

Annual Procurement Report

2024



An tSeirbhís Chúirteanna
Courts Service



March 2025

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Procurement Annual Report 2024

Introduction

The Courts Service is an independent statutory state agency, established by the Courts Service Act 1998, to support the third branch of Government – the Courts and the Judiciary. As a frontline service-focused organisation, we are responsible for the administration and management of the Courts in Ireland.

Under legislation the Courts Service is mandated to:

- Manage the courts,
- Provide support services for the judges,
- Provide information on the courts system to the public,
- Provide, manage, and maintain court buildings,
- Provide facilities for users of the courts.

The Service is responsible for the management of all aspects of court activities (except for judicial functions which are a matter exclusively for the judiciary). This is achieved through offices supporting the Supreme Court, Court of Appeal, High Court, Circuit Court, and District Court, and support Directorates established as part of the management structure for the Service.

There are six Directorates located in central headquarters with support services and courts being located throughout the state.

Budget Management and Procurement operates on a devolved basis (i.e.) there is delegated authority and responsibility for expenditure within each of the Directorates.

Procurement and contract management is supported by Finance Unit which is in the Corporate Services Directorate. Procurement is currently operated via a hybrid/blended model and as each Directorate has direct responsibility for their own procurement requirements, many procurements are facilitated by;

- Public Service Partners such as Office of Government Procurement (OGP), who provide 8 central categories of goods/ services and their sector partners in Health (3 categories), Education (2 categories), Local Government (2 categories) and Defence (1 category),
- The use of external procurement consultancy services,
- Self-procurement using templates and support from the Finance Unit procurement advisor.

This Procurement Annual Report for the Courts Service is to reflect the achievements, highlights and challenges of public procurement in the Courts Service for the year 2024.

Foreword

I am delighted to publish the Courts Service 2024 Procurement Annual Report which demonstrates the work carried out by the Services' Procurement Officer.

The Corporate Strategic Plan 2024 – 2027 reflects the key ambitions for years four to seven of the ten - year long term strategic vision which aims to fundamentally transform how the Courts Service delivers services by deploying a greatly increased use of IT, implementing the reforms identified by Mr. Justice Peter Kelly in the Civil Justice Reform Report and implementing the initiatives identified in the Courts Services Strategies –

- ICT Strategy 2021-2024
- Data Strategy 2021 -2024
- Estates Strategy 2022 -2025
- People & Organisation Strategy 2022 -2024
- Communications & Stakeholder Strategy 2021 -2025

The Finance Units procurement plan aims to support the organisation realise its 2030 vision of making access to justice easier, quicker and more cost effective, and to deliver upon the ambitions of the Modernisation Programme aimed at improving access to justice in a modern, digital Ireland.

The National Shared Services Office (NSSO) Finance Shared Services went live in April 2022 with an initial eight Public Service Bodies, including the Department of Finance, the Office of the Comptroller and Auditor General and the Department of Public Expenditure and Reform. More than 40 additional client organisations will be brought on board on a phased basis over the next three to four years.

When fully established, NSSO Finance Shared Services will provide central standardised finance and accounting processing to more than 48 government departments and offices. This will futureproof the finance systems of the Civil Service, enabling fiscal and reporting reforms, and strengthening the financial information available to government to support their decision-making.

The Courts Service are Wave 2 clients and 2024 saw the commencement of this transition and the roll-out of this finance shared service which will require huge process changes across the Courts Service. A Project Sponsor and Project Manager were nominated with working groups set up throughout the organisation. The “As Is Process Mapping” phase of the project, is almost complete which involved the preparation of detailed process maps for every financial transaction that the Courts Service undertake.

A Fit Gap Analysis process was undertaken, and workshops were held to explore the Chart of Accounts and the “To be” processes. It is expected that this work will be signed off in early 2025 and work will commence on Data Cleansing, data migration and other project readiness activities with the expectation of transitioning to the new service in late 2025 or early 2026.

Procurement and Contract Management are vital steps in the transition to this new financial management system as all purchases will require a contract to be in place before a requisition can be made.

Marion Edwards

Head of Finance

About the Courts Service

The Courts Service of Ireland (Courts Service) was established as an independent corporate organisation on 9th November 1999 following the enactment of the Courts Service Act, 1998.

The Courts Service is a largely decentralised organisation with administrative responsibility for 106 courthouses and court venues throughout Ireland. Its primary functions are to manage the courts, support the judges, provide information on the courts system to the public, and provide court buildings and facilities for court users and there are multifaceted risks associated with this responsibility.

In fulfilling these primary functions over 1,200 people work, across a nationwide network of offices and court venues, to provide these services in civil, criminal, and family law to court users daily. These offices, supported by directorates established as part of our management structure, working with the Judiciary, facilitate the work of the Supreme Court, Court of Appeal, High Court, Circuit Court, and District Court.

The Courts Service plays a vital role in managing a high volume of activity across a broad complex network of interconnected stakeholders that is the Courts system of Ireland. By way of illustration in 2023 -

- The High Court received an 8% increase in new cases
- 779 asylum judicial review cases lodged with the High Court last year represents a 132% increase year on year
- Road Traffic accounted for 170,839 new cases in 2023 - almost a 25% reduction over five years
 - 21,413 incoming probate applications, an increase of 20% on 2019,
- 25,570 applications to the District Court under domestic violence legislation, a 25% increase in applications over a five-year period.
- 20,612 Irish Prison Service video courtroom appearances, a reduction of 11% on 2022.
- New cases in Criminal Courts were 56% higher in 2023 than 2019,

- Court of Appeal saw new criminal cases continuing an upward trend, showing a 24% increase on 2021.

Other statistics are available from the Courts Service's Annual Report.

A modern functioning Courts system is the foundation of a stable society.

The purpose of the Courts Service is supporting Justice and in delivering this purpose the Courts Service must consider the needs of the judiciary, of the people involved in proceedings and the wider public and support this delivery through strong public procurement.

Procurement at the Courts Service

A dedicated Procurement Officer was appointed to create awareness in Governance and Compliance throughout the Courts Service. They are also responsible for providing oversight, advice and assistance to all staff and aid with Contract Management as we operate a devolved Procurement model across the organisation. This includes maintaining a support network through the established "Procurement leads". It also includes the provision of documents, templates, and guidance to support local procurement activity undertaken by directorates such as template Procurement Request (Business Case), Request for Quotation template, Call for Competition templates for goods and services etc. This network also serves to increase awareness of the various policy and practice agendas to encourage best practice.

The Courts Service Procurement Policy and Procedures has been updated to reflect the changes in Circulars, Policies, and new increased EU thresholds in January 2024.

In 2024, a Courts Service Green Public Procurement (GPP) Policy was developed which, compliments both, the Courts Service's Procurement Policy and Procedures and Annual Procurement Plan. It details the Courts Services' commitment to Green Public Procurement, in line with the Governments Green Public Procurement Strategy and Action Plan 2024 – 2027, the

National Climate Action Plan and supports the annual Courts Service Climate Action Roadmap.

In support of the vision for the Courts Service ***“Delivering excellent services to court users; working in partnership with the Judiciary and others, to enable a world class Courts system”*** the procurement mission is defined as -

“To work in partnership with our internal and external stakeholders to deliver a procurement service that assists in the delivery of our strategic objectives, manages compliance and achieves value for money.”

Procurement has as a customer centric focus by definition and as such the Procurement Officer endeavours to provide an efficient and effective service to its internal and external service users and by:

- Promoting and champion the role of procurement,
- Providing support and advice for the procurement and contract management of goods and services,
- Advising buyers on appropriate procurement mechanisms and the relevant experts within OGP and other central procurement agencies,
- Developing and promoting environmental, social and governance policies and practices that encourage equality and diversity, fair work practices and sustainability to be incorporated in to how we procure and manage contracts over their lifecycle,
- Facilitating some procurement processes,
- Minimising procurement risk by providing technical procurement advice and guidance,
- Ensuring, that procurement policy, procedures and templates comply with EU Law and National Guidelines,
- Maintaining and updating policies, procedures, and guidance documentation in relation to procurement and contract management,

- Being the System Administrator and support for the centrally hosted Contracts Management System,
- Delivering procurement training to staff,
- Investigating the potential for aggregation of commonly used goods and services to create efficiencies and help achieve value for money,
- Deliver the organisations procurement plans,
- Adhere to procurement reporting obligations - reduction of non-compliant expenditure requiring reporting in Circular 40/02.

The Courts Service operates a devolved Procurement function with the Procurement Officer assigned to Corporate Services Directorate, Finance Unit reporting to the Head of Finance. However, for more intricate procurement we have engaged the services of an external procurement consultant who has wide ranging experience of public sector procurement.

All personnel authorised to incur expenditure are responsible for:

- Adherence to Public Procurement procedures, guidelines, and regulations, such as European Union Directives and circulars issued by the Office of Government Procurement (OGP).
- Adherence to Public Procurement thresholds when considering the sourcing of goods or services.
- Ensuring that there is budget approval and funds available prior to authorising a commitment.
- Adherence to contract signing authorisation limits.
- Adherence to expenditure authorisation limits.
- Timely planning of procurements, ensuring sufficient time is given to complete tenders or mini competitions before the expiry of existing contracts, thereby ensuring no non-compliant / non-competitive contracts.
- Active and appropriate management of contracts for which they are responsible, including updating the Contracts Register with any changes.

- Timely reporting and communicating of potential contract and/or budget overruns to budget managers/senior management and to the Finance Unit.

The objective of the above is to ensure, that when someone is generating a commitment for expenditure, that there is appropriate governance and that value for money is achieved.

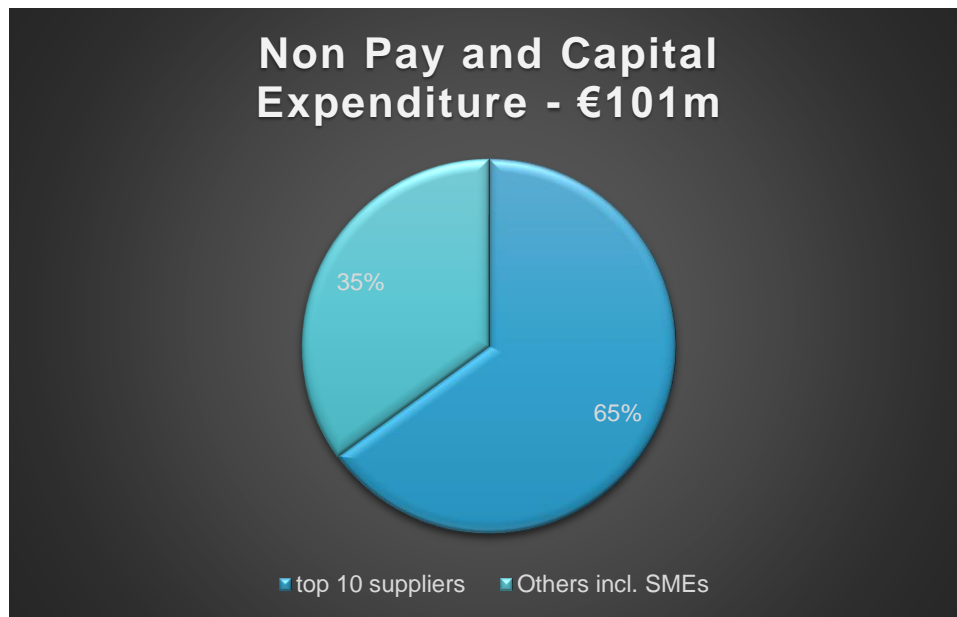
Only staff who have been granted Delegated Purchasing Authority by our Chief Executive can award contracts on behalf of the organisation.

Courts Service Procurement Annual Summary

In this reporting period, the Courts Service total spend was **€187.7m** of which, there was a total of **€101m** (54%) of procurable expenditure. The breakdown of procurable spend can be analysed as follows:

- 65% of spend¹ was concentrated with top 10 suppliers. These suppliers cover a range of Services under the following descriptions
 - Capital Expenditure relating to our Public Private Partnerships (PPP) including the Criminal Courts of Justice and the Regional Courts bundle and other building leases, totalling **€43.4m**
 - ICT expenditure relating to Development Projects, Managed Services, and Contract, totalling **€19.5m**
 - Expenditure relating to Interpreting Services excluding Irish Language and Sign Language, totalling **€2.4m**
- 35% of our spend, was with other suppliers including small and medium sized enterprises (SMEs), totalling **€35.8m**

¹ Non-Pay and Capital Expenditure



- **Contracts awarded** - 17 regulated contracts were awarded in the year, with a multiannual spend totalling **€12.059m** (excluding VAT). These contracts cover a range of Services including but not limited to -
 - Provision of Gas and Electricity Supplies, totalling **€6.9m** or 53% of the contracts awarded
 - Provision of External Quality Assurance for the Internal Audit Function and Risk Management and General Audit Services
 - Provision of General Legal Advice and Drafting and Legal Services to Court Rules Committees
 - Provision of ICT Systems and Services

It was a busy year with contract extensions and other procurement activities which will result in contract awards in 2025. As stated above the contracts awarded over €1m accounts for 53% of the total awards and 47% fall below the €1.0m mark.



At the start of January 2024 there were 26 items with a value of **€18.235m** million (excluding VAT) on the procurement plan which included items carried over from 2023. By the end of December 2024 there were 31 items with a value of **€35.665 million** (excluding VAT). During the year, an additional 7 procurements (above €25,000 excluding VAT threshold) were identified to enable the Courts Service implement initiatives that are identified in the Courts Services Strategies.

Some examples below;

- Strategy and Reform, Change Programme Office tendered for Business, Management, Contract and Consultancy services for the Optimise Phase of the Modernisation Programme, where focus will be directed at sustaining change to embed our new ways of working. This multiannual contract will be in the order of €16m (excluding VAT), over the life of the contract.
- Estate Management Unit put in place a contract in the order of €120k (excluding VAT) for Automated External Defibrillator (AEDs) for the Regional Offices utilising a Health Service Executive (HSE) Framework Agreement. They are finalising specifications for a Framework Agreement for Multi-disciplinary Design Services and a tender for the Supply, Delivery and Installation of Office Furniture.

- ICT tendered for a Security Operations Centre 24x7 to provide a managed service for Cyber Security issues.
- Learning & Development tendered for a Learning Management System, and they are preparing the specification for Trauma Informed Training.

Please note the Procurement Plans exclude the Utilities Contracts as this activity is predominantly led by OGP for the Public Sector.

Many tenders were on track to being issued to the market, however, changes in business requirements have placed some of them into Q1 2025.

The Courts Service has a Procurement Network which, is a network of Courts Service staff including senior managers across all Directorates who meet on quarterly basis to review procurement priorities and to be kept informed of changes in Public Procurement. In 2024, the group met on 5 occasions².

Regulated Procurement Summary

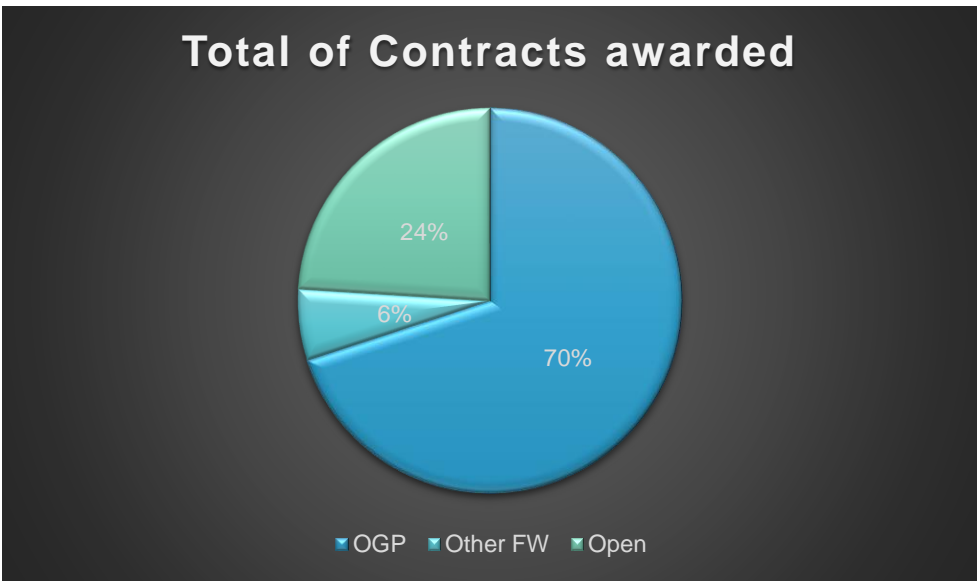
The Courts Service supports and encourages the use of existing national and local collaborative procurement contracts and framework agreements. Having a shared service like the Office of Government Procurement (OGP) allows the Courts Service and the wider public sector to achieve value for money and a wide range of economic benefits throughout through efficient procurement activity.

The Courts Service also has access to utilising contracts in the Local Government Operational Procurement Centre (LGOPC) and the Office of Public Works (OPW). These procurement contracts and framework

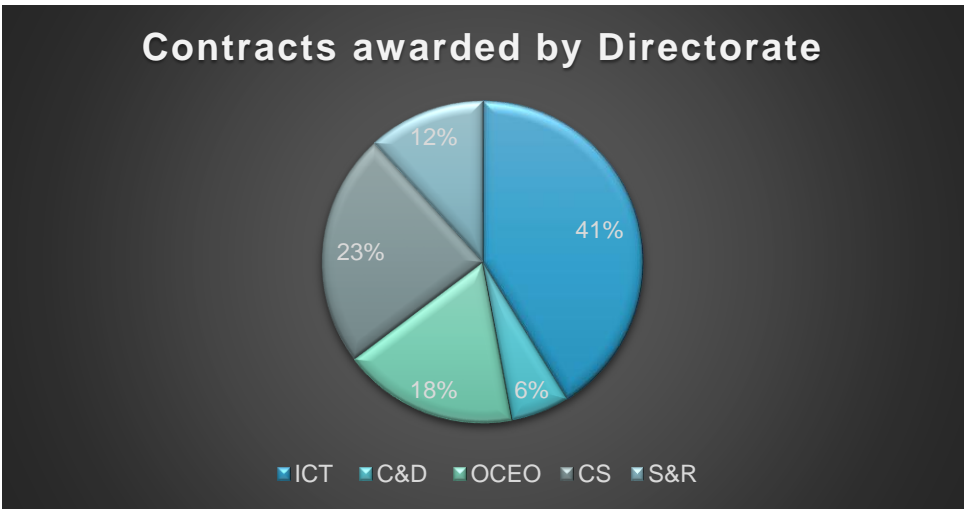
² 31 January, 10 April, 24 July, 18 September and 27 November 2024

agreements are more aimed at the Estate Management Unit (EMU) and Sustainability Unit for use.

As stated previously, the Courts Service awarded a total of 17 contracts and Framework Agreements (FWA) with a total value over the lifetime of the contracts of **€12.059m** (excluding VAT). 12 of these were awarded through OGP FWA, this represents 87% of the contracts awarded (70% of spend) and the remaining 5 were awarded through Other FWAs (6% of spend) or Open Procedure (24% of spend), this totalled **€1.570m** or 13% of contracts.



Breakdown per Directorate of the 17 regulated contracts



Circular 09/24 Reporting on the Use of Centralised Procurement Arrangements

As set out in Circular 16/2013 Revision of Arrangements Concerning the Use of Central Contracts, it is Government policy that public bodies, where possible, should make use of all such centralised procurement arrangements. Where public bodies do not utilise centralised procurement arrangements, they should be able to provide a value for money justification. This process has been referred to as “comply or explain”.

Circular 09/2024 is to inform public bodies of an annual reporting requirement relating to the use of centralised procurement arrangements, including the requirement to provide concise reason(s) for not availing of a centralised procurement arrangement, where one existed.

The annual reporting requirements are effective from 14th June 2024. Whilst the Courts Service is not a named Public Body on the Circular, we are obliged to compile a list for the Department of Justice.

Review of Regulated Procurement Activity Compliance

It is Courts Service policy to comply with public procurement guidelines, regulations, and directives. The Courts Service as a contracting authority is accountable for all procurement it carries out.

Budget Management and Procurement operates on a devolved basis i.e. there is delegated authority and responsibility for expenditure within each of the Directorates. The objective of this is, to ensure, that when someone is generating a commitment for expenditure, that there is appropriate governance and that value for money is achieved.

Government Policy states that public bodies, where possible, should make use of all available central arrangements³.

All Regulated Procurement is the Courts Service is undertaken within the parameters of the National Public Procurement Policy Framework (NPPPF) which is the overarching policy framework for public procurement in Ireland.

The National Public Procurement Policy Framework (NPPPF) consists of five strands:

1. Legislation (Directives, Regulations)
2. Government Policy (Circulars etc.)
3. Capital Works Management Framework for Public Works and Construction related Services
4. General Procurement Guidelines for Goods and Services
5. More detailed technical guidelines, template documentation and information as issued periodically by the Policy Unit of the Office of Government Procurement (OGP)

Preparation of a Courts Service Procurement Strategy began in late 2024 and will be finalised in Q2 2025. This along with the Multi-annual Procurement Plans will define how we strategically manage Procurement activities. This medium to long term plan will be managed within the business to provide a compliant approach and continue to obtain value for money contracts. It will also outline how improvements will be introduced to procurement, and how the business will benefit from a more sustainable, environmentally friendly, and socially responsible approach.

Our approach is to be objective, transparent, and sustainable to meet the expectations of all stakeholders to provide better performance through well-

³ Department of Public Expenditure and Reform Circular 16/13: Revision of arrangements concerning the use of Central Contracts put in place by the National Procurement Service

specified, procured, and managed contracts that will meet the needs of the business.

Finance Committee

The Finance Committee is a sub-committee of the Courts Service Board. Its role is to provide oversight and scrutiny on financial matters of the Courts Service on behalf of the Courts Service Board.

In accordance with the Courts Service Governance Frameworks, the Committee considers and approves:

- proposals for contracts and arrangements, including leases and the acquisition or disposal of any interest in land and /or property, with a value between €1m and €5m
- proposals for contracts for consultancy between €0.100m and €0.500m

The Committee also considers and makes recommendations to the Courts Service Board for:

- contracts and arrangements including the acquisition or disposal of any interest in land on/or property with a value more than €5m.
- contracts for consultancy more than €0.500m.

The Committee also reviews and considers the Courts Service's

- Procurement policy and procedures,
- Annual Procurement Plan,
- Contract register,
- Published list of suppliers in receipt of payments more than €20k and prompt payment interest report

Internal Audit Unit

The Courts Service has an Internal Audit Unit (IAU) that operates under the Office of the Chief Executive in accordance with a written charter, which has been approved by the Courts Service Board.

The IAU is entrusted with the responsibility of providing independent and objective assurance to management about the effectiveness and adequacy of risk management, control, and governance processes within the Courts Service and to achieve this, the unit performs comprehensive audits spanning a variety of the Service's activities including Procurement.

Derogations

In certain circumstances, where a purchase is or is likely to exceed €25K (excl. VAT) for a single supplier in a particular year or across several spend categories for the same supplier, then an application for a derogation from competition should be completed and submitted for approval under Circular 40/02 (non-competitive spend) to the Internal Audit Unit (IAU) prior to any expenditure being spent. The accepted circumstances for such derogation are;

- Proprietary/Sole Supplier Arrangements
- Urgency/Specialist/Security
- Rollover Contracts (due to timing/delay issues)

and in such circumstances, a procurement strategy should be implemented as soon as possible to rectify the arrangement. Being an operational organisation means that there will always be an element of 40/02 applications necessary due to proprietary purchases.

Each year, the Accounting Officer, the CEO of the Courts Service prepares an appropriation account for the Vote and submits it to the Comptroller and Auditor General (C&AG) for Audit. Part of that submission provides details of non-competitive contracts to the C&AG and the Department of Public

Expenditure, National Development Plan Delivery and Reform (DPENDR) and in 2024, the Courts Service had 5 incidences of non-compliant contracts. We also reported 1 derogation and 13 proprietary contracts.

Our Strategic Aims, Objectives and Key Priorities will always reflect the regulatory requirements in the public sector marketplace. This includes all policy, regulations and guidance provided by the OGP as the terms of reference for how we plan, manage, and deliver procurement activity.

Our key priorities are to improve procurement processes and policies. The Courts Service will do this by:

- Promoting increased levels of contracted spend throughout the organisation, to ensure that the taxpayer's money is spent properly, ensuring integrity and accountability
- Continued reporting of procurement performance and compliance, to ensure that our internal processes are adhered to
- Provide templates which are easily accessible for all Courts Service staff to use
- Work collaboratively with other public sector organisations on regulated procurements where appropriate

Future Regulated Procurement Summary

In May 2023, Circular 05/23⁴ replaced Circular 10/14 and increased the national advertising thresholds to €50,000 (excluding VAT) for goods and services and to €200,000 (excluding VAT) for works.

Contracting authorities are required to publish contract award information for all procurements over €25,000 (exclusive of VAT), including any contract awarded under a Framework Agreement, on the eTenders website on completion of the award whether the procurement was advertised on eTenders or not (for example, via email).

As set out above, public bodies can now follow a more simplified competitive process for purchasing up to the national advertising thresholds. The increases in the advertising threshold will not impact on the obligations for Government Departments and Offices to report to the Office of the Comptroller & Auditor General on any contracts above €25,000 awarded without a competitive process (as set out in Circular 40/2002).

The Courts Service continue to ensure that these new requirements are adhered to and that staff members with responsibility for procurement understand their obligations.

The Courts Service is keen to encourage competition for our contracts and we seek to advertise tendering opportunities to the market with sufficient advance notice and we advertise all open tendering opportunities on the eTenders portal.

The Courts Service maintain a yearly Procurement Plan of planned procurements, forecast new contracts and contract renewals. Throughout the

⁴ Circular 05/23 – Initiatives to assist SMEs in Public Procurement

year, new requirements and changing needs of the business may identify new projects which require to undertake regulated procurement activity and may influence the timelines and priority of projects.

Appendix 1 shows the procurement plan for 2024.

Contract and Supplier Management

Budget and Contract Management operates on a devolved basis and responsibility for expenditure within each of the Directorates has a nominated contract manager for each contract engaged in. Their responsibility is to ensure that the contract is monitored and managed effectively and if an issue arises regarding supplier performance or supply chain risks, the Procurement Officer will offer guidance and support.

The main functions of a contract manager include:

- Ensure successful implementation and execution of contracts
- Monitor contract performance against agreed Key Performance Indicators, Service Level Agreements, and any other specified performance indicators
- Lead supplier contract review and performance meetings in partnership with key stakeholders
- Develop and maintain supplier relationships to extract the maximum value from our contract
- Address and manage any issues that may arise and where appropriate initiate escalation meetings
- Proactively identify and manage contract risks and review business contingency planning
- Review and manage contract exit strategies

Green Public Procurement in the Courts Service

The Courts Service is committed to considering and integrating sustainability into our Procurement Strategy, Procurement Plan, and individual contracts.

2024 has been an important year for the Green Agenda with changes required from July 2024 on reporting and utilising GPP criteria in procurements at different stages of the procurement process.

Buying Greener: Green Public Procurement Strategy and Action Plan 2024 – 2027 was published and from 4th April 2024 stating that, public bodies must include minimum GPP criteria as distinct criteria in the published tender documentation. Depending on the goods or service being procured, this may be a technical specification, a selection criterion, and/or an award criterion. The criterion included should be appropriate and relevant to the contract.

The Courts Service follows the guidance from the OGP in relation to procurement matters, including the implementation of GPP. Where possible, the Courts Service draws from OGP contracts or frameworks or uses OGP templates for procurements which are undertaken locally. OGP has updated its standard templates for goods and services in line with GPP commitments and all new procurement competitions have included green assessment criteria if relevant to the contract. The Courts Service has their own templates that include a reference to Human Rights and GPP. Each business Unit defines the GPP criterion depending on the good or service being procured. There are several tools available to guide and help staff.

The Procurement Network in July 2024 gave a high-level overview of the GPP changes, and the September meeting has provided a more detailed overview of the Courts Service requirements, with links to the relevant details and supports.

In addition, the advice of an external procurement support is sought for any large procurements not supported directly by OGP.

Over the last two years, this support has provided advice and assistance in relation to some multi-million-euro contracts. GPP commitments were considered in relation to some ICT services and Facilities Management Tender for Washington Street procurement, for example.

The EPA guidance⁵ calls out ten priority sectors where clear, verifiable criteria that can be included in procurement documents have been identified to ensure that the goods and services procured are sustainable.

The EPA has been actively supporting GPP implementation by providing national guidance and criteria sets for priority sectors and developing GPP monitoring and reporting guidance and a template for government departments who are required to report on GPP in their departmental annual reports.

This guidance supports the inclusion of sustainable and green practices into public sector procurement procedures.

They are also relevant for utility sector procurers and would benefit private companies whether they are responding to tenders or applying green criteria in their own procurement. All criteria set, except for Office Buildings, were fully updated to reflect legislation and policy in place as of April 2024.

The Courts Service procurement plan 2024 continues to include a commitment to create more awareness of GPP, its benefits and our obligations as a Contracting Authority.

⁵ A copy of The Environmental Protection Agency's (EPA) updated guidance on Green Public Procurement (GPP) for the public sector in 2021 is available on the Courts Service Intranet

In the last 18 months, of the ten EPA criteria sets, the Courts Service would have drawn down framework agreements from the OGP in relation to the following services:

- Provision of paper and printing services,
- Provision of stationery including file covers
- Provision of Gas and Electricity Supplies

The Courts Service green selection and award criteria have been applied, where possible, on contracts below threshold or procured directly. As older contracts are renewed the Courts Service GPP commitments will be reviewed and included, where applicable.

A system to gather and record data on GPP implementation in the Courts Service, using the reporting template and relevant guidance, was developed during 2024.

The Courts Service is committed to GPP, and consideration will be given to putting in place information, training, networking, and monitoring activities to ensure our goals are met over the course of 2025.

Appendix A – Detailed Procurement Plan 2024

Directorate	Description	Estimated Value €000's	Contract Duration
ICT	Digital Dictation**	100	4 years
ICT	Provisions of Managed Print Service**	500	5 years
Strategy & Reform - Legislation & Rules	Drafting & Legal Services to Court Rules Committees**	300	4 years
Strategy & Reform - Legislation & Rules	General Legal Advice**	750	4 years
Corporate Services – CFO	Fund Management Services**	0	10 Years
Corporate Services - EMU	Framework Agreement for Multi-disciplinary Design Services **	800	4 years
Corporate Services - EMU	Framework Agreement for Minor Works Projects**	8,000	4 years
Corporate Services - EMU	Supply, Delivery and Installation of Office Furniture**	400	4 years

Corporate Services – EMU Sustainability	Phoenix House LED Light Upgrade**	500	1 year
Corporate Services - EMU	Provision of Automated External Defibrillator (AEDs) for the Regional Offices*	150	2 years
C&D Operations	Bespoke Office Consumables*	500	4 years
Strategy & Reform – L & D	Management Development Academy**	300	4 years
ICT	Citrix Support	260	1 Year
ICT	Supply of Windows Servers	275	4 Years
ICT	Supply of Multi-Purpose Office Paper for Printing and Photocopying	80	2 Years
ICT	Service Provision of Lotus Domino/Notes and Web Development, support and related services	500	4 Years
Strategy & Reform – L & D	Trauma Informed Training*	150	2 Years
CEO Office – CMU	Media Relations	480	4 Years
ICT	eRecruitment	30	2 years

ICT	Mobile Voice & Data Services	2,000	3 years
CEO Office – IAU	Provision of Internal Audit Services	150	2 years
CEO Office – IAU	Provision of External Quality Assurance of the Internal Audit Function**	30	1 year
CEO Office – IAU	Provision of Internal Audit Services (Risk Management and General Audit Services) Function	150	2 years
Circuit & District	Cash in Transit **	800	4 Years
Circuit & District – SRO	Facilities Management Support for Washington Street	130	2 Years
ICT	WIFI Equipment & Associated Services	900	3 years
TOTAL	26	18,253	