alarms
- Extinguisher Maintenance
- Firewall
- Freedom of Information Advisory Services
- Grounds Maintenance
- ICT Consumables
- Insurance and Insurance Brokering
- Legal Services
- Library Books
- Library Film Streaming
- Library Journals
- Lift Maintenance
- Medical Services (Student)
- Network Maintenance
- Occupational Health Evaluation Services
- Paper Supplies
- Payment Systems
- PCs, Notebooks, Tablets
- Pension Advisory Services
- Pest Control
- Photocopiers
- Pitch Maintenance
- Print Supplies

- Professional Services
- Research Information System
- Road Markings
- Security (Campus)
- Server infrastructure
- Stationery
- Student Support Services (Learning Supports)
- Student Support Services (GP and Medical Services)
- Student Support Services (Student Counselling)
- Telephones (Landlines and Mobile)
- Timetabling System
- Tools and Hardware
- Utilities (Electricity)
- Utilities (Gas)
- Virtual Learning Environment
- Waste Management

The following key operating expenditure contracts are in place, which were run by the Institute through eTenders and/or through direct quotation processes for contracts below €25,000 in total:

- Building Maintenance
- Catering Services
- Film/TV Studio Equipment Maintenance
- Financial Services
- Professional Services
- Student Supports (Counselling Services)
- Student Supports (Learning Supports)
- Various Computer Service Contracts
- Mechanical & Engineering Building Maintenance Services

The above excludes capital purchases, which do not fall under the remit of the OGP. A Contract Control Database is maintained in respect of all tendered services.

The following MIS Systems are procured and managed through EduCampus DAC:
- Financial Management System
- HR Management System
- Library Management System
- Student Records System

7. Conclusion and Strategy

The Institute has taken a number of measures to ensure its compliance with both the National Procurement Framework Guidelines and the OGP Guidelines:

- Liaison with the OGP officials to ensure that we have a better understanding of the processes, roles and responsibilities, which both the OGP and the Institute have in the procurement cycle.

- Issued new guidelines for staff members involved in procurement activities in the Institute and provided training in same.

7.1 Setting HEI Targets and Key Performance Measures

Each HEI will need to set their own Targets and Key Performance Indicators. These should align the HEI with the National Procurement Model and the HEA objectives, as appropriate. When setting targets and KPIs, please note that a number of tools can be used when developing objectives such as the SMART goal model. This model is designed to ensure that objectives are:

S – Specific

M – Measurable

A – Achievable

R – Relevant

T – Timely

IADT Targets and KPIs.

Target	Key Performance Indicator
Full Compliance with National Procurement Policy	Procurement raised as a point of note in annual C&AG Management Letter.
	Internal Audit Procurement Reports identify satisfactory and compliant practices
Use of National Frameworks[2]	Minimum 70% use of National Frameworks across all categories of procurement expenditure.
Full reporting compliance	Governing Body and Audit and Risk Committee approval of all Procurement Plans

8.   Approval Process

8.1   Approvals

Corporate Procurement Plan requires the following approvals:

Name	Approval noted	Date
Executive Team		
Audit and Risk Committee		
Governing Body		

---

[2] This includes all National Frameworks, all Procurement conducted by HEANet, EduCampus and other agencies on behalf of IADT and all PSRs returned to IADT for own contract procurement.

9. Document Version and Control

Document Reference and Version Number	Approved by Executive (25th October 2022) and Audit and Risk Committee (23rd November 2022), and by the Governing Body (14th December 2022) V.5
Purpose	This is the annual plan for the procurement of Goods and Services for the Institute
Commencement Date	January 2023
Date of Next Review	November 2023
Who needs to know about this document	All staff of IADT
Revision History	Version 5, revision of Version 4, 2022
Policy Author	Secretary/Financial Controller
Policy Owner	Secretary/Financial Controller

Appendix 1 Expenditure for 2020/2021 by Category

Below is an analysis of expenditure by category as at 31st August 2021 with comparator 2020 figures:

Analysis of Expenditure	2021 €000	2020 €000
Research Expenditure	396	403
Materials and Other Consumables	414	336
Equipment	360	610
National Film School	44	61
Stationery and Office Materials	11	26
Hospitality	7	32
Recruitment	57	75
Travel and Subsistence: Domestic	6	23
Travel and Subsistence: International	0	24
Expenditure on Extra Mural Courses	19	17
Books and Periodicals	126	124
Cleaning	376	178
Maintenance	352	182
Security	149	175
Insurance	141	133
Grounds and Landscaping	41	44
Energy and Water	329	353
ICT Maintenance	537	419
Publicity and Promotion	116	103
Enrolment, Exams and Conferring	80	60
Communications	48	40
Legal Fees	15	46
External Audit Fees	34	34
Professional Fees – Financial Advisory	7	19
Professional Fees – Internal Audit	22	29
Professional Fees – Marketing and Public Relations	74	18
Professional Fees – Human Resources	8	29
Professional Fees – Other	11	6
Financial Expenses	65	17
Staff Development	105	74
Subscriptions to Professional Bodies	71	89
Expenditure on Facilities for Hire	63	56
Student Services	367	434
Student Support Funding Income Applied	422	268
Catering Contract Subsidy	120	0
Irrecoverable Tuition Fees	237	289
Other	228	81
	5458	**4907**

Source: Audited and Published IADT Financial Statements 2021

Appendix 2 – Multi-Annual Procurement Plan (MAPP)

Completed MAPP to EPS by 1st November annually – contact eps.mail@ul.ie for details

Contact Name	Department	Completion Due date	Date submitted to EPS
Bernard Mullarkey, Secretary/Financial Controller	Directorate of Corporate Affairs	1st November 2018	4th December 2018
Bernard Mullarkey, Secretary/Financial Controller	Directorate of Corporate Affairs	1st November 2019	30th November 2019
Bernard Mullarkey, Secretary/Financial Controller	Directorate of Corporate Affairs	1st November 2020	30th October 2020
Bernard Mullarkey, Secretary/Financial Controller	Directorate of Corporate Affairs	1st November 2021	1st November 2021
Bernard Mullarkey, Secretary/Financial Controller	Directorate of Corporate Affairs	1st November 2022	
Bernard Mullarkey, Secretary/Financial Controller	Directorate of Corporate Affairs	1st November 2023	