



An Coimisiún um
Rialáil Cumarsáide
Commission for
Communications Regulation

ComReg Corporate Procurement Plan

Commission for Communications Regulation
(ComReg)

1 January 2026–30 June 2028

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Additional Information

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1 Executive Summary

Public procurement refers to the process by which public bodies purchase works, goods or services from suppliers which they have selected for this purpose. It ranges from the purchase of routine goods or services to large scale contracts for infrastructural projects. Commission for Communication Regulations (ComReg) is obliged to ensure that value for money is obtained when purchasing good or services.

This Corporate Procurement Plan provides an understanding of the order of magnitude of procurement activities undertaken by the ComReg annually and outlines the procurement aims and objectives which underpin how the organisation approaches its procurement activities. The plan will help ComReg to benchmark its current procurement policies and practices and assist in identifying future procurement needs.

ComReg relies on the support of services providers in its pursuit of achieving its strategic objectives. Effective procurement of these services is therefore a key operational task for the organisation. This plan will provide an insight into how ComReg's internal procurement procedures operate in order to ensure best practice and compliance with both national and EU procurement rules.

The procurement policies and procedures within ComReg are continually reviewed to take account of changes in best practice, the guidelines of The Office of Government Procurement (OGP), and national / EU regulations. This plan will show how the procurement function within ComReg is well placed to deal with such changes by providing regular procurement updates to the organisation, ensuring updated policies and procedures are in place and providing regular training sessions to staff.

2 Purpose

The purpose of this Corporate Procurement Plan is to set out ComReg's strategic approach to procurement. It sets out ComReg's intention to promote best practice and consistency in the application of public procurement rules. The Plan will:

- Outline procurement objectives and how these will be achieved
- Examine the organisational expenditure profile
- Identify and address the main procurement risks
- Identify the existing procurement practices
- Examine obligations regarding Green Public Procurement (GPP)
- Examine how ComReg will measure performance in relation to the plan

3 Scope

The scope for this plan is to cover the management of procurement that arises from the day-to-day operations of ComReg. This includes General Expenditure such as Professional Services, Legal, IT, and other Administrative Expenses, as well as Capital Expenditure which also falls within the remit of this Corporate Procurement Plan.

This Corporate Procurement Plan is for the period 1 January 2026–30 June 2028.

The plan will detail the procurement procedures, processes and practices operating within ComReg.

4 Procurement Objectives

ComReg's procurement objectives are listed from 1 to 6 below. Underneath each objective we have set out a series of measurable goals, how these goals will be delivered, and how the delivery will be measured. Value for Money is a key consideration for the organisation and while it is not explicitly mentioned below it is addressed by ensuring all the goals listed below are met.

Objective 1 – To Deliver Common Procurement Practices Across the Organisation		
Goals	How Will Goal be Delivered	How will Delivery be Measured
Communicate Corporate Procurement Plan across the organisation	The Corporate Procurement Plan will be sent to all staff annually as part of the staff newsletter and published on the Staff Intranet	Corporate Procurement Plan included in a Q1 edition of the staff newsletter and published on Staff Intranet
Ensure a Procurement Official is involved in the Tender preparation and evaluation of all tenders above national threshold	The Finance & Governance Manager will ensure that the requirement for a Procurement Official to be involved in all tenders advertised on OJEU as part of Finance Policies & Procedures is achieved	Quarterly review of all Tender competitions above 25K to ensure compliance with procurement policies
Ensure there are clear step-by-step instructions and procurement templates available to staff throughout the procurement process	Detailed guidance documents and templates are available on the procurement application on the Intranet	The Finance & Governance Manager will lead an Annual review of guidance documents and templates to ensure they are up to date

Objective 2 – To Support the Organisation in Achieving its Strategic Goals and Help to Ensure Suppliers Deliver on their Contractual Commitments		
Goal	How Will Goal be Delivered	How will Delivery be measured
Work with Divisions to gain an understanding of key strategic goals and related procurement requirements	This exercise will be undertaken as part of the annual business planning cycle	An annual operational procurement plan will be derived from the business planning exercise
Support Divisions with their short/medium term procurement needs	Quarterly meeting with procurement representatives from each division	Updates to operational procurement plan throughout the year
Ensure there are processes in place to monitor progress on contracts in line with the terms set out in the contract	Quarterly review of supplier contracts with a procurement official and the relevant contract manager to ensure work is progressing in line with contract and contractor is performing satisfactorily	Quarterly contract monitoring report is reviewed and approved by management
Minimise procurement risks that may inhibit the delivery of organisational goals	Carry out annual assessment (which will include a consideration of lessons learnt, issues encountered, etc) of procurement risks for ComReg with mitigation actions where appropriate	Implementation of procurement risk mitigation actions

Objective 3 – To Support an Efficient Decentralised Procurement Process Across the Organisation		
Goal	How Will Goal be Delivered	How Delivery will be measured
Staff from across the organisation to manage end to end procurement processes (with appropriate support from the Finance & Governance Team)	Ensure staff have access to up-to-date procedures and support with efficient systems which can assist them throughout the procurement process	Annual review of procurement application and plan for implementation of process improvements
Encourage sharing of knowledge and lessons learnt across all divisions	Quarterly meeting with procurement representatives from each division to share lessons learnt, etc	Lessons learned are shared after each meeting

Objective 4 – To Achieve Efficiencies Throughout the Procurement Process		
Goal	How Will Goal be Delivered	How will Delivery be Measured
Ensure, when appropriate, Central Contract (OGP) arrangements and ComReg Framework Agreements are used to maximise procurement efficiency	Early identification of possible ComReg or OGP arrangements to meet procurement needs Check if requirements are available in-house	Stand-alone procurement competitions should be reviewed before publication to ensure there is no Central Government or ComReg arrangement that can accommodate needs. These arrangements may include a Framework Agreement (FA) or a Dynamic Purchasing System (DPS).

Ensure manual effort is kept to a minimum by automating as much of the procurement process as possible	Use of procurement application for all stages of procurement process	All procurement processes should be done through the procurement application
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Objective 5 – To Ensure Compliance with all Relevant Procurement Rules		
Goal	How Will Goal be Delivered	How will Delivery be Measured
Compliance with all national and EU procurement rules	<p>Review all policies, procedures and processes to ensure they reflect all updates with regard to best practice, legal requirements and OGP/national/ EU circulars</p> <p>Communicate to staff for public procurement updates and new Circulars immediately</p> <p>Finance & Governance monitors and reviews each procurement job to ensure that all steps set out in user guides are followed and required paperwork and records present</p>	The Finance & Governance Manager will lead an Annual review of all procurement policies and procedures
Communicate updates on procurement policies and procedures to all staff	This will be done through the quarterly procurement bulletin in the All-Staff newsletter	Bulletins will be issued to all staff each quarter

Arrange training & seminars for staff	<p>Annual inhouse training session run for staff focused on new staff and those commonly involved in procurement</p> <p>Continuous training and guidance is also available during all tender competitions</p>	Training sessions to take place in Q1 each year
Ensure compliance with all legal requirements	Legal advisor to review all procurement over €50K/or where contract involved	This is a mandatory requirement as part of the procurement application. The procurement process cannot be completed unless there has been a legal review

Objective 6 – To Deliver Procurement in Accordance with the Wider Green Public Procurement Strategy

Goal	How Will Goal be Delivered	How will Delivery be Measured
Ensure compliance with Green Public Procurement obligations	<p>Policies and Procedures include green procurement requirements including circular 17/2025</p> <p>Use of OGP frameworks whenever possible</p> <p>Ensure staff are aware of obligations regarding green procurement</p>	Quarterly review of procurement competitions to ensure compliance with requirements where appropriate

	<p>Confirmation that OGP's GPP on-line tool has been checked for suitable criteria and the outcome is noted in Draft RFT and Evaluation Report</p>	
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5 Expenditure Profile

To understand the procurement context in which ComReg operates, an analysis of the top 10 expenditure categories for the last two financial years is shown below along with the procurement approach taken in each case.

Expenditure Category	Spend during the Year		Number of Suppliers	Procurement Approach - Arranged in line with EU Public Procurement Directive	
	2024	2025		2024	2025
Outsourcing Services	7,524,000	8,179,000	44	46	Mix of Framework Agreements (FA's)/Dynamic Purchasing Systems (DPS) drawdowns and Open Competitions
Consultancy Services	4,497,000	5,741,000	53	46	Mix of FA/DPS drawdowns and Open Competitions
Legal Services	3,838,000	2,387,000	22	16	Framework Drawdowns
Equipment & IT Maintenance	2,040,000	2,359,000	68	56	Mix of FA/DPS drawdowns, Open competitions and Requests For Quotations
Rent & Service Charges	2,453,000	2,453,000	2	2	Exempt
International Subscriptions	811,000	895,000	2	2	N/A
Training	469,000	561,000	80	85	Request For Quotations
Consumer Advertising/ Promotion	355,000	1,023,000	19	22	Mix of FA/DPS drawdowns and Request for Quotations
Recruitment Services	162,000	396,000	13	11	Mix of FA Drawdowns and Request For Quotations
Subscriptions	450,000	530,000	47	46	Mix of FA Drawdowns and Requests for Quotations

6 Risk Analysis

ComReg has designed its internal financial controls to reduce the risk of fraud. Such controls include systemised approvals by management for new suppliers. A member of the Finance team will also participate in all tender competition evaluations to ensure the process complies with procurement rules and principles of equal treatment, mutual recognition, proportionality & transparency. All members of an evaluation team must sign a declaration confirming they have no conflict of interest that would prevent their full and unbiased participation in the evaluation process.

The two overarching procurement risks for ComReg are:

1. Compliance Risk

ComReg's procurement practices that are outlined in Section 7, are designed to ensure compliance with the procurement rules.

2. Supply Risk

ComReg will carry out an annual assessment of the supply risk that could negatively impact on the delivery of our functions and services to our stakeholders. The supply risk will be assessed in relation to each category of goods and services used by ComReg. The assessment will include:

- An analysis of the nature of the supply market i.e. does the current market favour the buyer or the supplier which may affect cost
- Quantifying the value of the goods/services required for each category
- Probability of supply failure and the impact on the organisation from a corporate risk perspective of same
- The type of procurement process that is likely to be required to acquire the goods/services and the complexity of same
- The specialised nature of the goods/services that are required
- ComReg's prior experience of sourcing goods and services for the category in question
- Strategic importance of the service to the organisation
- Consider whether there is an over reliance on a single service provider

When carrying out the assessment, ComReg will consider separately the supply risk to each of the areas that it regulates (e.g. Telecoms, Postal and any new areas of regulation assigned to the organisation).

7 Procurement Practices

7.1 Public Policies

As a public entity, ComReg has a duty to ensure that it complies with the Code of Practice for the Governance of State Bodies 2016 (the Code) which includes procedures for procurement.

Under the Code, management should ensure that there is an appropriate focus on good practice in purchasing and that procedures are in place to ensure compliance with procurement policy and guidelines.

ComReg takes seriously its responsibilities towards public procurement and its policies are designed to align with wider public sector procurement policy.

7.2 Public Procurement Rules

ComReg has a legal obligation to follow public procurement rules including the following (at the time of drafting):

- General principles of EU law, these must be used for all procurement.
 - Equal treatment and non-discrimination
 - Mutual recognition
 - Proportionality
 - Transparency
- Government (Circulars). These include:
 - Circular 17/2025: Updated Green Public Procurement Instructions for Public Sector Bodies
 - Circular 09/2024 – Reporting on the Use of Centralised Procurement Arrangements
 - Circular 05/2023: Initiatives to assist SMEs in Public Procurement
- Public Procurement Directives, Directive 2014/24/EU transposed into Irish Law by S.I. No. 284 of 2016 along with Remedies updates
- Case Law – held to account by legal obligations via the courts

- Further information is available on the ComReg website Procurement | Commission for Communications Regulation

7.3 Procurement Structure within ComReg

Procurement is decentralised within ComReg, with every Division responsible for ensuring compliance with the organisation's Financial Procedures and both national and EU procurement rules. The Finance & Governance Unit actively supports each Division in this endeavour and acts as a central point of contact for placing all advertisements onto the eTenders (National) and the Official Journal of the European Union (OJEU) websites. By acting as this point of contact, Finance & Governance can ensure compliance with the procurement rules. To fulfil its role, the Finance & Governance Unit is resourced with individuals with national qualifications in public procurement. In addition, the Finance & Governance Unit is supported by legal advisors in the Office of the General Counsel who provide support on any legal issues that may arise during the procurement process.

The procurement application, along with user guides for each competition option, provide the framework to capture and direct all procurement undertaken in ComReg. At the start of each tender competition, the project lead / team ensures that the required personnel (including support from procurement and legal are available). While scoping specification requirements, the team considers if early market engagement is required and checks to see if an existing Central Government (ie OGP) arrangement is in place. They will also complete a risk assessment and complete best estimation of whole life cost of the item being procured. Depending on the competition option chosen, the relevant process guide will take the project team step by step through the tender competition from pre-tender to award of the contract / set-up of the Framework Agreement. At each stage, Finance & Governance will provide guidance and training while ensuring that each tender competition is run compliantly in line with all public procurement rules. The procurement application provides the user with a suite of legally approved templates which are relevant to the tender competition threshold and procurement process. Included in the templates is further guidance such as:

- Checking the OGP GPP on-line tool in the RFT when preparing suitable criteria for specification requirements

- A list of 'Dos and Don't' rules on conducting an evaluation set out in the template evaluation Report
- Guidance in the stand still notification letters

ComReg reserves the right, in limited instances, to invite an external expert to participate in a tender evaluation where there is a competency or risk requirement.

As part of the annual Business Planning Cycle, each Division identify the needs for external services and put in place plans to purchase such services. The strategic priorities of the organisation will drive the action plan items and ultimately the services that are to be procured.

A procurement job must be raised on the system before an order for goods or services can be placed. By linking the procurement job to the purchase order approval process, the Finance & Governance Unit can ensure compliance with procurement procedures before the related order is approved.

During the year the Finance & Governance Unit hold quarterly procurement meetings with all Divisions represented. The purpose of these meetings is to ensure future procurement has been adequately planned and identify any further support needed for the Divisions. The types of goods / services procured could differ from year to year depending on the strategic priorities.

A summary of the segregation of duties between Finance & Governance Unit and staff running procurement projects is outlined below:

Finance & Governance Role	Staff Member Running Procurement Project Role
Provide guidance to staff member throughout the procurement process	Scope Requirements Check for in-house expertise, check for central government arrangement (ie OGP)
Review of Tender documentation before publication to ensure compliance with best practice	Prepare pre-tender paperwork (PID, Business Cases etc)
Publication of Tender documents on eTenders/OJEU	Create Procurement Job on Intranet

Confirm in writing for non-conflict of interest	Complete Tender documents and send to Finance and Legal for review. Organise approval and request publication
Forward any queries in relation to the Tender documents to the Project manager	Issue invitations for evaluation meeting
Publish answers to queries on eTenders/OJEU	Provide answers to any queries received to Finance
Upload of Tenders received to procurement job,	Once tenders are received complete the compliance check, perform evaluation, record comments from evaluation team, prepare evaluation report, make full Declaration and obtain legal approval of Evaluation Report, prepare notification letters
Attend & provide support Tender evaluations for eTenders and OJEU competitions	Collect and check documentation required from Preferred Applicant (requested in Letter of Intent. Prepare the Final sign-off documentation (IFD Checklist) and letter of acceptance and Final Version of the Contract (updated for Party and Schedule details). Arrange for review by Procurement and approved by Legal Division Advisor.
Upload cert of receipt and opening of applications to the procurement job	Organise execution of the Contract by supplier and inhouse
Publication of Award Notices on eTenders/OJEU and complete Reg 84 Report	Ensure all of the relevant paperwork is uploaded to the procurement job Capture lessons learnt
Review Procurement Paperwork before approving related PO	Once Contract has been signed, notify Finance and organise a PO on Finance system
Scheduling quarterly check-in meetings with contract managers	Meeting with Finance on quarterly basis to discuss performance of contract

7.4 Procurement Application

A new internal procurement system to manage the end-to-end procurement process was introduced in 2024. The system uses the latest developments in MS SharePoint technology to assist users navigate the procurement process. Another key feature is the automation of the contract document sign-off process using DocuSign. A full audit trail of all reviews/approvals is captured by the system. The user chooses the relevant procurement category and the relevant process requirements and templates are uploaded by the application into the procurement job. Only those members listed on the procurement job are permitted access. All procurement paperwork, reports, reviews, key points with approvals and Reg 84 requirements are held on record in each procurement job.

7.5 Framework Agreements

In addition to the use of various Central Government arrangements including OGP Framework Agreements and Dynamic Purchasing System, ComReg has also put in place several of its own Framework Agreements to cater for its specific needs in the area of Professional Services, Economic Competition, Specialist Technical Advice, Legal Services and Agency Staff. Each of these Framework Agreements were put in place in full compliance with all legal requirements and they are used regularly by the organisation.

7.6 Corporate Strategy Statement

Goal 12 in ComReg's Strategy Statement for 2025 to 2027 states that...'***As we change, we will regularly review our policies, processes and systems to ensure that they continue to support us in delivering on our mandate, mission, and vision, while meeting the highest standards of corporate governance***'.

In line with this goal, ComReg needs to have effective and efficient procurement processes and systems to ensure it achieves value for money in all goods and services it buys.

Such processes must be designed to meet the needs of the various Divisions without imposing an unnecessary administrative burden. ComReg continually reviews its processes to ensure they are relevant to the needs of the various Divisions. In certain cases, it may be appropriate to use centralised contracts put in place by the Office of Government Procurement (OGP) to achieve the desired outcome.

The Finance & Governance Unit also monitors the costs incurred across the various contracts to ensure relevant limits are not exceeded. It also has a role in assisting the Divisions in tender evaluations. This role also assists in identifying training needs in the various Divisions.

7.7 Green Public Procurement

This is covered in detail below in Section 8

8 Green Public Procurement

Green Public Procurement (GPP) is the process whereby public bodies seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured.

ComReg actively supports the aim of sourcing goods, services or works with a reduced environmental impact (Circular_17_2025_PDF.pdf).

The Irish Government's annual public sector purchasing accounts for 10% to 12% of Ireland's GDP, a large part of economic activity and demand. This provides Ireland's public sector with significant influence to stimulate the provision of more resource-efficient, less polluting goods, services and works within the marketplace.

ComReg is committed to implementing Green Public Procurement, in line with the EPA Green Public Procurement Guidance, the Government's Climate Action Plans, the Green Public Procurement Strategy and Action Plan 2024–2027.

ComReg's actions include staff training, use of the GPP Criteria Search where appropriate, and the establishment a Green Team to educate and assist in developing a 'green' culture in the organisation.

Since the launch of OGP's online search tool to support green public procurement in November 2022, ComReg uses this tool for all tender competitions to check if GPP criteria is appropriate, following the rules set out in Circular 17/2025 Updated Green Public Procurement Instructions for Public Sector Bodies

The eleven main sectors which focus on GPP are:

	Road transport vehicles and services		Indoor and outdoor lighting (including road lighting and traffic signals)
	ICT products and services (including data centres)		Heating equipment (including cogeneration, trigeneration and heat pumps)
	Food and catering services		Energy-related products (white goods/appliances, electronic displays, vacuum cleaners)
	Cleaning products and services		Paper products and printing services
	Building design, construction and management (due to be updated in 2024/5)		Textile products and services (including uniforms and laundry services)
	Furniture and related services (new criteria set published in 2024)		

The most relevant areas in respect of Green Public Procurement for ComReg are:

- Stationery, including paper and printing
- Cleaning Services
- Motor Vehicles
- Energy related products
- Heating and Lighting
- Furniture and Office Equipment
- With regard to the Professional Services , ComReg aims to reduce travel and the production of hard copy reports.

Green criteria can be included in the procurement process in the following areas:

- When defining the subject matter of the contract

- In exclusion grounds and selection criteria
- As technical specifications
- As qualitative award criteria
- In the application of Life Cycle Costing
- In contract performance clauses

9 Measurement of Performance in Relation to Plan

ComReg will monitor its performance against the objectives set out in Section 4 and report progress to the Leadership Team on a quarterly basis.

An example of the details that will be provided as part of this update are shown below.

Goal Measurement	Reporting Frequency	Result	Additional Comment
Has the Corporate Procurement Plan been included in a Q1 edition of the ComNews (the ComReg staff newsletter)?	Annually	Yes/No	
Has a review by the Finance & Governance Unit of all Tender competitions above 25K taken place to ensure compliance with procurement policies?	Quarterly	Yes/No	
Has a review of guidance documents and templates (led by the Finance & Governance Manager) taken place?	Annual	Yes/No	
Has an operational procurement plan been derived from the business planning exercise?	Annual	Yes/No	
Has the operational procurement plan	Quarterly	Yes/No	

been updated throughout the year?			
Has a contract monitoring report been reviewed and approved by management?	Quarterly	Yes/No	
Is there a plan to implement procurement risk mitigation actions?	Annual	Yes/No	
Has a review (led by the Finance & Governance Manager) of procurement application for possible process improvements been conducted?	Annual	Yes/No	
Has the lessons learned log been reviewed by procurement committee	Quarterly	Yes/No	
Are stand-alone procurement competitions reviewed by a member of the Finance & Governance Team before publication to ensure there is no framework can accommodate needs?	Quarterly	Yes/No	
Are all procurement processes carried out through the procurement application?	Quarterly	Yes/No	

Has there been a review of procurement policies and procedures to ensure they are up to date?	Annual	Yes/No	
Has a procurement bulletin been issued to all staff?	Quarterly	Yes/No	
Did training sessions take place in Q1?	Annual	Yes/No	
Has each tender competition over €50K been subject to legal review?	Quarterly	Yes/No	
Has a review of procurement competitions taken place to ensure compliance with GPP requirements	Quarterly	Yes/No	

10 Governance & Approval

The Director of Corporate Services will present the Plan to the Leadership Team and the Audit & Risk Committee before being formally adopted.

Following approval of the Plan, it will be circulated to all staff and will be published on ComReg's Internet.

Appendix 1 - Executed Agreements

Number of Contract Agreements Executed in previous 2 Financial Years

Type of Procurement Process	01/07/2023- 30/06/2024	01/07/2024- 30/06/2025
ComReg Framework Agreement (FA) Agency drawdown	39	26
ComReg FA Consumer and Public Communications drawdown	3	0
ComReg FA Barristers Services drawdown	9	5
ComReg FA Legal drawdown	38	25
ComReg FA Legal drawdown, Supplemental	8	5
ComReg FA Prof Serv drawdown	9	8
ComReg FA Prof Serv drawdown, Supplemental	8	6
Derogation under Public Procurement Directive 2014_24_EU	4	6
Established ComReg FA Agency	0	26
Established ComReg FA Product Testing	1	0
Established ComReg FA Professional Services (non-legal)	46	0
Established ComReg FA Review of Competition (ROC)	0	23
eTenders tender competition	1	4
eTenders tender competition, supplemental	4	1
OGP arrangement	8	7
OJEU tender competition	7	6
OJEU Tender Competition Supplemental	7	2
RFQs	17	17

RFQs Supplemental	3	1
Total	212	168

Appendix 2 - Planned Procurement

>100K

(At time of drafting)

Year ending 30.06.2026	Post Year End 30.06.2026
Operational Analysis	Travel Management and ancillary services (OGP)
Quarterly Consumer Survey (OGP drawdown)	ComReg Framework Agreement for Solicitor Services
ESRI Joint Research Programme	ComReg Framework Agreement for Regulatory Governance
Customised Data & AI Analytics Training	Customer Contact Management
Telecoms Regulatory & Legal Research 2026-2028	ComReg Framework Agreement Product Testing for products
Quarterly consumer research for Q2 2026 to Q1 2028	Provision of Media Strategy, Planning and Buying Services (OGP drawdown)
Replacement of Core Storage Infrastructure	Firewalls and Associated Services (OGP drawdown)
Business Central Support and Development	Microsoft Solution Renewals (OGP drawdown)
Mobile hardware and service Provider	Issue Tracking
IT Security Consultancy & Incident response	Pension Administration and Pension Investment advisory services
Strategic IT Advice	Establish FA for Professional Services (non-legal)
CER/NIS2 (Independent Risk Support)	Provision of Network Products (OGP drawdown)
Network Incident Monitoring Software	
Expert monitoring and support	

Dynamic Purchasing System for the Provision of Creative Campaign Services for the Public Sector Ref: MMP071F-19	
Provision of Service Outage Information to End-users - Consumer Survey	
Postal USO user need and pricing conjoint research	
RMS Audit	
External Expertise in Scoping GIA SIP	
Survey of users needs – postal	
RoC – End-user demand driven Application Project RoC	
RoC - Technology FANS Report	
Project RoC	
eDiscovery Processing + Review Software	
Regulatory Assistance on Wholesale Pricing	
Wholesale Pricing Notifications Review	
Accounting Separation (re: Retail P&L and Audit Issues)	
ComReg Framework Agreement for Barrister Services	
ComReg Framework Agreement for NIS2	
ComReg Framework Agreement for Data Act	
Commercial Office Cleaning Services	
Executive Search	
Customised Data Academy	
Financial Performance of ECS Sector	
Building review	
Letting Agency fees	

Organisational Review