



# Medical Council Procurement Policy

## V.1.2

### October 2018

#### Table of Revisions

| <b>Revisions</b>                                      | <b>Purpose</b>   | <b>Amendment made</b>          | <b>Date</b>  |
|---|--|--------------------------------|--------------|
| Updating of thresholds                                | Alignment with revised thresholds for tendering from 1 <sup>st</sup> January 2018                                    | Head of Procurement            | June 2018    |
| ASRC to AFRC - throughout                             | Update of terminology following Committee Structure Review   | Head of Procurement            | October 2018 |
| 7.1 Unscheduled procurements                          | Addition of paragraph as per June 2018 Internal Audit recommendations  | Head of Procurement            | July 2018    |
| 8.4.3 Corporate Social Responsibility and Procurement | Section updated following publication of CSR Statement   | Head of Procurement            | October 2018 |
| 9. Framework agreements                               | Updated to reflect duration of framework in exceptional circumstances  | Head of Procurement            | June 2018    |
| 13.2 Purchase Orders (POs)                            | Addition of section – exceptional circumstances where invoices permitted for payment without corresponding PO number | Heads of Procurement & Finance | October 2018 |

## 1. Introduction

The Medical Council as a statutory body is governed by Public Procurement Guidelines, Regulations and Directives. Public procurement can be defined as the acquisition, whether under formal contract or not, of works, supplies and services. It ranges from the purchase of routine supplies to formal tendering and placing of contracts for large infrastructural or ICT projects.

## 2. Policy Objectives

The Medical Council as a Public Body is a contracting authority under EU Public Procurement legislation and seeks to comply with all European and national law.

In line with the [Corporate Procurement Plan](#) the Medical Council:

- seeks value for money (VFM) in the procuring of all works, supplies and services
- operates in a fair, open, transparent and non-discriminatory manner in the market place, offering equal opportunity to all suppliers, fully honouring the European Treaty principles; and
- conducts all transactions in a timely, accurate and controlled manner.

## 3. Policy Scope

This Policy covers the procurement of all works, supplies and services by the Medical Council and applies to all employees (permanent and temporary), contractors and others who may be procuring goods, services or works on behalf of the Medical Council.

## 4. Procurement Principles

Public procurement must be discharged with probity, transparency and accountability and in a manner that secures best VFM for the Medical Council. Medical Council procurement will be governed by the following principles:

- Achieving efficiency, effectiveness and best value for money in terms of life cycle cost
- Dealing with quality suppliers, contractors and service providers
- Operating in a fair, open, transparent and non-discriminatory manner in the marketplace
- Properly managing risk and potential conflicts of interest
- Complying with all relevant European, National legislation and Government regulations
- Operating the highest ethical standards

## 5. Procurement objectives

The primary objectives of this procurement policy, as detailed in the CPP 2016-2018, are to ensure that all transactions:

- Meet the specified requirements
- Deliver best VFM

- Are fully transparent
- Ensure equality of access to qualified suppliers
- Are formally contracted
- Fully comply with National Guidelines and EU directives

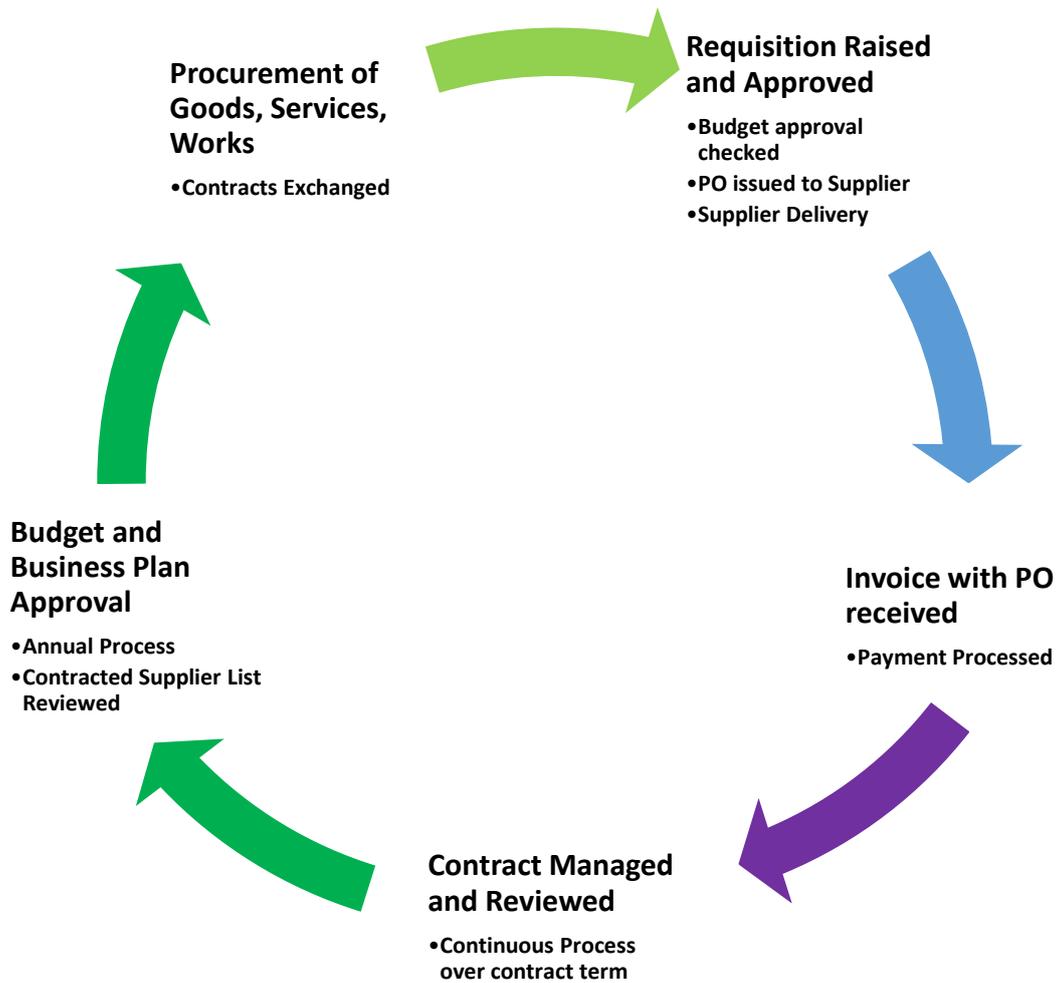
## 6. Financial Authority to Procure

The Medical Council's annual Budget and Business Plans, approved by the Senior Executive; Audit, Finance & Risk Committee (AFRC) and Medical Council give authority for the procurement of goods, services and works. Updates on implementation of activities against the Business Plan are to be provided to the AFRC and Council on a quarterly basis.

- Council - update on progress against CPP objectives and procurement processes
- AFRC – update on progress against CPP objectives, KPIs, risk, metrics and approval of key/ strategic procurements, in particular those over €500k
- SLT – monthly reporting on procurement processes; contract management; risks and metrics
- Internal Audit – annual audit performed by the Medical Council's Internal Audit providers

The *Procure 2 Pay* (P2P) Cycle, through implementation of the [Purchasing SOP](#) and revised [P2P Workflow](#), consolidates Financial and Procurement processes, integrating the cycle from the initial budget approval through the procurement, purchasing, invoicing and contract management elements.

Figure 1 - P2P Cycle



## 7. Requirement for Competitive Tendering

It is a basic principle of public procurement that a competitive process should be used, regardless of the value of the contract, unless there are justifiably exceptional circumstances. The type of competitive process can vary depending on the size and characteristics of the contract to be awarded.

Through effective tendering the Council seeks to attain value for money by awarding contracts based on the Most Economically Advantageous Tender ("MEAT"), while ensuring that all risks and controls are managed.

## 7.1 **Unscheduled procurements**

Arising from business planning and budget approval processes the procurement needs of the organisation are identified. The *Procurement and Contract Tracker* (register) identifies existing contracts for services/ goods and those scheduled for procurement.

Unscheduled procurements may only be approved where justifiable exceptional circumstances are agreed<sup>1</sup>. A request for derogation from application of the normal procedure will be brought to the attention of the Head of Procurement, Head of Finance and or CEO who will review and determine the applicability of this paragraph, taking into account the nature of the request and specific circumstances.

Where a request for derogation from normal procedures is made, the request must:

- Be submitted to the Head of Procurement, Head of Finance and/ or CEO for approval
- Identify the measures taken to investigate the market pool and supply chain not just in the Irish jurisdiction but across the world market
- Identify the measures taken to assess whether an existing supplier can adequately provide the service/ supply
- Detail the steps taken to adequately plan for the service / supply need i.e. business planning, budget allocation, procurement scheduling –

A request for derogation from the principles of Public Procurement will only apply in the following circumstances:

- 7.1.1** An **Internal Relations** (IR) matter requiring immediate access to external services that are not in conflict with either internal staff, HR, Medical Council members or contracted HR expertise. These services may include but not necessarily be limited to Legal and Human Resource services;
- 7.1.2** Urgency due to unforeseen circumstances and where a **major risk** arises to the organisation, physical infrastructure and/or health and safety of staff due to non-award;
- 7.1.3** The provision of services or goods is limited to a **sole supplier**. Justification/ proof that only one supplier exists who can deliver the requirement must be provided to the Head of Procurement e.g. where IT code resides with original supplier;
- 7.1.4** **Additional deliveries** based on an existing contract, where a change of supplier would cause major inconvenience or technical incompatibility.

The Heads of Procurement & Finance will review any such requests with a view to approval or rejection of same. This review will take into account the nature of request, applicability of the 'urgency' clause, existing suppliers and steps taken to plan to procure.

**The use of exceptional circumstances does not permit a departure from EU Procurement Directives.**

**Unscheduled procurements will be monitored by the Head of Procurement and reported to the AFRC on a bi-annual basis.**

## **8. Procurement Procedures**

### **8.1 Centralised Procurement**

The Medical Council operates a centralised procurement model operated by a designated Procurement Team.

When a procurement requirement is identified it is incumbent before proceeding to purchase to establish whether an existing contract or framework is already in place and if so to utilise that contract or drawdown from that framework. The Procurement Team will confirm if there is an existing contract available for access by the Section concerned.

### **8.2 Authority to Procure**

The Procurement Team is the only group authorised to run public procurement competitions on behalf of the organisation for amounts in excess of €10,000, unless otherwise agreed, and will determine the most applicable procedure for the requirement. The maximum estimated pecuniary value over the lifetime of the contract or a period of twelve months (whichever is greater) must be taken into account in determining the value of the proposed contract, and applicability of the thresholds. In the case of a framework agreement, the aggregate estimated value of all contracts likely to be awarded during the duration of the agreement will be applied.

The Procurement Team will oversee all procurement needs, in particular those for high value purchases.

### 8.3 Procurement Thresholds and Procedures

All thresholds refer to the value exclusive of VAT and the total value over the life-cycle of the contract must be taken into account.

**Subdividing a transaction/ purchase to circumvent the thresholds is a violation of this Policy**

#### Procedure for Low Value Purchases estimated at <€5,000

| Threshold   | Contract Type                  | Procurement Procedure  | Following approval of provider / exchange of contract   |
|-------------|--------------------------------|--|---|
| €0 - €4,999 | Supplies or Services Contracts | <p>Budget approval confirmed</p> <p>Clarification of existing supplier</p> <p><b>3 written quotes</b> from competitive suppliers</p> <ul style="list-style-type: none"> <li>- emails are acceptable</li> <li>- Periodic market testing to be conducted in order to ensure VFM is achieved</li> </ul> <p><u>Please link with Procurement to ensure correct use of procedure</u></p> | <p>P2P (Financial and Procurement) control and accountability procedures to apply</p> <p>Complete <a href="#">new supplier form</a> (if required)</p> <p>Raise requisition</p> <p>Provide PO to provider for inclusion on invoice</p> |

#### Mid-Value Purchases estimated at €5,000 - €24,999 (goods and services)/ up to €49,999 (works)

| Threshold        | Contract Type                                 | Procurement Procedure  | Following approval of provider / exchange of contract   |
|------------------|---|--|---|
| €5,000 - €24,999 | Supplies or services contracts (including IT) | <p>Budget approval and BP objective confirmed</p> <p>Clarification of existing supplier/ procurement need</p> <p>Written specification and/ business case submitted to Procurement</p> | <p>Complete <a href="#">new supplier form</a> (if required)</p> <p>Link with Procurement re inclusion in <a href="#">Contracts Register</a></p> <p><a href="#">Complete €5k approval</a> form</p> |

|              |                                |   |  |
|--------------|--------------------------------|---|--|
|              |                                | <p><b>Formal RFQ</b> process with minimum of 3 written quotes</p> <p><u>Please link with Procurement at Business and Budget planning stages</u></p>   | <p>Raise requisition</p> <p>Provide PO to provider for inclusion on invoice</p> <p>POs over €20k published via MC website</p>  |
| €0 - €49,999 | Works & Works Related Services | <p><b>Quick Quote</b> (direct invitation, not published on e-Tenders)<br/>See: <a href="http://www.constructionprocurement.gov.ie">www.constructionprocurement.gov.ie</a> (D/PER CWMF GN 2.3 Section 3.2)</p> <p><u>Please link with Procurement at Business and Budget planning stages</u></p> | <p>Complete <a href="#">new supplier form</a> (if required)</p> <p>Include details in <a href="#">Contracts Register</a></p> <p><a href="#">Complete €5k approval</a> form</p> <p>Raise requisition</p> <p>Provide PO to provider for inclusion on invoice</p> <p>POs over €20k published via MC website</p> |

**All mid-value procurements will:**

- Be advertised and managed via the government procurement portal [www.etenders.gov.ie/](http://www.etenders.gov.ie/) relevant OGP Support Team in conjunction with the Medical Council Procurement Team, or
- Be publicly tendered by the Procurement Team using the most appropriate procedure (usually the OPEN procedure) if estimated value less than €221,000.
- Include a formal tender appraisal process conducted by a selected evaluation team
- Document all elements of the tender selection, evaluation and award process which will be carried out against the stated criteria and weightings
- Include reasons for rejection in notification letters to unsuccessful tenderers
- Include the publication on e-Tenders of the award notice

Records relating to all procurement processes are held centrally by the Procurement & Facilities Section.

### High Value Purchases (but less than EU threshold)

| Threshold            | Contract Type   | Procurement Procedure   | Following approval of provider / exchange of contract   |
|----------------------|---|---|---|
| €25,000 - €221,000   | Supplies or Services Contracts (incl. IT Services / Supplies) | <p>Budget approval and BP objective confirmed</p> <p>Clarification of existing supplier/ procurement need</p> <p>Written specification, technical requirements and/ business case submitted to Procurement</p> <p><i>E-Tender</i> – formal <b>RFT</b> (Request for Tender) process:</p> | <p>Complete <a href="#">new supplier form</a> (if required)</p> <p>Include details in <a href="#">Contracts Register</a></p> <p><a href="#">Complete €5k approval</a> form</p> <p>Raise requisition</p> |
| €50,000 - €5,548,000 | Works & Works Related Services                                | <p>Open Procedure Non-OJEU (See Dept. of Finance Circular 10/14)</p> <p>See D/PER CWMF GN 2.3 Section 1.2</p> <p><u>Please link with Procurement at Business and Budget planning stages</u></p>   | <p>Provide PO to provider for inclusion on invoice</p> <p>POs over €20k published via MC website</p>  |

### High Value Purchases (Over EU threshold)

| Threshold  | Contract Type                  | Procurement Procedure  | Following approval of provider / exchange of contract   |
|------------|--------------------------------|--|---|
| €221,000 + | Supplies or Services Contracts | <p><i>E-Tender</i> – formal <b>RFT</b> (Request for Tender) process</p> <p>Any OJEU Procedure but usually Open or Restricted</p> <p><u>Please link with Procurement at Business and Budget planning stages</u></p> | <p>Complete <a href="#">new supplier form</a> (if required)</p> <p>Include details in <a href="#">Contracts Register</a></p> <p><a href="#">Complete €5k approval</a> form</p> <p>Raise requisition</p> |

|              |                                |   |   |
|--------------|--------------------------------|---|---|
| €5,548,000 + | Works & Works Related Services | <i>E-Tender</i> – formal <b>RFT</b> (Request for Tender) process<br>OJEU Procedure - usually Open or Restricted<br>See <i>Capital Works Management Framework</i> GN 2.3 Section 1.2<br><u>Please link with Procurement at Business and Budget planning stages</u> | Provide PO to provider for inclusion on invoice<br>POs over €20k published via MC website |
|--------------|--------------------------------|---|---|

All procurements require prior budget approval as part of the annual Budget and Business Planning processes.

In notifying the Procurement Team of a procurement requirement, all requests must be accompanied by detailed technical specifications and supporting documentation. Further development of technical requirements, once approval to procure is granted, will be carried out by the relevant Director/ Head of Section/ Contract Manager in conjunction with the Procurement Team.

Records relating to all procurement processes are held centrally by the Procurement & Facilities Section.

**Note:** The award of all contracts over €500k will be approved by the AFRC and Council.

**All high value requests for tender will:**

- Be carried out only where provided for in the Budget and Business Plan approved by Council. If outside of the Business Plan, separate approval will be required by AFRC in advance of issue of request for tender.
- Be accompanied by detailed specifications, made available in advance of tendering, prepared by the Procurement Team in conjunction with the relevant Head of Section
- Be advertised and managed in compliance with formal public tendering procedures using the most appropriate procedure. Call for competition will be published in e-Tenders and the OJEU
- Include a formal tender appraisal process conducted by a selected evaluation team
- Document all elements of the tender selection, evaluation and award process which will be carried out against the stated selection and award criteria and weightings
- Include reasons for rejection in notification letters to unsuccessful tenderers
- Include the publication in OJEU/TED (Tenders Electronic Daily) within 30 days of formal conclusion of contract arrangements

## 8.4 Contract Engagement

Contract engagement is centralised through Procurement who manage all contract negotiations and finalise terms of engagement.

In order to maximize operational and financial performance, revisions to Contract Management processes, from contract creation and execution through to contract performance, will be continuously reviewed and developed. Contract specific clauses and Service Level Agreements will be implemented for each procurement, as required.

All contracts will be indexed and stored centrally in the Procurement & Facilities office. All contract information will be input and retained electronically into the Contract Register maintained centrally by the Procurement Team. **Under no circumstances should contracts be stored in any other location.**

The Procurement Team are the designated owners and managers of this Contract Management System.

Where required, bespoke contracts will be created by the Legal Team and co-ordinated by the Procurement Team.

Use of suppliers' contracts and/or Terms & Conditions should be avoided to the extent possible. Where unavoidable, the use of suppliers' contracts and/or T&Cs require advance approval by the Procurement Team (in consultation with the Legal Team where required). Where appropriate, for smaller value (typically up to €5k) and lower risk purchases, the supplier and / or Purchase Order T&Cs can be considered. The Procurement Team (in consultation with the Legal Team where required) will determine the most suitable form of contracting.

### 8.4.1 Quality and Reliability

Supplies and services which are critical for safety should be sourced only from suppliers who have appropriate quality systems in place (either in-house or 3rd party certified). Safety or operationally critical material should be subjected to testing prior to any award of contract.

### 8.4.2 Insurance

All suppliers and tenderers are required to hold certain insurance cover for particular risks (e.g. professional indemnity, public liability) and, in accordance Circular 10/14 and Guidance on measures to facilitate participation of SMEs in public procurement, capacity levels set by the Medical Council must be both relevant and proportionate to the nature of the contract.

### 8.4.3 Corporate Social Responsibility and Procurement

The Medical Council published a [Corporate Social Responsibility \(CSR\) Statement](#) in 2018. This is a concept whereby companies integrate environmental and social concerns into business operations and interactions with their stakeholders. In procuring services and goods, the Medical Council will incorporate CSR criteria into procurement processes, working with our suppliers to:

- Reduce environmental and social impacts
- Mitigate sustainability risks
- Improve operational efficiency
- Mitigate employee safety hazards

- Respect human rights
- Consider ethical trade issues
- Support employment diversity and social inclusion
- Promote accessible design

#### **8.4.3.1 Green Procurement**

In line with the Green Procurement Policy, EU Guidelines and the Business Plan, the Medical Council is committed to implementing a green procurement policy and responsible purchasing practices.

Green procurement aligns with existing policies and procurement strategies to:

- Comply with all relevant environmental legislation, regulations, approved codes of practice, applicable licenses and with other requirements to which the Medical Council subscribes
- Specify the use of environmentally-friendly processes and products where possible
- Ensure that appropriate consideration is given to the costs and benefits of environmentally-friendly alternatives offered by suppliers

#### **8.4.3.2 Socially Responsible Procurement**

The 2014/24/EU Directive promotes better access to public procurement for SMEs and increases the possibilities to reserve contracts for sheltered workshops, for economic operators whose main aim is the social and professional integration of disabled or disadvantaged persons, or for contracts to be performed in the context of sheltered employment programmes.

The Medical Council will support the development of work and employment opportunities for persons with disabilities and disadvantaged persons living in the local community.

## **9. Framework agreements**

Where the Medical Council envisages an ongoing requirement for a particular type or types of services or goods from economic operators, but where the exact delivery times or the detailed requirements for the projects to be performed are unclear, consideration will be given to advertising a call for competition to establish a framework agreement. Framework agreements cannot exceed four years, other than in exceptional circumstances<sup>2</sup>, and must comply with the conditions of Article 33 of Directive 2014/24/EU.

The Procurement Team will endeavour to access, where appropriate, frameworks established by the Office of Government Procurement, details available on [www.procurement.ie](http://www.procurement.ie).

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<sup>2</sup> See Medical Council Legal Services Framework established in 2018 under Annex XIV of 2014/24/EU.

## **10. Conflict of Interest**

The Council seeks at all times to be objective and impartial in the procurement of supplies, services and works. Employees and contractors/agents acting on behalf of the Medical Council having a conflict of interest (real or perceived) are obliged to declare the conflict of interest and must remove themselves from the entire process.

Through a system of internal controls in both processes and systems the Council ensures appropriate separation of duties in both the tendering and the Purchase Order and payment processes.

## **11. Risk Management**

The prudent management of risk (financial, legal, reputational, operational, cyber or other) is of paramount importance. To mitigate against risk a number of standard tendering and contract templates have been developed. These templates should be used at all times and varied only in particular circumstances following legal review and consideration by the Procurement Team.

All suppliers are required to hold the appropriate and proportionate insurance levels for all engagements for the duration of that engagement. Such insurance requirements are included in the competition documentation, are a condition of tendering, and will at all times be proportionate and relevant to the specific engagement.

## **12. Expenditure Approval Authority**

Formal budget approval to commit funds is required in advance of any commitment to a supplier. Budgets are developed by the Executive for approval by the AFRC on an annual basis. It is a Policy violation to make a commitment to a supplier (verbal or otherwise) without the expenditure being approved in advance. Commitments to a supplier must only be made via appropriately authorised contracts and/or Purchase Orders.

Procurements with a value of €500k or more must be approved by the AFRC and Council (see paragraph 15). In addition, and in line with the Corporate Governance Framework 2014 and the policy on Fixed Assets, the approval of capital projects, contracts which are material strategically or by reason of size, and the acquisition of fixed assets over €500k are reserved for Council.

## **13. Purchase Order (“PO”)**

**13.1** Unless specifically exempted all expenditures must be transacted on a Purchase Order. This allows for an efficient and effective end-to-end process enabling timely payment of suppliers, accuracy of financial records and certainty that all Financial and Procurement controls and approvals are adhered to. The Council operates a ‘No PO No Pay’ policy whereby invoices received without valid PO numbers are deemed invalid and are returned to the suppliers unpaid.

**13.2** In exceptional circumstances invoices will be permitted for processing without a PO number. Invoices are assessed by Procurement and Finance on a monthly basis to ensure financial and procurement processes are adhered to.

Services/ supplies that have been approved under this exceptional circumstance grouping include:

- Legal services (including Lot 1 Framework Services and expert reports) where in exceptional circumstances:
  - timing of delivery impacts on MC ability to quantify and raise PO in advance of service delivery
  - significant variance in quantified cost limits ability to raise accurate PO
- Taxi services
- Courier services
- Emergency response services e.g. alarm response out of normal working hours

#### **14. Suppliers' Responsibility**

It is the Council's policy to conduct business with suppliers who are able to transact business electronically. Payments are made using Electronic Fund Transfer ("EFT") into the suppliers' bank account. The Finance Team is required to ensure that all suppliers have valid Tax Clearance and to deduct, at source, the appropriate taxes.

Contractors and suppliers must comply with all relevant governmental regulations including Tax Clearance Requirements, Construction Payments Procedures, Health and Safety and Employment legislation and regulations.

Where a contract is of long term duration, insurances and relevant certificates must be kept current. In particular no payment may be made on foot of a contract unless the payee's Tax Clearance Certificate is current.

#### **15. Reporting & Compliance with this Policy**

In addition to formal audits (internally and externally conducted) assessment of compliance with this Policy is carried out by the Procurement Team and reported to the Director of Corporate Services, and the AFRC on a quarterly basis.

Where procurements hold a value of >€500k, a report outlining the procurement process and recommendations for award will be provided to the AFRC and Council prior to Council's approval to award any such contract.

#### **16. Review**

##### **16.1 Policy Review**

The Policy will be reviewed annually to determine if changes are required. Proposed material changes to the Policy will be submitted to the Audit Finance and Risk Committee (AFRC) for approval. Where an amendment relates to policy clarification only and/or a change in operational practice, the Head of Procurement and Facilities is authorised to make changes for implementation. Any such non-material changes will be reported to the CEO as they are made, and to the AFRC as part of the annual review.

### **16.2 VFM Review**

All contracts that have annual value greater than €50,000 will be subject to a value for money review which will critically assess the effectiveness of the procedure used and the value obtained under the contract.

### **16.3 Corporate Procurement Plan (CPP) Review**

The Medical Council's CPP will be reviewed every three years.

## APPENDIX 1

### Key Legislation and Government Circulars

This policy should be read in conjunction with public procurement guidance found on both [www.etenders.gov.ie](http://www.etenders.gov.ie) and [www.procurement.ie](http://www.procurement.ie) websites, in addition to the following public procurement publications:

- **Circular 10/14** Initiatives to assist SMEs in public procurement – [http://www.procurement.gov.ie/sites/default/files/circular\\_10-14\\_0.pdf](http://www.procurement.gov.ie/sites/default/files/circular_10-14_0.pdf)
- **Circulars 02/09** and **02/11** relating to procurement of ICT: Circular 02-11 Department of Finance
- **Circular 16/13:** Revision of arrangements concerning the use of Central Contracts put in place by the OGP informs public bodies of the importance of maximising the value for money achievable when procuring any commonly acquired goods or service. Public bodies are expected to use central procurement frameworks for **all** purchases including those under €25,000.

See:

<http://circulars.gov.ie/pdf/circular/per/2013/16.pdf>

[http://www.procurement.ie/sites/default/files/circular\\_16\\_2013\\_revision\\_of\\_arrangements\\_concerning\\_the\\_use\\_of\\_central\\_contracts\\_put\\_in\\_place\\_by\\_the\\_national\\_procurement\\_service.pdf](http://www.procurement.ie/sites/default/files/circular_16_2013_revision_of_arrangements_concerning_the_use_of_central_contracts_put_in_place_by_the_national_procurement_service.pdf)

- **EU Thresholds 2016/2017**  
[http://etenders.gov.ie/Media/Default/SiteContent/LegislationGuides/Thresholds\\_2016\\_-\\_2017.pdf](http://etenders.gov.ie/Media/Default/SiteContent/LegislationGuides/Thresholds_2016_-_2017.pdf)
- **EU Legislation and Directives**
  - Directive 2014/24/EU – covering supplies, works and services
  - Directive 2014/23/EU – covering service and works concessions
  - Remedies directive for public sector - Directive 89/665/EEC as amended by Directive 2007/66/EC.
  - European Commission  
[http://ec.europa.eu/internal\\_market/publicprocurement/index\\_en.htm](http://ec.europa.eu/internal_market/publicprocurement/index_en.htm)
  - Code of Practice for the Governance of State Bodies,  
<http://govacc.per.gov.ie/files/2012/03/codepractstatebod09.pdf>
- Public Spending Code <http://publicspendingcode.per.gov.ie>
- **Public Service Stability Agreement 2013-2018:** In line with the policy on implementing shared approaches within and across sectors including public procurement, the Medical Council will utilise shared procurement opportunities to the maximum extent possible. This will be achieved through collaboration with other similar public sector bodies to facilitate information sharing and the establishment and use of multi-agency framework agreements.