GM HR COLLABORATION CONTRACT AWARD REPORT

Contract Reference	GM Temporary Staffing Supply
Report For	GM HR Directors
Report Author	Vicky Castle
Team	Tender evaluation team:- Vicky Castle, GM Projects and Contracts Officer Vicky Marshall – Tameside Council Jingwen Yang - Oldham Council Cal Aston – Trafford Council Karen Fairhurst – Bolton Council Jessica Hall – Bury Council Kate Moore – Rochdale Council Natalie Vella – Wigan Council Jo Rabbani – Manchester City Council Janine Hayes – Salford City Council All collaborating organisations were involved in drafting the specification to ensure all requirements were met.
Date	14 September 2026
Contract Value	£100 million per year
Framework Used	YPO Framework Agreement 1140 – Managing Recruitment and Resourcing, Lot 1: Managing Temporary Recruitment for Local Authorities.

OVERVIEW

Star Procurement on behalf of members of the HROD Collaboration tendered for the provision of an agency staffing managed service. All GM authorities and committed to the contract along with: -

- Blackpool Council
- Blackburn with Darwen Council
- Greater Manchester Police
- Warrington Council

The contract value above is indicative of the costs we incur for engaging temporary workers and does not represent the fee paid to Reed as the Managed Service Provider. Reed received around £372k in the last year based on agency staff fees of £100m

Spend by organisation is shown on the next page for 2025/26:-

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Client	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Total
GMCA - Blackburn With Darwen Council	166	148	181	206	138	105	91	73	92	115	126	128	1,570
GMCA - Blackpool Council	85	87	106	137	105	121	178	177	199	201	201	202	1,801
GMCA - Bolton Council	932	716	775	967	728	768	1,021	853	896	827	800	824	10,106
GMCA - Bury Council	891	753	768	985	742	754	914	724	802	741	682	650	9,406
GMCA - Greater Manchester Fire & Rescue	19	27	30	30	18	25	30	29	45	21	35	84	393
GMCA - Greater Manchester Police	237	219	227	264	212	186	266	231	234	259	267	268	2,870
GMCA - Manchester City Council	1,915	1,591	1,589	2,015	1,617	1,742	2,114	1,877	1,764	1,826	1,803	1,914	21,765
GMCA - Oldham Council	1,143	928	947	1,180	879	905	1,070	851	1,007	898	896	962	11,665
GMCA - Rochdale Borough Council	732	620	644	799	652	643	722	627	713	751	676	653	8,233
GMCA - Salford City Council	409	396	385	481	366	335	457	369	341	395	335	370	4,638
GMCA - Stockport Metropolitan Borough Council	397	329	342	462	392	395	482	358	375	312	365	328	4,538
GMCA - Tameside Metropolitan Borough Council	1,021	872	931	1,076	787	761	948	716	797	781	763	740	10,195
GMCA - Trafford Council	555	491	488	645	503	489	615	507	506	500	503	463	6,266
GMCA - Transport For Greater Manchester	100	44	44	69	59	72	63	34	26	30	20	23	584
GMCA - Warrington Borough Council	235	185	193	275	214	184	237	195	146	168	204	186	2,422
GMCA - Wigan Council	578	460	451	567	443	462	599	410	517	373	368	388	5,616
Total	**9,413**	**7,868**	**8,099**	**10,158**	**7,857**	**7,947**	**9,806**	**8,031**	**8,461**	**8,199**	**8,044**	**8,184**	**102,067**

The contract will commence on 28 July 2027 until 27 January 2030 with one annual renewal allowed potentially extending the contract to January 2031. All councils confirmed the budget is available and with the following KPI's: -

Key Performance Indicators
The successful tenderer will be required to attend an annual contract management meeting and participate in quarterly catch-up meetings with the GM collaborative group.
This meeting will include a review of the following indicative performance indicators.

Service level	Target
Order performance	
Accept and progress order	Within 1 hour (raised 8:00-17:00 Mon to Fri)
Time to fill (shift management) urgent roles Tier 1 – by agreed start date	95%
Time to fill (shift management) non-urgent roles Tier 1 – by agreed start date	95%
Time to fill (shift management) urgent roles Tier 2 – by agreed start date	95%
Time to fill (shift management) non-urgent roles Tier 1 – by agreed start date	95%
Fulfilment level	95%
% Workers provided via a talent pool	10% per annum
Compliance	
Proof of ID and ETW	100%
Referencing levels met	100%
Supplier audits conducted	Bi-annually
Supplier audits provided	Quarterly (or as requested)
Adherence to relevant authorisation process	100%
DfE Assignment Template sent within deadline	100%

Full KPIs and SLAs will be developed as part of the contract process.

The collaboration may review and revise KPI's by mutual agreement with the Provider over the term of the Framework.

BACKGROUND

The first managed service was established amongst core GM Authorities (excluding Manchester CC) in 2008 and this new contract will be the 5th generation of service.
The current contract has now been in place for 5 years and is working well with benefits realised. The original cessation date of the contract was 28 January 2025, however, we extended for a further 18 months to facilitate the exploration of alternative solutions.

The agreement was originally established to:

- Implement a consistent, collaborative approach across GM and other participating partners in terms of contract management
- Provide GM collaboration members an efficient and effective platform for temporary staffing supply
- Improve hiring manager experience and also reduce the time taken to hire suitable candidates
- Realise significant cost savings by purchasing services collaboratively

The current contact is with Reed Talent Solutions and has largely been successful although there are still challenges with the QSW market with the introduction of the DfE statutory requirements

SCOPE OF CONTRACT

The contract allows a managed service provision across the organisations which supports the following requirements: -

- To operate in strategic partnership with the collaboration and, where appropriate/necessary, offer guidance on workforce planning, fulfilment methods and process governance.
- Operationally advise on agency worker need, method, engagement and rates. Additional support in terms of advertising/marketing campaigns may be required for hard to fill/niche roles along with direct contact with agencies to discuss the role requirements.
- Agency worker ordering including technical support.
- Supply chain management (including auditing)
- Vacancy filling including support through the process
- Timesheeting
- Invoicing
- Issue resolution
- Monitoring and reporting
- Ad-hoc permanent recruitment support for hard to fill/niche roles
- Data capture to support with DfE reporting requirements for each organisation

PROCUREMENT PROCESS

The GM collaboration chose to procure a new agency staffing managed service via an existing, dedicated procurement framework administered by YPO. This framework allows for flexible managed service solutions and has an optimum number of capable providers. The mini competition allowed providers, by responding to the Quality Assessment Questions and Pricing Evaluation, to offer proposals for bespoke, innovative and flexible solutions to the collaboration's strategic and operational needs.

By being awarded the right to supply through the YPO Framework, GM is satisfied that tenderers will have already satisfied core operational and technological criteria.

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The timeline for the procurement process is shown in the table below: -

Activity	Date
Issue of Invitation to Tender	Thursday 2 July 2026
Clarification questions deadline	Friday 17 July 2026
Tender submission deadline	Thursday 6 August 12 noon
Evaluation of tenders	Wednesday 26 August
Tender Presentation/Interview (if required)	8 & 9 September
Standstill period begins	November 2026
Standstill period ends	November 2026
Expected date of Contract Award	December 2026
Contract Commencement Date	28 July 2027

The following companies bid: -

- Adecco
- Comensura
- Matrix
- Reed Talent Solutions

The evaluation was based on:-

- Quality 40%
- Social Value 20%
- Price 40%

The moderation session was hosted by the Category Manager at YPO, providing neutrality across the discussions and final scores.

The evaluation results are as shown in the table below:-

	Price Score	Quality Score	Social Value Score	TOTAL Weighted Score	Ranking
Adecco	28.63%	32.60%	8.47%	69.72%	4
Comensura	35.68%	36.80%	11.10%	83.53%	2
Matrix	37.27%	27.00%	9.59%	73.74%	3
Reed	40.00%	39.80%	20.00%	99.75%	1

As there was a clear and obvious winning bid, the evaluation panel felt presentation interviews were not required.

EVALUATION RESULTS

The contract is to be awarded to Reed Talent Solutions.

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BENEFITS / SAVINGS

- No implementation period or fee – the supplier is already well established with our collaboration and are providing a quality and competitive service, therefore a transition period or change in process is not required
- Agency Fees remain relatively stable in comparison to the current contract, with some roles attracting lower fees under the new contract and others remaining unchanged. Fee examples are shown in the table below:-

Job Category	Pay Rate (hourly)	Current Contract Fee	New Contract Fee	% change
Admin & Clerical	£19	£0.55	£0.59	7%
Admin & Clerical	£25	£0.55	£0.50	-9%
IT	£19	£1.75	£1.00	-43%
IT	£25	£1.75	£1.75	-
Manual Labour	Up to £18.99	£0.55	£0.95	73%
Procurement	£19	£1.30	£1.00	-23%
Procurement	£25	£2.40	£1.25	-48%
Social Care Qualified	Up to £29.99	£2.40	£2.40	-
Social Care Qualified	Over £30	£2.40	£2.85	19%
Waste Management	Up to £18.99	£0.55	£0.50	-9%

- For the purposes of evaluation, pricing was calculated by totalling the agency and MSP fees for all agency worker job categories. The results were as follows:-

Supplier	Total Pricing	% difference to Reed
Reed	£207.37	
Matrix	£222.58	7%
Comensura	£232.51	12%
Adecco	£232.51	40%

- Pricing for permanent recruitment was included in the tender (for ad-hoc difficult to fill roles) but was not included in the evaluation. Including this pricing would have skewed the results significantly if a bidder used fairly low percentages against permanent roles. Reed have a flat fee of 15% of annual salary for any permanent role they are asked to fill. Other bidders came in with increasing scales of fees from 5% to 13% dependant on salary. The significant spend on the contract will be contingent labour and so the savings here far outweigh the higher fees we will incur for any permanent roles.

SOCIAL VALUE BENEFITS

The policies / commitments clearly show work undertaken with Voluntary and Community sector and was a comprehensive response showing a clear commitment to the GM region, including a review of social aims and goals which have been undertaken with specific targets and measures put in place. The commitments Reed have included for this contract are shown at Appendix 1.
Reed must update the SV Portal quarterly, so we are able to track their progress against the commitments shown in Appendix 1.

RISKS / ISSUES

There are few risks as Reed are the incumbent supplier. Reed have shown a clear commitment to improving the service and included good innovative approaches to tackling supply in their tender response.

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RECOMMENDATIONS

To approve award of the GM Temporary Staffing Supply contract to Reed Talent Solutions.

APPROVED BY	Sam Betts on behalf of the HROD Collaboration
POSITION	Director of Human Resources & Organisational Development, Salford City Council
DATE	24th September 2026
SIGNATURE	

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APPENDIX 1

GM Temporary Staffing Supply: Social Value Commitments

Supplier: Reed Talent Solutions
Status: Submitted
Contract Value: GBP 400,000,000

Committed:
GBP 107,524,875
Target Add (%):
26.88%

Summary Results by Measure

Ref	Item	Proxy Value	Units	Target		Target Description
				No.	GBP	
NT1	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	GBP 34,936	no. people FTE	40.83	GBP 1,426,553	RTS currently has 10 full-time employees supporting this contract, all based within Greater Manchester. This includes 4 members of our Direct Sourcing Team, 4 Account Management staff, 1 Tech Delivery Consultant and 1 Screening Specialist, all living within M postcode areas. Should vacancies arise, our strategy is to recruit locally through Reed's Manchester office, advertising roles on Reed.co.uk, LinkedIn and local job boards. We will also utilise relationships with Jobcentre Plus locations across Greater Manchester, including Manchester Central, Oldham, Rochdale and Stockport, sharing vacancies and promoting opportunities through local employment advisers. Vacancies will additionally be promoted through local community networks, colleges and employability partners to maximise access for local residents. This approach ensures replacement roles are filled by local people wherever possible, maintaining employment, skills development and economic benefit within Greater Manchester.
NT2	Percentage of full time equivalent local employees (FTE) on contract - employed directly or through supply chain	GBP 0	%		GBP	
NT3	No. of full time equivalent employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer)	GBP 20,429	no. people FTE		GBP	
NT4	No. of full time equivalent employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs)	GBP 15,382.90	no. people FTE		GBP	
NT4a	No. of full time equivalent 16-25 year old care leavers (FTE) hired on the contract	GBP 15,382.90	no. people FTE		GBP	
NT5	No. of full time equivalent employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.	GBP 24,269	no. people FTE		GBP	
NT6	No. of full time equivalent disabled employees (FTE) hired on the contract	GBP 16,605	no. people FTE		GBP	

NT8	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	GBP 16.93	no. staff hours	112	GBP 1,896	Through our established partnerships with Salford Foundation and Inspiring Futures, RTS will deliver a minimum of 8 school and college engagement sessions annually, supporting career awareness, employability and skills development for local young people. Chloe Brown, our Schools Engagement Lead, will take responsibility for coordinating and delivering this commitment. Sessions will be delivered at Bury Church of England High School (BL9), Bolton Muslim girls school (BL3) Hyde High School (SK14), Edgar Wood Academy (OL10), Holy Family Catholic College (M1 2), The Lowry Academy (M28), All Hallows Catholic High School (M6), Manchester Enterprise Academy (M22), Droylsden Academy (M43) and Albion Academy (M5). Activities will include mock interviews, careers insight sessions and employability workshops. Each session lasts circa 3.5 hours. Based on 8 visits per year, RTS will deliver 28 staff hours annually. We will look to exceed on these hours through support supplier volunteering.
NT9	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years	GBP 317.82	no. weeks		GBP	
NT10	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	GBP 251.79	no. weeks		GBP	
NT11	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	GBP 105.58	no. hrs (total session duration)*no. attendees	2,520	GBP 266,062	RTS will deliver a targeted programme of job fairs across Greater Manchester to support unemployed people into work. Activity will be led by Simon Butler, GM Direct Sourcing Team Senior Consultant, who will use established relationships with Jobcentre Plus, Ingeus and local authority employability teams to provide career advice and access to local opportunities. Working with Manchester, Rochdale and Bury Jobcentre Plus, Ingeus and Rochdale Council, we will deliver a minimum of 6 job fairs annually: 1in Bury, 2 in Manchester, and 1 each in Tameside, Stockport and Rochdale. Based on our previous experience sessions typically last 3.5 hours and we meet an average of 30 people a session. We will promote roles across Administration, Customer Service, Housing, Trades, Grounds Maintenance and Social Care. Support will include CV advice, pre-screening, role matching and XMS registration. Last year we helped 6 unemployed people gain temporary assignments at councils via the job fair route.
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	GBP 194.50	no. weeks		GBP	
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	GBP 194.50	no. weeks		GBP	
NT14	Total amount (£) spent with VCSEs within your supply chain	GBP 0.12	£		GBP	
NT15	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	GBP 101	no. staff expert hours	16	GBP 1,616	Annual masterclasses delivered by Keith Rosser, Chair of the Better Hiring Institute and Reed's Screening Director, and Iain MacLeod, Reed EDIB Specialist, will provide free advice on safer recruitment, screening, compliance, inclusive hiring and EDIB practice. Sessions will also include updates on the Employment Rights Bill, helping organisations understand impacts on recruitment, workforce management and compliance requirements. Available to existing and prospective VCSEs, local suppliers and SMEs, these sessions will strengthen capability, support growth and improve recruitment outcomes across Greater Manchester. Reed will promote these opportunities through established supplier, VCSE and employability networks, alongside RTS social media, VCSE forums and GM business networks. Each event will be 2 hours in duration, delivered annually, and measured via Thrive and the SVP.
NT16	Equipment or resources donated to VCSEs (£ equivalent value)	GBP 1	£		GBP	

NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	GBP 16.93	no. staff volunteering hours		GBP	
NT18	Total amount (£) spent in local supply chain through the contract	GBP 0.32	£	201,519,850	GBP 64,637,556	We have curated an effective local supply chain that currently delivers an average £4.11m a month. Through continued collaboration via tailored tiering and committees we will commit a minimum of £201,519,850 over the contract term. This includes spend with key suppliers in crucial categories, including QSW specialists Eden Brown (M1 - £5.6m pa), Liquid Personnel (M1 £4.8pa) and Randstad (M3 - £1mpa); legal suppliers Sellick (M1- £7m pa) and Venn (M3 £2.4m); interim suppliers Michael Page (M3-£1m pa) and NES (M2- £103k pa); manual labour and multi-sector provider Adecco (M2-£1.239m pa); and Search (M3-£103kpa. Alongside other suppliers in GM postcodes, generating £954k spend pa such as Sheldon Philips (M4) Reed has a dedicated Manchester-based sourcing team focused on delivering the GM contract, supported by specialist consultants across QSW, Care & Support, IT and Engineering. Current average spend is £2.091m per month, with additional investment planned in legal and engineering.
NT19	Total amount (£) spent through contract with local micro, small and medium enterprises (MSMEs)	GBP 0.32	£	128,212,763	GBP 41,124,285	Local SME engagement is central to our delivery model and social value strategy. We prioritise local suppliers across core recruitment categories, ensuring local delivery and maximising regional economic impact whilst expanding borough suppliers. Current spend via local SME supply chain is £2.616m per month, £31.4m pa. Our SME supply chain includes Qualified Social Work providers Portman Recruitment (M2- £5,13m pa), Social Work Partners (M2 -£3m pa), Social Personnel (M2 - £3m pa), Vitalis Social Care (M3- £2.5m pa) and Tempest Resourcing (M4-£1.6m pa); Manual Labour providers Bamford Contract Services (OL1), C&H Agency (OL1- £3.7m pa), Travis Hughes Ltd (OL1-£2.65m pa) and Jark (WA1); Engineering specialist Deekay (M41-£725k pa); Care and Support providers PS Recruitment Specialists Ltd (SK4-£2.613m pa) and Cucumber Recruitment Ltd (M41 -£895k pa); and Operational Recruitment providers Jobwise Ltd (M2), Linda Taylors Ltd (M27), Cucumber Catering Ltd (M41) and Peel Recruitment (WA1).
NT20	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes	GBP 130.29	no. employees provided access	19	GBP 2,476	Reed is committed to providing all employees supporting the GM contract (FTE 19) with access to a comprehensive workplace wellbeing programme centred on work-life balance. Employees benefit from flexible and hybrid working arrangements, enhanced family-friendly policies, moving home leave and sabbatical opportunities. Our wellbeing offer includes discounted gym membership, a cycle-to-work scheme, an online wellbeing hub and a confidential Employee Assistance Programme supporting physical and mental health. The wellbeing hub provides advice on sleep, financial wellbeing and fitness.To promote engagement and inclusion, employees can access High Achiever events, long-service awards and diversity initiatives. Career wellbeing is supported through mentoring, professional qualification sponsorship and learning sessions. "A comprehensive and well-rounded wellbeing programme offering valuable support for both my physical and mental wellbeing." Local RBP.
NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff	GBP 101	no. hrs (total session duration)*no. attendees		GBP	
NT22	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists	GBP 0	%		GBP	
NT23	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	GBP 0	%		GBP	

NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	GBP 1	£ invested including staff time		GBP	
NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)	GBP 1	£ invested including staff time		GBP	
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	GBP 1	£ invested including staff time		GBP	
NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	GBP 1	£ invested including staff time		GBP	
NT28	Donations and/or in-kind contributions to specific local community projects (£ & materials)	GBP 1	£ value	62,400	GBP 62,400	For the Greater Manchester contract, Reed will ringfence three places within the Reed Entrepreneurial Fund to young people living in Greater Manchester, creating opportunities for aspiring business owners. Inspired by our founder Sir Alec Reed's journey and aligned to our purpose of improving lives through work, each successful entrepreneur will receive £20,000 funding, tailored business support and access to experienced mentors. Working with local partners, education providers and community networks, we will promote the fund to ensure diverse and underrepresented young people can access the opportunity. Participants will benefit from expert guidance, networking opportunities and profile-raising support, helping them overcome barriers, build sustainable businesses and contribute to Greater Manchester's economy. In addition, we will continue our £600 annual donations and Christmas gifts for Manchester leaving care, Salford Next Step, Tameside care leavers and children residential sites.
NT29	No. of hours volunteering time provided to support local community projects	GBP 16.93	no. staff volunteering hours	120	GBP 2,032	RTS will deliver 30 volunteering hours annually across Greater Manchester, supporting community wellbeing, food poverty initiatives and environmental sustainability. Volunteering activity will be delivered during working hours and conducted by the account management and delivery teams led by Mo Akuji and Kirsty Walsh. Reed will provide 10 hours with Urban Outreach (Bolton) supporting warehouse operations and packing essential food and Christmas parcels for vulnerable individuals and families. We will also provide 10 staff volunteering hours per year with Bread-and-Butter Thing, assisting with food store replenishment and community food distribution activities to help address food insecurity. We will deliver 10 staff volunteering hours per year supporting environmental projects, including volunteering at Nansen Park with pathway clearance and maintenance activities at Heaton Park. We exceed our commitments through the use of the supplier panel.
NT30	Support provided to help local community draw up their own Community Charter or Stakeholder Plan	GBP 1	£ invested including staff time		GBP	
NT31	Savings in CO2e emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark.	GBP 244.63	tCO2e		GBP	
NT32	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	GBP 0.06	miles saved		GBP	

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NT33	Car miles driven using low or no emission staff vehicles included on project as a result of a green transport programme	GBP 0.02	miles driven		GBP	
NT35	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	GBP 0	% of contracts		GBP	
NT50	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	GBP 1	£ invested inc. time, materials, equipment etc		GBP	
NT51	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	GBP 1	£ invested inc. time, materials, equipment etc		GBP	
NT52	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	GBP 1	£ invested inc. time, materials, equipment etc		GBP	
NT53	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	GBP 1	£ invested inc. time, materials, equipment etc		GBP	

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