



Personal Injuries Assessment Board

Corporate Procurement Plan

2019-2021

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1.1 Introduction

Public Procurement can be defined as the acquisition, whether under formal contract or not, of works, supplies and services by public bodies. It ranges from the purchase of routine supplies or services to formal tendering and the placing of contracts.

This plan aims to address the policy and practical approaches to be adopted by PIAB in carrying out its procurement function.

PIAB have detailed best practice procurement policies and procedures in place linked to EU Procurement Directives and National guidelines to ensure that value for money is achieved at all times. These policies and procedures ensure that the best available product or service is sourced within a reasonable timeframe on the most economically advantageous terms, while maintaining the highest standards of compliance, probity, integrity, transparency and accountability.

The Code of Practice for the Governance of State Bodies 2016 states that as part of its requirements "all non-commercial state bodies are to complete a Corporate Procurement Plan". This plan sets out how PIAB undertakes its procurement functions in compliance with section 8.20 of the code.

8.20 Corporate Procurement Plan

The OGP policy framework requires that all non-commercial State bodies complete a Corporate Procurement Plan. This plan is underpinned by analysis of expenditure on procurement and the procurement and purchasing structures in the organisation. The plan should set practical and strategic aims, objectives for improved procurement outcomes and appropriate measures to achieve these aims should be implemented.

The Chairperson should affirm adherence to the relevant procurement policy and procedures and the development and implementation of the Corporate Procurement Plan in the comprehensive report to the Minister.

2.1 Objective of this plan

The objective of this plan is to ensure PIAB's compliance with internal procedures, EU and national procurement legislation, circulars and guidelines (see Appendix 1) while meeting commercial timelines.

This plan is underpinned by the following procurement principles:

- To achieve optimum value for money at all times
- To carry out procurement and procurement activities in a manner consistent with EU and National procurement law whilst adhering to official Government policy and guidelines set out in the Procurement Section of the Code of Practice for the Governance of State Bodies (2016)
- To promote an increasing sustainable approach to procurement activities in terms of environment, social and financial considerations within applicable legislative constraints

2.2 Expenditure & supplier analysis

Appendix 2 provides an analysis of PIAB's expenditure subject to procurement (for 2017) split between revenue, claim related and capital expenditure. It also includes spend on OGP framework agreements.

Appendix 3 provides an analysis of suppliers during 2017 split between general and claim related suppliers.

In relation to revenue expenditure there are a number of high value contracts in place, the most significant being a contract for Business Processing Outsourcing services (Service Centre) which accounted for 48% of the revenue expenditure in 2017. Another significant contract relates to IT managed service provider, a new service procured in 2017. Both of these contracts are due to expire during the life of this plan. The Service Centre contract is due for renewal during 2019 and the IT contract expires in 2020, there is an option to extend the IT contract for a further twelve month period. Both contracts are managed within the Business Support Services team with regularly governance meetings (quarterly) coupled with weekly/monthly reporting of Key Performance Indicators (KPI's). Postage services are procured through a number of suppliers (An Post/DX), these contracts are

managed within the Operations team. A number of reviews were completed during 2017/18 resulting in successful contract negotiations with savings being achieved.

During the period 2019-2021 there will be an increase in expenditure primarily capital expenditure in relation to Information Technology to deliver PIAB's Strategic Objectives. Coupled with this the current Business Processing Outsourcing contract will be reviewed. These supplies and services are critical to the organisations' core business. They are high expenditure and relatively high difficulty securing supply. The sourcing strategy recognises that long-term relationships with these suppliers are common and therefore effective contract management practices are important for obtaining full value from the arrangement. In recognition of this further development of a formal supplier management process is a goal/objective of this plan.

During the period 2019-2021 claim related expenditure will be reviewed to ensure ongoing compliance with procurement requirements.

2.3 Implementation of the plan

An overview of the implementation of this plan is set out under the headings below.

Each manager/budget holder is responsible for the procuring of supplies and services within their budget in line with PIAB's policies and procedures. Each year as part of the budgeting process managers/budget holders are required to complete an annual procurement plan for their business area for the coming year.

The Finance department oversee, support and facilitate the procurement cycle by working with managers/budget holders in order to ensure compliance and value for money in line with PIAB's policies and procedures. The Finance department advise, assist and engage with the OGP when required and also form part of all evaluations.

Procurement policy and procedures

PIAB's procurement policy and procedures comprise the following elements;

- Procurement policy: this outlines the principles that govern PIAB's procurement activities and is published on the Intranet
- Procurement procedures: this provides guidance on tendering processes, threshold levels, use of framework, templates and contracts etc., this is also published on the Intranet.

Management of procurement

The Finance department oversee the procurement function in PIAB which includes:

- Ensuring that all procurement meets EU and national directives, legislation, circulars and guidance requirements
- Support to staff on procurement including assistance with identifying appropriate procurement methods; the preparation of RFT's and contracts: conducting evaluations: providing feedback etc.
- Member of evaluation teams
- Member of project teams
- Management of the procurement plan, policy, procedures and associated documents
- Management of finance/purchase systems and processes
- Final approval for payment of all expenditure

Oversight of the PIAB's procurement

To ensure appropriate oversight of PIAB's procurement, the following corporate governance is in place:

- Appropriate prior approval is required for all procurement and purchasing activities
- Annual expenditure budgets are set by the EMT and approved by the Board.
- All approvals in excess of €200,000 and cumulative approvals to one consultant within a calendar year in excess of €200,000 to be approved by the Board, unless previously sanctioned in a recurring contract.
- Quarterly review and reporting on all procurements by Finance.
- Internal audits are conducted
- External auditor (C&AG) review as part of their audit
- Statement of Internal Control includes section on procurement with requirement to outline/include areas where full compliance not achieved. This requires the Chairperson's signature.

2.4 High level Goals and Procurement action plan 2019 to 2021

The High level Goals are set out in section 3 with the Procurement action plan set out in section 4. The high level goals are relevant throughout the plan (2019-2021).

The Procurement action plan sets out practical, time limited measures PIAB will undertake on an annual basis to improve routine procurement processes, to assist with compliance and the achievement of the high level goals.

A high level review of the goals in the previous Corporate Procurement Plan is outlined in Appendix 4 below.

This plan will be reviewed annually by the Executive Management Team (EMT)

2.5 Approval of CPP

The Executive Management Team is committed to communicating and implementing the strategic procurement objectives which are encapsulated in the high level goals (section 3) and the Procurement Action plan (section 4) to be delivered in the coming years.

This plan was formally approved by the Executive Management Team on the 29th April 2019.

3. High Level Goals 2019-2021

The following eight high level procurement goals have been identified and need to be considered with the Procurement action plan 2019 – 2021 see section 4 below.

An update on the high level goals from the previous procurement plan (2016-2018) is included in Appendix 4.

No	Goal:	Background:	Action:
1	To ensure that all procurement is carried out in line with internal guidelines/best practice while meeting commercial timelines.	Where full compliance not achieved, this needs to be stated in the Statement of Internal Control (SIC). Objective to be fully compliant over life of plan.	Adherence to CPP – “Objectives 2.3 Implementation of the Plan” and adherence to high level goals/Procurement Action plan (section 4)
2.	That a formal supplier management process be introduced.	The elements which cover supplier management provide a high level of assurance, at a relatively low cost, that contractual deliverables and relationship objectives are met, by concentrating management’s efforts through a well-defined and focused team. They include some of the following: <ul style="list-style-type: none"> • Developing contract management plan • Managing service delivery /performance • Seeking continuous improvements • Managing risks • Managing variations and change control The completion of a Contract Performance Assessment Form three months prior to the completion of the contract is also proposed.	PIAB will develop and roll out a formal supplier contract management plan by end of 2019
3.	PIAB strives to procure supplies and services	The OGP has been tasked with centralising public	It is PIAB’s policy to check if an OGP

	which are currently available through drawdown from OGP's centralised Framework Agreements"	sector procurement arrangements for common supplies and services. Full details of all contracts can be viewed on www.procurement.ie	Framework Agreement exists prior to the commencement of any tender competition.
4.	Review the current procurement strategy for claim related expenditure based on the current level of spend.	To ensure that business requirements are met, continued value for money and optimum efficiencies are achieved.	<p>Claim related expenditure will be reviewed to ensure ongoing compliance with procurement requirements.</p> <p>Continued reporting on spend/usage</p> <p>Digitalisation/automation requirements to be considered to deliver PIAB's strategic objectives.</p>
5	Review the current procurement strategy for Capital Expenditure based on the predicted future needs of the business.	<p>It is PIAB's policy to plan in advance and identify likely procurement requirement. Capital expenditure in general equates to the majority of the larger spends in procurement. Capital Expenditure needs to take into consideration a number of factors:</p> <ul style="list-style-type: none"> • value for money • cost related factors such as whole-of-life costs, • transaction costs, • maintenance and disposal costs. <p>The concept of value for money is not restricted to cost alone it must consider non-cost factors such as fitness for purpose, quality,</p>	<p>Planning is key to achieving sustainable saving in procurement. Managers/budget holders will prepare and agree in conjunction with the Executive Management Team an annual Operational Procurement Plan (OPP). This will clearly identify all related procurement requirements for their area and as part of this exercise it will highlight any potential Capital Expenditure needs they may foresee in the coming year/s.</p>

		supplier service and support and sustainability.	
6.	To ensure that all Directors, Managers and staff who are engaged in the procurement process recognise their continuing obligation to achieve efficiency, effectiveness and best value for money for PIAB as part of their routine activities.	Value for money assessment should examine cost related factors such as whole-of-life costs, transaction costs associated with acquisition, use, maintenance and disposal costs. The concept of value for money is not restricted to cost alone, it must also consider non-cost factors such as fitness for purpose, quality supplier service and support, and sustainability considerations	Ongoing communication/training for all those involved in the procurement process.
7.	Taking into account Brexit implications -review the current contracts that are in place with UK contractors.	Depending on the Brexit exit strategy, there may be implications with UK suppliers.	Keep under review. Review the number of suppliers and associated payments in order to minimise risk/exposure.
8.	Promote increasing sustainable approach to procurement activities in terms of environment, social and financial considerations within applicable legislative constraints.	Promote green environment, reduced energy costs in line with SEAI requirements.	Consider relevant elements/incentives as part of each procurement/supplier engagement.

4. Procurement Action Plan 2019-2021

The Procurement action plan sets out practical, time limited measures PIAB will undertake on an annual basis to improve routine procurement processes, to assist with compliance and the achievement of high level goals.

No.	Action	Output/result	Timeframe
1	Review the procurement contract register on a monthly basis to ensure: <ul style="list-style-type: none"> plans are in place for any upcoming contract renewals Expenditure under contracts is in line with estimates. 	<ul style="list-style-type: none"> Contracts are re-tendered in a timely manner Expenditure under a contract does not exceed the estimated value of the contract or breach thresholds 	Monthly
2	Contract management software – review the contract register with a view to purchasing dedicated software package to assist with management of same	<ul style="list-style-type: none"> Assist with tracking of contracts/contract spend. 	Q4 - 2019
3	Prepare an annual procurement activity plan	Identify: <ul style="list-style-type: none"> planned tendering requirements for the next twelve months identification of estimated costs and proposed procurement methods actions required (e.g. decisions re extensions or procurement) person(s) responsible for each tendering requirement. 	Q3/4 in line with future requirements/budgeting
4	Establish cross functional project team for all procurements >€25k	Compliance with procedures/consistency of approach.	As required
5	Publish a list of all contracts awarded with a value over €25,000 on website with associated	Increased transparency and compliance with the Freedom of Information Model Publication Scheme	Quarterly

	details		
6	Publish a list of all purchase orders over €20,000 on website with associated details	Increased transparency and compliance with the Public Sector Reform Plan	Quarterly
7	Review the Corporate procurement plan annually.	Complete brief note/report re review and update re progress of high level goals and action items for EMT on an annual basis.	Q3 annually
8	Digital and ICT related expenditure – returns to be completed to DPER	Compliance with circular 02/16 Return completed to DPER	Q1 annually
9	Review claim related expenditure/supplier panel utilisation. Review opportunities for digitalisation and automation of claim related supplier panel process.	Review of procurement procedures to ensure ongoing compliance with procurement and internal guidelines, achievement of value for money. Consider digitalisation/automation as part of ICT capital investment programme.	bi-annual Part of capital investment programme of work.
10	Review PIAB's Procurement policy	An up to date policy published to PIAB's intranet that outlines the principles that underpin PIAB's procurement activities	bi-annual

5. Conclusion

The objective of this plan is to ensure PIAB's compliance with internal procedures, EU and national procurement legislation, circulars and guidelines (see Appendix 1) while meeting commercial timelines. In order to achieve this objective a number of high level goals have been agreed along with a Procurement Action plan (see section 3 and 4 above).

The goals and objectives from the previous plan have been reviewed and any outstanding items have been addressed and reflected in the preparation of this plan and associated proposed high level goals going forward. A review of the previous plan (Appendix 4) highlights areas where progress was made in particular, increased usage of OGP frameworks, the extension of the medical panel, changes to the claim related invoice process, review of procurement templates and procedures with training provided to key personnel.

Section 2.3 refers to the implementation of this plan outlining key elements as follows:

- procurement policies and procedures
- management of procurement
- Oversight of procurement

The successful implementation of this plan requires a collaborative approach across the different business areas to ensure high level goals, action plan is delivered.

This plan will be reviewed annually by the Executive Management Team (EMT).

Appendix 1-Procurement legislation and guidance

Included here is a list of relevant procurement legislation and guidance that applies to PIAB.

Name	Source	Description
<u>Directive 2014/24/EU</u>	EU Directive	Current EU directive on public procurement (goods, services and works) implemented in Ireland via S.I. 284/2016
<u>National Public Procurement Policy Framework (January 2018)</u>	OGP	Sets out the overarching policy framework for public procurement in Ireland.
<u>Public Procurement Guidelines for Goods and Services (July 2017)</u>	OGP	Comprehensive guidance on procurement processes for frameworks and above and below EU thresholds
<u>Code of Practice for the Governance of State Bodies (August 2016)</u>	DPER	Includes the requirement to publish a Corporate Procurement Plan.
<u>Freedom of Information Model Publication Scheme (July 2016)</u>	DPER – FOI Central Policy Unit	Includes the requirement to publish procurement information under FOI Act, 2014.
<u>Circular 02/16</u>	DPER	Arrangements for digital and ICT-related expenditure in the Civil and Public Service
<u>Circular 10/14</u>	DPER	Initiatives to assist SMEs in public procurement

<u>Circular 16/13</u>	DPER	Revision of arrangements concerning the use of central contracts put in place by the OGP.
<u>Circular 13/13</u>	DPER	The public spending code: expenditure planning, appraisal and evaluation in the Irish Public Service – standard rules and procedures
<u>Circular 05/13</u>	DOF	Procurement of legal services and managing legal costs
<u>Circular 02/11</u>	DOF	Additional ICT requirements
<u>Circular 01/11</u>	DOF	Model tender and contract documents for Public Service and supplies Contracts

The OGP provide detailed information on all EU and national legislation, guidance and circulars relevant to procurement in the National Public Procurement Policy Framework.

Appendix 2 - Expenditure Profile

The total expenditure for PIAB in 2017 financial year amounted to €14,502,364 (excluding salaries, revenue payments, third party legal costs, staff expenses and payments to DBEI), including capital expenditure which amounted to €1,239,949

Revenue Expenditure	€5,149,591
Total Claim Related Expenditure	€8,112,824
Capital Expenditure	€1,239,949
Total Overall Expenditure	€14,502,364

Revenue expenditure €5.1m includes Business Processing Outsourcing services (Outsourced Service Centre costs) accounting for c48% of total expenditure. The balance includes postage, Information Technology (IT) and other day to day running costs, see table below for more detail.

Summary of Revenue Expenditure		
Expense Category	Expenditure €	% of Total
Outsourced Service Centre	€2,479,081	48.14%
Postal Services	€699,547	13.58%
IT Licence Fees & Support	€548,324	10.65%
Other Professional Services	€501,997	9.75%
Rent & Service Charges	€310,760	6.03%
Legal Services	€183,248	3.56%
Telecommunications	€139,261	2.71%
Other	€287,373	5.58%
Total	€5,149,591	100%

Claim related expenditure €8.1m relates to the procurement of medical examinations and other claim related reports by PIAB to complete the assessment of the claim. A total of 24,693 invoices were paid to 460 claim related suppliers in 2017.

Capital expenditure €1.2m differs significantly from revenue expenditure in that it is expenditure which results in the creation of an asset beyond the year in which the asset is originally provided such as, computer hardware/software, fixture & fitting and office

furniture / equipment. In 2017 PIAB completed an office refurbishment project with the assistance of the OPW (€656k) and also completed an IT infrastructure project (€575k).

Revenue and Capital Expenditure - there were in total 156 suppliers paid during 2017.

2 (a) Spend on Central Government Contracts

In the past year PIAB has availed of a number of OGP Framework Agreements in the areas of:

- Photocopying Paper
- Office Stationery
- Internal Auditing Services
- Electricity Provision
- Office Furniture
- IT Consultancy/Audit Advice
- Media Monitoring
- Key Holding Services
- Managed Print Services
- IT Other Services

Total Spend	€275,711
% of total spend	€5.35%

In summary, during 2017 PIAB availed of 13 OGP framework agreements. It is anticipated that these figures will increase during the term of this plan as more OGP Framework Agreements/Contracts are utilised.

2 (b) Claim Related Expenditure

There were in total 460 claim related suppliers paid during 2017 and a total of 24,693 invoices equating to €8,112,824 (as outlined in the table below).

PIAB arranges where necessary, an independent medical examination or other claim related report after a respondent has consented to the assessment of a claim.

These independent medical examinations are arranged to ensure that the assessment of the claim is based on the most accurate and up-to-date information available and that the assessment reflects the true value of the claim.

PIAB went to tender to extend our existing medical panel. We reviewed the OGP Frameworks; however there were no relevant frameworks. We liaised with the HSE, and they in turn managed this tendering process on our behalf. The tender proved very successful, with an additional 171 providers added to our medical panel.

Total claim related expenditure can be analysed by expenditure category as follows:-

Summary of Claim Related Expenditure		
Expense Category	Expenditure €	% of Total
Orthopaedic Medical	3,501,310	43.16%
GP Medical	1,519,249	18.73%
Medical Other	1,415,174	17.44%
Psychiatric Medical	1,176,235	14.50%
Diagnostics	254,168	3.13%
Actuarial Reports	42,944	.53%
Other Non-Medical Claim Related Services including Engineer Reports, Photography and Translation Services	203,744	2.51%
Total	8,112,824	100%

2 (c) Procurement classifications

The results of the above expenditure analysis informs an in-depth analysis of spend categories to determine if and where improvements to the procurement process can be achieved and efficiencies implemented. The approach to profiling purchases involves an initial exercise to further classify spend into procurement types described as under the following 4 categories:

Category 1 – Low relative expenditure Low-moderate difficulty of securing supply:

The items in this category collectively only represent a relatively small proportion of the total expenditure on purchased items but represent a high proportion of the purchasing transactions carried out by the PIAB. Individual transactions are of low value and the supplies or services are readily available. There is often little capability to aggregate demand to improve buying power. The transaction costs associated with purchasing these items are often high, relative to the value of the items themselves. These costs need to be contained to ensure value for money. Examples include office supplies, A4 paper and envelopes. PIAB's sourcing strategy is to place long term contracts, automate ordering and utilise Framework Agreements.

Category 2 – High relative expenditure Low-moderate difficulty of securing supply:

Supplies and services in this category are generally commodity type items available from stable supply markets. They are items that are commonly used, often in high volumes.

PIAB's sourcing strategy focuses on aggregating demand with a few suppliers to achieve volume discounts. Examples include telecommunications costs, consultancy services and cleaning services.

Category 3 – Low relative expenditure High difficulty of securing supply:

These items collectively make up a very small proportion of the total expenditure on purchased items. Supplies and services in this category are usually highly specialised and there are often very few potential suppliers. PIAB's sourcing strategy for securing supply in this category focuses on reducing the organisation's vulnerability in the market. Strategies for doing this include actively identifying alternative sources of supply, changing the demand requirements or developing stronger relationships with key suppliers.

Category 4 – High relative expenditure High difficulty of securing supply:

Supplies and services in this category are often strategic services and associated supplies and services that are critical to the organisation's core business e.g. information technology related systems development and service centre provider. PIAB's sourcing strategy recognises that long-term relationships with suppliers are common and therefore effective contract management practices are important for obtaining full value from the arrangement.

The above is important in the context of this Corporate Procurement Plan where significant capital investment is anticipated. Coupled with this the current Business Processing Outsourcing contract will be reviewed. Further development of a formal supplier

management process is a goal/objective of this plan which should assist with contract management and obtaining value for money.

Appendix 3 - Supplier Analysis

(a) General Suppliers

Supplier analysis enables PIAB to identify the value of supplies and services by each supplier, the level and type of business conducted with each supplier, and whether synergies can be achieved in co-ordinating the purchasing of similar supplies and services within the PIAB.

In 2017, our analysis shows that a total of 25 general suppliers accounted for spend in excess of €4.66 million (90.5%% of total spend of €5.149 million). Our objective in entering in to contracts with existing and new suppliers is to maximise purchasing power where possible, it would be anticipated that the high volume and value of business entered in to with primary suppliers, should attract cost reductions and discounts in a competitive market.

There were 278 purchase orders issued in 2017, these are broken down as follows:-

Number of Purchase Orders issued during 2017		
Expenditure Type	Number of Purchase Orders	% of Total
Outsourced Service Centre	32	11.5%
Postal Services	29	10.4%
IT Licence Fees & Support	34	12.3%
Other Professional Services	76	27.3%
Advertising & Research	19	6.8%
Office Stationery & Printing	57	20.5%
Miscellaneous	13	4.7%
Fixed Assets	18	6.5%
Total	278	100%

Note:

Purchase Orders are required for purchases in excess of €1k with the exception of stationery orders.

Purchase Orders are not required for legal or utility invoices. Compliance with purchase order procedures needs to be consistently monitored.

(b) Claim Related Suppliers

There were in total 460 claim related suppliers paid during 2017 and a total of 24,693 invoices equating to €8,112,824 (as outlined in the expenditure profile). 44 claim related practitioners provided services in excess of €50,000 during 2017 which accounted for 60.86% of total expenditure.

As stated previously PIAB arranges independent medicals and other claim related reports in order to fulfil its statutory obligation under Section 80 of the Personal Injury Assessment Board Act 2003 in assessing a personal injury claim. Purchase orders are not utilised to requisition the services of a claim related practitioner as the request for services of a practitioner is on a claim by claim basis.

The establishment of a medical panel was created from initial advertising in medical publications and subsequently to develop the panel. The medical panel includes information on each available practitioner by speciality, location and also indicates the indicative medical report fee. The panel is dynamic with removals e.g. retirements / changes in work capacity and additions e.g. new requirements, in order to give better geographical coverage.

In 2017 PIAB went out to tender to extend the Medical Panel. This was a successful exercise providing access to an additional 171 panel members which will help ensure that business requirements are met, continued value for money and optimum efficiencies are achieved.

During 2018 the Personal Injuries Commission (PIC) produced a number of reports with recommendations. One of the recommendations is the use of a new medical template for all whiplash injuries claims. Panel members will be requested to complete/submit same as part of their medical examinations/reporting process.

The annual spend on claim related suppliers is significant and will continue to be monitored/reported on. A number of actions have been identified in this procurement plan as outlined in section 4 procurement action plan above.

Appendix 4 - Review of goals/objectives from previous plan 2016-2018

Num ber:	Goal:	Background:	Outcome:
1.	To ensure that staff who are engaged in the procurement process recognise their continuing obligation to achieve efficiency, effectiveness and best value for money for PIAB as part of their routine activities.	Value for money assessment should examine cost related factors such as whole-of-life costs, transaction costs associated with acquisition, use, maintenance and disposal costs. The concept of value for money is not restricted to cost alone, it must also consider non-cost factors such as fitness for purpose, quality supplier service and support, and sustainability considerations.	Training was provided during the life of this plan, the policies and procedures were subject to regular review. This is an ongoing requirement and is included also as a Goal in the current plan. A third party provider delivered in-house training to both Executive Management Team, Manager/Budget holders and relevant procurement staff during April 2016
2.	To ensure that Directors, Managers and staff employ the best procurement practice through the processes, procedures and templates when acquiring and receiving supplies and services from suppliers.	Procurement is a key organisational function and it is vital that staff involved in the procurement process, have a thorough understanding of public sector accountability and best practices in the methods and processes involved including the use of Framework Agreements. The use of detailed procurement procedures and guidelines is required to ensure a consistent and clear approach which can be applied to all procurement activities. These documented procurement procedures support the development of staff procurement skills and	Training was provided during the life of this plan, the policies and procedures were also revised. Standard forms and templates were introduced to assist with learning and to provide consistency. Standard documentation for <€25k contracts (RFT/letter of engagement) was also introduced. This is an ongoing requirement and is included also as a Goal in the current plan.

		knowledge.	
3.	To prepare annual Operational Procurement Plans.	To ensure that allocated budgets are spent in line with current procurement policies/procedures.	Annual procurement plans at Department level were introduced as part of the budgeting process. Further work is required to roll out.
4.	PIAB only procure supplies and services which are not available through drawdown from OGP's centralised Framework Agreements"	The OGP has been tasked with centralising public sector procurement arrangements for common supplies and services. Full details of all contracts can be viewed on www.procurement.ie	It is PIAB's policy to check if an OGP Framework Agreement already exists prior to the commencement of any tender competition. In 2017 we availed of 13 OGP Frameworks.
5.	That a formal supplier management process be introduced.	<p>The elements which cover supplier management provide a high level of assurance, at a relatively low cost, that contractual deliverables and relationship objectives are met, by concentrating management's efforts through a well-defined and focused team. They include some of the following:</p> <ul style="list-style-type: none"> • Developing contract management plan • Managing service delivery /performance • Seeking continuous improvements • Managing risks • Managing variations and change control <p>The completion of a Contract Performance Assessment Form three months prior to</p>	While progress was made in the area of Supplier Management, a formal supplier management system has not yet been rolled out. PIAB intends to fully roll out a Formal Supplier Management system in 2019.

		the completion of the contract is also proposed.	
6.	To review existing purchasing processes to ensure that all documentation including a contract is in place with all key suppliers and the internal procurement structures/activities within PIAB are appropriate to ensure optimal efficiency.	Documentation associated with the tendering process including contract approvals, letters of award and regret and National / OJEU notices must be properly filed on Managers drive. Supporting documentation, e.g. Procedural process flowchart for the procurement of Supplies and Services to be used by all staff.	Training was provided to all Managers/ budget holders as re in-house procedures/ processes. While some progress has been made in this area, further training/support is necessary.
7.	Review the operational procurement for claim related expenditure.	The current volumes of transactions and associated spend, has increased.	In order to seek operational and administrative efficiencies, PIAB reviewed the claim related invoice validation process with a number of changes made to streamline same.
8.	Review the current procurement strategy for claim related expenditure based on the current level of spend.	To ensure that business requirements are met continued value for money and optimum efficiencies are achieved.	PIAB went to tender to extend our existing medical panel. We reviewed the OGP Frameworks; however there were no relevant frameworks that we could avail of. We liaised with the HSE, and they in turn managed this tendering process on our behalf. The tender proved very successful, and we added an additional

			171 provider to our existing medical panel.
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