

## Exhibit 3 Strategic objectives

### VFM, competition & efficiency

To ensure procurement procedures are managed cost efficiently and value for money is obtained in the procurement of all goods, services and works

To fully exploit all available economies of scale and opportunities for market leverage by extending the use of corporate contracts and framework agreements

To support staff and members in identifying scope for year on year contract savings and other procurement related VFM improvements

To promote the greater and more consistent use of whole life costing and cost/benefit techniques in evaluating known or preferred quality considerations where applicable in awarding major contracts

To ensure the proper use of competition to help the organisation obtain and demonstrate best value in the choice and delivery of all Council contracts

### Performance management

To establish an appropriate set of key indicators, standards and targets for procurement within an agreed performance management framework that includes all relevant feedback and reporting cycles

To develop the management information systems necessary to ensure the production of accurate, complete, up to date and easily accessible spend analysis and other performance information relevant to the function of procurement at the Council

### Sustainability

To adopt the Local Government Sustainable Action Plan as set out by the Sustainable Procurement Task Force (May 2007)

To ensure all procurement practices are consistent with and support the delivery of the Council's wider environmental strategy and Local Agenda 21 Plan

To develop the use of corporate contracts for areas of generic spend and ensure that consideration of environmental impacts, ethical trading concerns and sustainable procurement considerations are fully built into the evaluation process by building in suitable quality criteria into contract specifications and using use of whole life costing techniques in the evaluation process where relevant

To work with the regional Centre of Excellence and other partner organisations to encourage good practice and influence the development of a diverse and sustainable external market place

### Partnership & collaboration

To foster and encourage innovative procurement solutions to support the Council's partnership aspirations and help the organisation to work effectively in collaboration with others

## Standards & governance

To ensure that risk is appropriately managed and that all procurement activities and transactions are legal, comply with the regulatory framework and the Council's Code of Corporate Governance

To ensure all procurement activity and decision making is carried out in accordance with the Constitution

## Staffing & organisation

To ensure that scarce procurement resources are deployed effectively and that systems are in place to deliver the Council's strategic procurement priorities

To determine and clearly document the respective roles and responsibilities of central and devolved staff involved in procurement activities

To invest in the recruitment and retention of suitably qualified, experienced and competent staff and secure an appropriate mix of central and local staff inputs to support the corporate and operational procurement needs of the organisation

To ensure a structured approach to the education, training and development of all staff across the organisation with procurement and contract management responsibilities

## Equalities & inclusion

To develop and promote consistent procurement practices and procedures that ensure that the Council fulfils its statutory duties, promotes equality for all in the procurement process and requires all suppliers to comply with all equalities standards

To develop and promote consistent procurement practices and procedure that ensure that the needs of all parts of the community and minority groups are fully considered in the development of suitable contract specifications and procurement solutions

To develop and promote consistent procurement practices that take due account of a preference to purchase locally and/or encourage Small & Medium sized Enterprises in the market place where this does not compromise legal or other competition requirements or the ability of the Council to obtain VFM

To encourage local companies and Small & Medium sized Enterprises to participate in the contracting process and provide a means of impartial advice and support to such companies to assist them in doing so

## New technologies

To use new and emerging information technologies wherever possible to reduce transactional costs and improve the efficiency and effectiveness of all aspects of the procurement process for the Council, external suppliers and contractors and to the benefit of the community