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**Scoring Social Value**

**Model Award Criteria**

**For**

**Public Sector Bodies**

**Alternative approach**

# Introduction

This paper sets out model award criteria for use by Contracting Authorities when scoring social value. Before using this model you should have:

* Read the [Procurement Policy Note (PPN) 01/21 (Scoring Social Value)](https://www.finance-ni.gov.uk/publications/ppn-0121-scoring-social-value).
* Read the Scoring Social Value Guidance.
* Completed the Social Value training module.
* Decided between the Social Value Points approach or Social Value Alternative approach as the appropriate method to scoring social value for this contract.
* Read the guidance to help select the most appropriate theme and subsequent indicator(s) for this contract, which is available at socialvalueni.org.

*Wherever possible you should copy the model award criteria below into your tender documentation. If appropriate, you can make adjustments to the model award criteria and supplier guidance to:*

* *Ensure model award criteria is consistent with scoring matrix*
* *ensure relevance to the subject matter of the contract;*
* *respond to feedback gained through pre-procurement engagement;*
* *ensure compliance with the principles of equal treatment, non-discrimination and proportionality; and/or to*
* *satisfy/achieve specific departmental policy objectives.*

*You should replace any defined terms if they conflict with your Conditions of Contract or specification (e.g. you may use Contractor instead of Supplier in your contract)*

**Award Criteria**

In accordance with the [Procurement Policy Note (PPN) 01/21 (Scoring Social Value Policy)](https://www.finance-ni.gov.uk/publications/ppn-0121-scoring-social-value), the successful Supplier will be required to deliver measurable social value outcomes.

**With reference to the social value schedule set out at** Click here to enter text. **, describe how you will support delivery of indicator Select a Social Value Indicator in the delivery of work on the contract?**

**Supplier Guidance**

Social Value initiatives related to indicatorChoose an item. may include:

[Insert indicator(s) example initiatives set out in guidance below]

Your response should include:

* The activities you will undertake and the timescales for delivery;

|  |  |
| --- | --- |
| **Initiatives** | **Quantity** |
| Relevant initiative | X metric |
|  |  |
|  |  |
|  |  |

* Quantifiable metrics for each activity. You may wish to complete and insert the table below in your response. This table is for illustrative purposes only. You do not need to deliver against all these initiatives.
* The internal stakeholders and resources you will engage to plan and deliver the social value requirements;
* How you will engage with key external stakeholders (e.g. suppliers in your supply chain, the Authority, social value beneficiaries, organisations within the voluntary, community and social enterprise sector etc.);
* Confirmation that the planned activities are additional to activities your organisation already undertakes. (All activities included in your response should be forward looking, additional activities that are directly related to this contract. You can deploy an existing policy/programmes BUT must demonstrate the specific commitment they make to the contract/how it will be deployed); and,
* How you will monitor and report on the delivery of the social value activities and address any performance issues.

**Your answer should be no more than** Click here to enter text. **sides of one A4 page and should be in Arial font, size 11.**

# Selecting Social Value Indicators

***You should review the Themes, Indicators and guidance below to decide which Indicator(s) are relevant and proportionate to the subject matter of the contract.***

*When using the Alternative Approach award criteria, you should copy the indicator’s “****Social Value Initiatives****” into the Supplier Guidance section of the Alternative approach award criteria.*

# THEME 1: SECURE EMPLOYMENT AND SKILLS

This theme aims to create employment and training opportunities, contribute to in-work progression and skills development, create opportunities for entrepreneurs and support economic growth.

## Indicator 1.1 – Create employment, re-training and other return to work opportunities for those furthest from the labour market

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract involves the recruitment, training, retention and/or support of a contract workforce
* The contract relates to a sector where there are high levels of unemployment or relates to a high growth sector or there are skills gaps or shortages in the industry; or
* The work on the contract is likely to be in an area facing high levels of unemployment.

### Social Value Initiatives related to this indicator may include, for example:

* Paid employment opportunities on the contract for those who face barriers to employment and/or are from deprived areas
* Apprenticeship opportunities
* Work experience placements for those who face barriers to employment and/or are from deprived areas
* Training/support and guidance in place for work experience placement participants, including progression support
* Support related to skills and educational development designed to encourage people to enter or re-enter employment and training
* Initiatives which encourage people who face barriers to employment/or are from deprived areas to apply for employment opportunities on the contract

## Indicator 1.2 - Create employment opportunities particularly for those who face barriers to employment and/or who are located in deprived areas

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when the contract value is in excess of £500k per annum and:

* The contract involves the recruitment, training, retention and/or support of a contract workforce
* The contract relates to a sector where there are high levels of unemployment or relates to a high growth sector or there are skills gaps or shortages in the industry; or
* The work on the contract is likely to be in an area facing high levels of unemployment.

### Social Value initiatives related to this indicator may include, for example:

* Paid employment opportunities on the contract for those who face barriers to employment and/or are from deprived areas
* Apprenticeship opportunities on the contract
* Initiatives which encourage people who face barriers to employment/or are from deprived areas to apply for employment opportunities on the contract
* Initiatives which increase the representation of disabled people in the contract workforce

## Indicator 1.3 – Create employment and training opportunities in industries with known skills shortages or in high growth sectors

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* the contract relates to a sector with known skills gaps or shortages
* the contract relates to a high growth sector
* the contract relates to a sector where the work is traditionally seen as low skilled and there is a lack of in-work progression

### Social Value Initiatives related to this indicator may include, for example:

* Paid employment opportunities on the contract for those who face barriers to employment and/or are from deprived areas
* Apprenticeship opportunities on the contract
* Unpaid work placements on the contract for those who face barriers to employment and/or are from deprived areas
* Training/support and guidance in place for work placement participants, including progression support
* Support related to skills and educational development designed to encourage people to consider employment and training opportunities in industries with known skills shortages or in high growth sectors
* Training and mentoring for disadvantaged groups, including continuous development and progression
* Initiatives which encourage the retention of disadvantaged groups within the contract workforce

## Indicator 1.4 - Support in-work progression and educational attainment in the workforce, including training schemes that address skill gaps and result in recognised qualifications, to help people to move into higher paid work by developing new skills

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* the contract relates to a sector with known skills gaps or shortages
* the contract relates to a high growth sector
* the contract relates to a sector where the work is traditionally seen as low skilled and there is a lack of in-work progression

### Social Value Initiatives related to this indicator may include, for example:

* Identifying employment and skills issues, and education and training issues relating to the contract
* Addressing skills gaps and education and training issues relating to the contract
* Promoting and encouraging employees to access training schemes that address skills gaps and result in recognised qualifications
* Stimulating career development, particularly for those who are considered to be disadvantaged
* Mentoring support for those who face barriers to employment so that they are supported to remain in the workforce
* Supporting staff who are disabled to develop new skills and recognised qualifications

## Indicator 1.5 – Increase the representation of disabled people in the contract workforce

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* there are equality, diversity and inclusion issues associated with the sector
* there are opportunities to improve equality, diversity and inclusion of the contract workforce
* the equality, diversity and inclusion of the contract workforce is important to the performance of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* Paid employment opportunities for disabled people on the contract
* Supporting disabled people to develop new skills and recognised qualifications.
* Increasing the representation of disabled people in the contract workforce

## Indicator 1.6 – Support disabled people to develop new skills and recognised qualifications

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* there are equality, diversity and inclusion issues associated with the sector
* there are opportunities to improve equality, diversity and inclusion of the contract workforce
* the equality, diversity and inclusion of the contract workforce is important to the performance of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* Unpaid work placements for disabled people
* Initiatives to identify challenges for disabled people to acquire new skills and recognised qualifications
* Initiatives which support disabled people to develop new skills and recognised qualifications on the contract.
* Initiatives which increase the representation of disabled people in the contract workforce
* Disability awareness training for managers and/or the contract workforce

## Indicator 1.7 - Create opportunities for entrepreneurship and help new organisations to grow, supporting economic growth and business creation.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract is specialist in nature and newly established micro businesses, social enterprises and/or Voluntary and Community organisations are likely to benefit from pro-bono support in an area related to the contract.
* There is a lack of new businesses, entrepreneurs, start-ups, or VCSE organisations in the market for the contract opportunity and there is a need to diversify the supply chain.
* There is an opportunity to include newly established micro businesses, social enterprises and/or Voluntary and Community organisations in the supply chain of the contract

### Social Value Initiatives related to this indicator may include, for example:

* Inclusion of micro businesses, social enterprises and/or Voluntary and Community organisations in the contract’s supply chain
* Positive outreach to promote supply chain opportunities to ensure they are accessible to a wide range of businesses, with a particular emphasis on micro enterprises, social enterprises and/or Voluntary and Community organisations
* Skilled advice and knowledge sharing in an area related to the contract with micro businesses, social enterprises and/or Voluntary and Community organisations
* Positive outreach to micro businesses, social enterprises and/or Voluntary and Community organisations to identify needs & potential partners for skilled advice and knowledge sharing in an area related to the contract

# THEME 2: BUILDING ETHICAL AND RESILIENT SUPPLY CHAINS

This theme aims to tackle employment inequality, reduce the risk of modern slavery and human rights abuses within the supply chain, and promote diverse and secure supply chains.

## Indicator 2.1 – Demonstrate action to promote collaboration and a fair and responsible approach to working throughout the supply chain

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There is a risk that there is potential inequalities or unfavourable terms and conditions of employment for the contract workforce.
* the contract relates to a sector where the work is traditionally seen as low skilled and there is a lack of in-work progression

### Social Value Initiatives related to this indicator may include, for example:

* initiatives that tackle inequality, promote staff welfare and support staff wellbeing.
* support for employees engaged on the contract designed to encourage in-work progression and skills development that will address skills gaps and result in recognised qualifications
* initiatives that promote the principles of Fair Work
* initiatives that promote equality, diversity and inclusion

## Indicator 2.2 – Demonstrate action to promote ethical supply chains; and, identify and tackle risks of modern slavery and human rights abuses in the delivery of the contract, including in the supply chain.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* Where modern slavery and or human rights abuses are a risk in the contract or in the supply chain (This is likely to be the case where the contract relates to particular sectors or the workforce is in particular countries which indicate higher modern slavery risks).

### Social Value Initiatives related to this indicator may include, for example:

* processes for identifying and managing the risks of modern slavery in the delivery of the Contract, including in the supply chain.
* mechanisms to empower staff to raise suspicions of unlawful and unethical employment practices and criminal activity within the Contract’s supply chain
* training on modern slavery and ethical employment practices for those involved in buying/ procurement and the recruitment and deployment of workers and a record of those that have been trained
* procedures for investigating any Supplier identified as high risk, by direct engagement with workers wherever possible, and working with Suppliers to rectify any issues of illegal or unethical employment practice

## Indicator 2.3 Maximise security of supply, for example by minimising proximity of supply chains to point of delivery

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* there is a lack of new businesses, entrepreneurs, start-ups, or VCSEs in the market for the contract opportunity and there is a need to diversify the supply chain.
* the market for the contract opportunity includes new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals, but the public sector supply chain is less diverse, or there are new tier 1 opportunities.
* there is a requirement to drive greater resilience, capacity, innovation, use of disruptive technologies, green technologies, efficiency, quality, modernisation, productivity and/or collaboration in the supply chain.

### Social Value Initiatives related to this indicator may include, for example:

* Modernising delivery by increasing circular solutions throughout the supply chain.
* Promoting and supporting innovation throughout the supply chain to deliver more sustainable goods and services.
* Demonstrating collaboration and knowledge sharing throughout the supply chain to support economic growth and encourage ethical and resilient business.
* Maximising security of supply on the contract, for example, by minimising proximity of supply chains to point of delivery.
* Employing low or zero-carbon practices and materials on the contract and support the contract’s supply chain to minimise carbon footprint and emissions.

## Indicator 2.4 – Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs and VCSEs.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There is an opportunity to include newly established micro businesses, social enterprises and/or Voluntary and Community organisations in the supply chain of the contract
* There is a lack of new businesses, entrepreneurs, start-ups, or VCSE organisations in the market for the contract opportunity and there is a need to diversify the supply chain.

### Social Value Initiatives related to this indicator may include, for example:

* Inclusion of micro businesses, social enterprises and/or Voluntary and Community organisations in the contract’s supply chain
* Positive outreach to promote supply chain opportunities to ensure they are accessible to a wide range of businesses, with a particular emphasis on micro enterprises, social enterprises and/or Voluntary and Community organisations
* Skilled advice and knowledge sharing in an area related to the contract with micro businesses, social enterprises and/or Voluntary and Community organisations
* Positive outreach to micro businesses, social enterprises and/or Voluntary and Community organisations to identify needs & potential partners for skilled advice and knowledge sharing in an area related to the contract

# THEME 3: DELIVERING ZERO CARBON

This theme aims to promote environmental benefits, influence environmental protection and improvement and work towards net zero greenhouse gas emissions.

## Indicator 3.1 – Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* contracts which have a direct impact on the environment in the delivery of the contract
* the performance of the contract, or the way in which the contract is performed, could result in environmental protection and improvement, including working towards net zero greenhouse gas emissions.
* the production/manufacture of the products procured is heavily dependent on energy and resource consumption
* there is an opportunity to require suppliers to demonstrate how they can minimise the energy/resource intensity of the production process
* the product or service procured routinely involves the consumption of energy and there is an opportunity to minimise energy consumption
* contracts which require the use of buildings by staff engaged in the delivery of the contract
* contracts which require the transportation of goods or people used in the delivery of the contract and there are opportunities to minimise the frequency of deliveries and / associated emissions
* contracts which require the use of natural resources in the delivery of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* provision and / use of energy efficient equipment in the delivery of the contract
* provision and / use of environmentally friendly products in the delivery of the contract
* measures to reduce water consumption in the delivery of the contract
* measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency
* reduction of scarce materials in the products used on the contract
* the use of recycled packaging on the contract
* the use of electric vehicles in the delivery of the contract
* awareness and training events on environmental issues related to the contract for the Supplier’s workforce, supply chain and contracting authority
* activities to enhance the natural environment
* activities to increase biodiversity
* measures to improving air quality
* specific steps taken in the design and manufacture of services to work towards net zero greenhouse emissions on the contract
* Including environmental requirements within any sub-contractor supplier selection processes in relation to the Contract
* Raising awareness of the environmental impacts related to the Contract amongst the Supplier’s workforce and supply chain and encouraging environmentally conscious behaviours within the workplace

## Indicator 3.2 – Contract specifications that support environmental protection and improvement.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* contracts which have a direct impact on the environment in the delivery of the contract
* the performance of the contract, or the way in which the contract is performed, could result in environmental protection and improvement
* the production/manufacture of the products procured is heavily dependent on energy and resource consumption
* there is an opportunity to require suppliers to demonstrate how they can minimise the energy/resource intensity of the production process
* the product or service procured routinely involves the consumption of energy and there is an opportunity to minimise energy consumption
* contracts which require the use of buildings by staff engaged in the delivery of the contract
* contracts which require the transportation of goods or people used in the delivery of the contract and there are opportunities to minimise the frequency of deliveries and / associated emissions
* contracts which require the use of natural resources in the delivery of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* Conducting pre-contract engagement activities with supply chain organisations to develop the most relevant requirements to support environmental protection and improvement on the contract
* Including environmental requirements within supplier selection processes
* Developing specifications designed to support environmental protection and improvement throughout delivery of the contract
* Establishing a baseline for scope 3 emissions and setting targets for their improvement

## Indicator 3.3 – Supply chains that minimise carbon footprint and emissions.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* it is likely that the Supplier will utilise its supply chain to deliver the contract
* the performance of the contract, or the way in which the contract is performed, could result in opportunities to minimise carbon footprint and emissions across the Supplier’s supply chains
* the production/manufacture of the services and / products procured is heavily dependent on energy and resource consumption
* there is an opportunity to require suppliers to demonstrate how they can minimise the energy/resource intensity of the services provided and / production process throughout its supply chain
* the product or service procured routinely involves the consumption of energy and there is an opportunity to minimise carbon footprint and emissions throughout the supply chain
* contracts which require the use of buildings by staff engaged in the delivery of the contract
* contracts which require the transportation of goods or people used in the delivery of the contract and there are opportunities to minimise the frequency of deliveries and / associated emissions

### Social Value Initiatives related to this indicator may include, for example:

* Activities to minimise carbon footprint and emissions throughout the supply on the contract, examples could include:
  + including targets to minimise carbon footprint and emissions within specifications and supplier selection processes
  + provision and / use of energy efficient equipment throughout the supply chain in the delivery of the contract
  + the use of electric vehicles in the delivery of the contract
  + scheduling of delivery times and transport methods based on minimising carbon footprint and emissions for the contract
  + adopting circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency
* Conducting pre-contract engagement activities with supply chain organisations to identify ways to minimise carbon footprint and emissions in the performance of the contract.
* Awareness and training events on environmental issues related to the contract for supply chain partners
* Establishing a baseline for scope 3 emissions and setting targets for their improvement

## Indicator 3.4 – Companies employ low or zero-carbon practices and/or materials.

### This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* the performance of the contract, or the way in which the contract is performed, could result in environmental protection and improvement, including employing low or zero-carbon practices and/or materials
* the production/manufacture of the products procured is heavily dependent on energy and resource consumption
* there is an opportunity to require suppliers to demonstrate how they can employ low or zero-carbon practices and/or materials
* the product or service procured routinely involves the consumption of energy and there is an opportunity to employ low or zero-carbon practices and/or materials
* contracts which require the use of buildings by staff engaged in the delivery of the contract
* contracts which require the transportation of goods or people used in the delivery of the contract and there are opportunities to minimise the frequency of deliveries and / associated emissions
* contracts which require the use of natural resources in the delivery of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* + baseline measurements of the packaging used and waste produced through the current contract delivery arrangements;
  + the actions the Supplier will undertake to minimise packaging and waste in the production, processing and transport elements of the contract by reviewing their onsite operations and by engaging with the supply chain
  + the actions the Supplier will undertake to use the most efficient transport and delivery arrangements;
  + the actions the Supplier will undertake to reduce the consumption of natural resources, in particular the use of single use plastic;
  + the actions the Supplier will undertake to include circular solutions to reduce packaging and waste;
* how the Supplier will monitor and measure the impact of the actions they are taking to minimise packaging and waste
* how the Supplier will review and revise the actions they are taking with suitable regularity to continue to reduce packaging and waste wherever possible
* how the Supplier will feedback on progress and results to the Contracting Authority

## Indicator 3.5 – Assessing and minimising embodied carbon.

### This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* the scope involves the provision and / use of materials that are considered to contain high levels of embodied carbon on the contract
* there are opportunities through the performance of the contract to minimise embodied carbon

### Social Value Initiatives related to this indicator may include, for example:

* the reuse of buildings instead of constructing new ones
* use of low-carbon concrete materials (e.g. low carbon concrete mixes)
* limit the use of carbon-intensive materials such as aluminum, plastics, and foam insulation
* selecting materials with lower embodied carbon over the project life-cycle
* the use of carbon sequestering materials
* reusing materials wherever possible
* using high-recycled content materials
* maximizing structural efficiency
* measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency
* measures to continuously assess and reduce embodied carbon throughout the delivery of the contract

# THEME 4: PROMOTING WELLBEING

This theme aims to improve the health and wellbeing of the contract workforce, tackle employment inequality, contribute to in-work progression and skills development, and improve community integration.

## Indicator 4.1 – Support the health and wellbeing, including physical and mental health, in the contract workforce

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* the performance of the contract/s is labour intensive.
* the health and wellbeing of the contract workforce is important to the performance of the contract.
* there are opportunities to improve the health and wellbeing of the contract workforce.
* there is a high risk of health and wellbeing issues due to the nature or the contract and / or the sector involved in the delivery of the contract

### Social Value Initiatives related to this indicator may include, for example:

* activities to continuously improve health and wellbeing of employees on the contract
* reduce the stigma associated with mental health for employees on the contract
* health and wellbeing training for supervisory and management staff to support employees on the contract
* activities to measure employee satisfaction on the contract
* activities to enhance employee engagement and retention levels on the contract
* in work development and progression opportunities
* measures to address inequalities including underrepresentation within the contract workforce

## Indicator 4.2 – Influence staff, suppliers, customers and communities through the delivery of the contract to support health and wellbeing, including physical and mental health

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* the performance of the contract/s is labour intensive.
* the wellbeing of the contract workforce is important to the performance of the contract.
* there are opportunities to improve the wellbeing of the contract workforce, suppliers, customers and communities
* there is a high risk of health and wellbeing issues due to the nature or the contract and / or the sector involved in the delivery of the contract
* the health and wellbeing of communities is impacted through the delivery of the contract

### Social Value Initiatives related to this indicator may include, for example:

* activities to improve health and wellbeing of contract workforce.
* community engagement events to promote wellbeing including skills development in areas related to the contract
* engagement activities to identify health and wellbeing issues within the supply chain
* volunteering activities to organisations within the voluntary, community and social enterprise sector
* co-design or creation of services relevant to the contract with community organisations to promote good relations
* supporting community-led initiatives relevant to the contract, including opportunities for people to have a say in decisions that impact them.

## Indicator 4.3 – Promote equality, diversity and inclusion in the contract’s workforce

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* there are equality, diversity and inclusion issues associated with the sector
* there are opportunities to improve equality, diversity and inclusion of the contract workforce
* the equality, diversity and inclusion of the contract workforce is important to the performance of the contract.

### The Social Value Initiatives related to this indicator may include, for example:

* Continuously developing an understanding of the issues affecting inequality for employees on the contract.
* Increasing awareness and providing training about equality, diversity and inclusion issues within the contract workforce for employees and managers engaged on the Contract.
* Adopting inclusive and accessible recruitment practices to increase equality, diversity and inclusion of the contract workforce in accordance with the [Equality Commission for Northern Ireland’s guidance](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/Unifiedguidetopromotingequalopps2009.pdf)
* Undertaking positive action measures to address representation of disadvantaged groups in the contract workforce. [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)
* Engage with employees working on the Contract to determine the most important equality, diversity and inclusion issues and undertaking activities to address these.

## Indicator 4.4 – Allocate a percentage of the budget to artwork or cultural activities

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* the contract involves the delivery of community focused services and / works
* there is an opportunity through the delivery of the contract to support artwork or cultural activities

### The Social Value Initiatives related to this indicator may include, for example:

* allocating a percentage of the budget to artwork or cultural activities
* community engagement activities to determine the most relevant artwork or cultural activities
* activities to promote the artwork or cultural activities to community groups
* activities to promote supply chain opportunities related to the artwork or cultural activities to micro businesses, social enterprises or organisations within the arts, cultural and heritage sectors