

Fulfilling work procurement

"Contracts are awarded to organisations who demonstrate good employment practices, like payment of the living wage, secure work contracts, training, and inclusive working practices."

Challenges

- ? Political support**
Stronger political support required for the outcomes that good quality work can deliver.
- ? Definition**
Clarity on what 'good quality' work means, and how it can be measured in a procurement process?
- ? Price**
Price still extremely important in the context of austerity and value for money.
- ? Appropriateness**
Is 'good work' for purchasers to prescribe, or should this be left to the market?
- ? Replicability**
Difficulty replicating approaches championed elsewhere by organisations who may have different priorities or interests.
- ? Monitoring**
How to monitor and enforce the delivery of agreed outcomes?
- ? Cost**
Adding another set of procurement criteria brings extra administrative costs.
- ? Market fragility**
Tight profit margins may mean suppliers in key sectors (e.g. care, construction) struggle to deliver new good work requirements.

Success factors

- ✓ Evidence base**
Of the social and economic impact in local areas.
- ✓ Ongoing evaluation**
To build an evidence base and support successful approaches.
- ✓ Political leadership**
On the importance of quality work.
- ✓ Senior buy-in**
Clear champions linking the process to organisational goals.
- ✓ Supplier engagement and market research**
To help suppliers respond to new requirements.
- ✓ Team factors**
The necessary skills, resources, and influence within procurement teams.
- ✓ Process and practicalities**
Contract managers have a clear, detailed and agreed process to monitor success.