



Our
Sustainable
Future

MUSE

Our Sustainable Future

2024



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Our Sustainable Future is Muse's holistic strategy for delivering impactful, sustainable places and operating as a responsible business.

Operationally, our goal is to provide our employees with a supportive work environment that is inclusive and encourages creativity and innovation. We want to attract and retain the best talent and support our employees throughout their lives at Muse.

Our placemaking goal is to help improve the neighbourhoods we work in, enhancing quality of life for the community while preserving natural resources for future generations.

Our Sustainable Future encompasses our responsible business strategy and the Sustainable Development Strategy (SDS). The SDS is our approach for delivering socially positive and sustainable projects.

The **Sustainable Development Framework** ensures we prioritise renewable energy, promote circular economy, and minimise our resource consumption and carbon emissions throughout the project life cycle.

Our approach also promotes community wellbeing through design choices like access to green spaces, natural light, and active travel.

Our holistic approach balances people and planet, with positive outcomes for both the community, and nature.

Our Sustainable Future is our way to contribute to a just transition, locking in long-term environmental and social benefits, helping our people and the wider community to live a healthy, sustainable life.

This report gives an insight into our working culture, shares an update about the Sustainable Development Strategy; provides an insight to the performance of existing regeneration and highlights upcoming places; whilst sharing the benefits and challenges of delivering Passivhaus certified homes.





Phil Mayall

Managing Director, Muse

"Muse always seeks to be innovative and industry leading. Creating exemplar sustainable neighbourhoods and communities is paramount to this. It's about enhancing the environment for future generations, but also creating places people can live safer and healthier lives.

Our team, right across the country, are the very best at what they do. Totally committed to putting people and places first, we have delivered some of the most advanced sustainable regeneration solutions. From Greenhaus, Eden, Manor Road Quarter, Mell Square, and Bradford City Village – our teams are driving delivery.

It is not always easy to do the right thing, but by working closely with our partners – and the communities in which we operate – we can meet our objectives and fulfil our responsibilities."



Jill O'Grady

Head of HR, Muse

"This is the first time we are publishing our approach to creating a dynamic, inclusive work environment. We have a genuinely supportive and inclusive culture that comprises our values, behaviours and attitudes, underpinned by our guiding principles. We offer a range of people-driven initiatives and benefits that provide a firm foundation for our collective success whilst supporting our people through all stages of their employment life cycle.

I am proud to see how we've maintained our culture while our team has grown significantly over the past five years."



Syreeta Bayne

Head of Social Value and Sustainability, Muse

"Our Sustainable Future is about ensuring everything we do as a business contributes positively and meaningfully to our environment, society, and economy. It is our golden thread throughout our delivery model; keeping people and planet at the heart of our business.

At Muse, we hold ourselves accountable for our performance. This report is a way of celebrating our successes, reflecting on our learnings, and sharing our challenges. We believe that in everything we do, we can achieve more by working in partnership.

As a sector, we need to collaborate to meet our sustainability goals. We know we don't have all the answers, but by sharing what we have done well, and where we can still make progress we will achieve more, together."



Graham Edgell

Group Director of Procurement and Sustainability, Morgan Sindall Group plc

"Muse's transparent and market-leading approach to sustainability and social value, makes a major contribution to our total commitments at Group level.

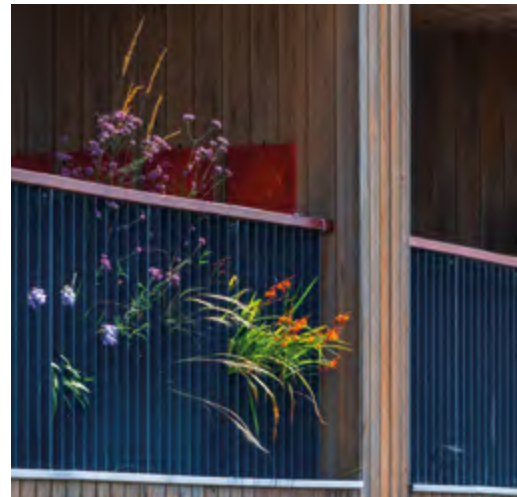
The built environment is currently responsible for 25% of UK carbon emissions. We can help to tackle climate change by reducing our emissions and waste, by designing and delivering energy-efficient buildings, and increasing by biodiversity, and Muse is truly leading the way.

Muse continues to demonstrate honesty and transparency by sharing both environmental and social performance, for the betterment of the industry."

Our Sustainable Future reflects our dedication to being a responsible business.

Our Sustainable Future defines success based on both responsible business practices at an operational-level, and our performance at project-level.

This strategy is fundamental to how we operate; it embraces the latest industry best practice whilst remaining open to new ideas and adding value to the places and communities we help regenerate.



OUR VISION

To create exemplar, sustainable, net zero places that maximise social benefits and enhance the environment now and for future generations.



OUR GOAL

To build communities founded on social value, health and wellbeing, and sustainability.



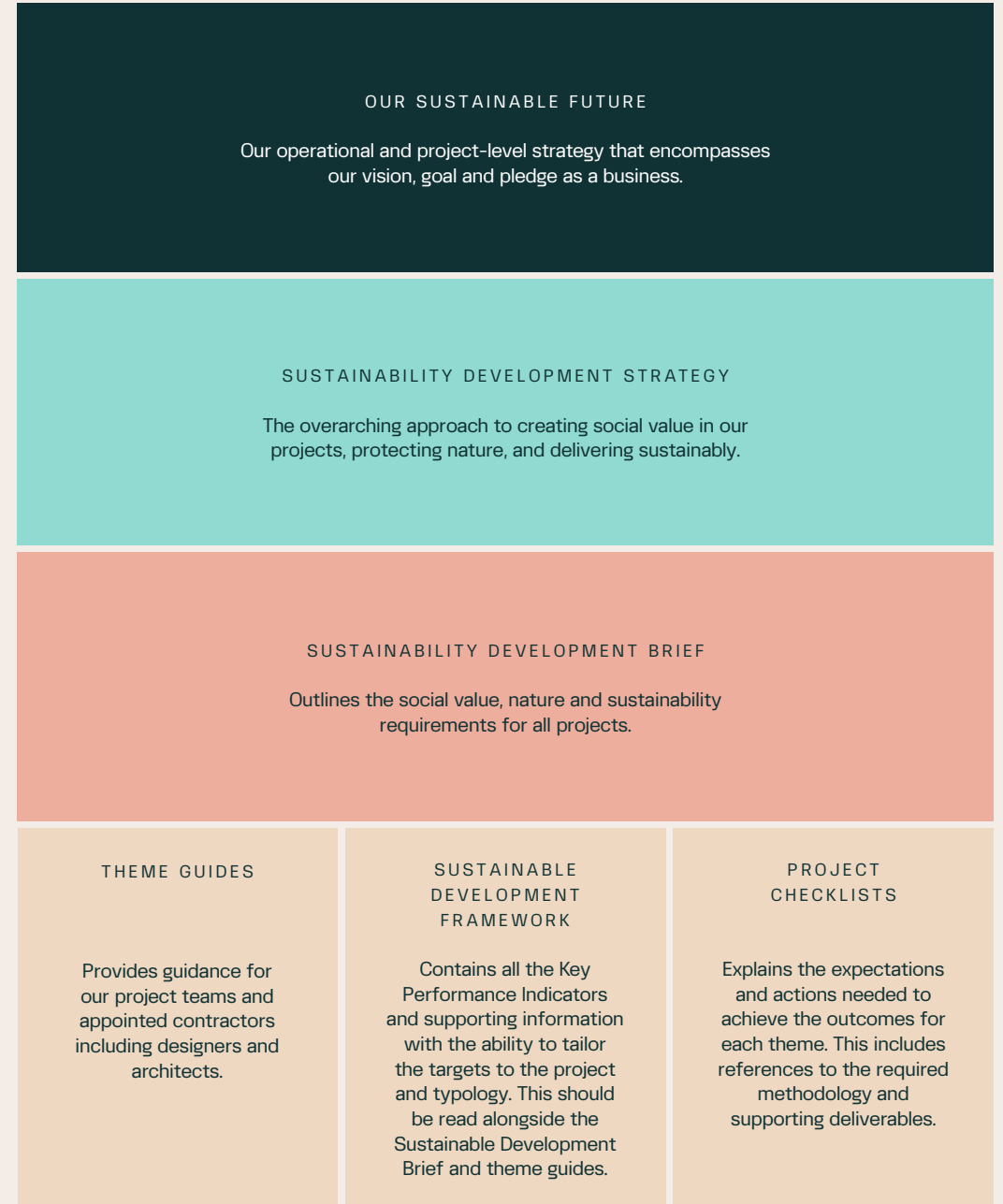
OUR PLEDGE

To fulfil these responsibilities with integrity, honesty and transparency.

Our Sustainable Future is proving critical to our success as a business and our people are responding positively to the challenges faced in delivering projects in line with our targets.

Our Sustainable Future isn't a 'nice to have' for us as a business, it's what we do. We continuously strive to do better and are happy to share our experiences with the wider industry.

Our Sustainable Future Model



Responsible Business Practices



The Muse Way

We are placemakers. We work in partnership to build a brighter future for our towns and cities across the UK.



We create sustainable places, supporting and encouraging community cohesion and connections; a healthy environment to live and work in for everyone.

We deliver ambitious projects at scale with a long-term outlook. Our track record of leading complex, mixed-use regeneration gives us the experience to deliver successful places, with the emphasis on sustainability, community and quality.

We use collaboration, experience and creativity to transform places and make communities better. Working on the ground, with our partners and within communities, we create beautiful, mixed-use, sustainable places for people.

We combine local insight with the resources and capabilities of a nationwide organisation. Regional leaderships give us a genuine connection to the places we work in, helping us deliver tailor made, location specific solutions. Our regional teams are based in Birmingham, Leeds, London, and Manchester.

For forty years, we have created award-winning places for people to live and work. Genuine urban neighbourhoods that we are proud to be a part of, and that communities call home.



Visit our website
museplaces.com



Download The Muse Way
museplaces.com/our-approach



Sustainability and social value are at the heart of everything we do. The cornerstone of our business is working in partnership to create places which positively contribute to the environment and communities.

We take our responsibility to create the successful, sustainable places of the future very seriously. We know we have a major part to play in collectively addressing the climate crisis.

Our Sustainable Future includes our operational approach and project approach; the Sustainable Development Strategy. The Sustainable Development Strategy has six key objectives enabling our project teams to deliver our vision, goal and pledge.

This report documents our activity and progress in 2024

Protecting our people

Growing our own employees is our strategic approach to workforce development that focuses on nurturing and developing the skills and talents of our colleagues. This helps us retain talent but also ensures our employees are aligned with our culture and goals.



We create a culture that encourages personal development and empowers employees by implementing various programmes and initiatives throughout the year. These include:

Developing people and retaining talent

- Leadership programme with bespoke line management training including performance management and employment law

Developing career pathways

- A new annual appraisal process linked to business objectives and training matrix
- People Plans set each year and reviewed on a quarterly basis
- Regular management one to ones
- Individual training and development reviews to identify and develop career pathways which feeds into the company wide training plan
- Revised and launched Recruitment Policy with Equality, Diversity and Inclusivity thread woven throughout
- Organisational strategic targets that are based on salary quartiles. Measured nationally and regionally



- The launch of a Learning Management System (Muse Learn) which gives our people access to 100's of different courses ranging from bespoke internal training covering our policies and procedures to skills such as negotiating and interviewing
- Our employee engagement is supported by individual performance objectives, linked with business goals that are agreed and continually reviewed
- Profit and performance targets communicated annually and at regular regional team meetings
- Reward and recognition portal linked with company values and behaviours offering peer to peer recognition, senior leadership awards and innovation awards
- Awards to celebrate and appreciate long service through the employee benefits portal
- Training days (per employee) has increased from 0.9 in 2023 to **1.5 in 2024**.
- Voluntary turnover decreased from 13.27% to **9.38%** November 2023 to November 2024
- **100+** volunteering hours in 2024



Muse Academy includes youth training and education opportunities

Established in 2023, Muse Academy strives to create more opportunities for young people in the placemaking and regeneration industry.

- Since the launch of Muse Academy, we have hired our 1st apprentice - [Raheim Clemetson](#) and 1st graduate roles - [Abiola Ogunsami](#)
- We also signed a T-level placements [partnership with Oldham College](#) and recruited Katelin Allen and Jamie Logan as our first intake at Muse
- We also supported two students to complete work experience as part of a national partnership with Pathways to Property

Health and Wellbeing

To support the growing recognition of the importance of wellbeing both inside and outside the working environment, we have developed a health and wellbeing framework that focuses on our wellbeing initiatives.

Physical health

- Digital GP service
- Access to private healthcare
- Eye tests
- Cycle to Work
- Flu Vaccines
- Menopause support portal (for all employees and their families)
- As well as access to a financial education portal (Nudge) and an online portal with access to retail discounts (Muse Hub)

Mental health

We have a dedicated services to support our employee's mental health. The Employee Assistance Programme provides legal and counselling services to employees and each office has a mental health first aider.

Our national **Health & Wellbeing committee** deliver an annual calendar of events around mental health awareness week, men's health awareness week, and national inclusion week.

This is supported by regional committees who each have their own budget for initiatives such as holistic therapies, organised walks and coffee mornings.

We support our employees at all stages of their employment life cycle by offering them:

- One to one career coaching
- Parental transition coaching
- Pre-retirement support coaching
- Bereavement counselling
- Company pension scheme which offers flexible retirement options and a wide range of online tools and support
- Contribution to financial advice pre-retirement

Actions taken to promote safe behaviours

Our Safeguarding policy and training were introduced as part of our commitment to supporting young people in their careers.

In addition to this we introduced an launched:

- Mandatory Asbestos training for Project Managers
- We launched a Modern Slavery Policy and human rights statement
- The code of conduct e-learning module was completed by all employees
- Healthy and Safety is top of the agenda in the Director of Project Management team meetings
- All New Project Managers and Development Managers completed a Construction Health & Safety Induction





"People are passionate about their work and the contribution that they are able to make. People describe interesting work that allows them to use their skills to develop broader skills, to work individually and in teams which give high levels of job satisfaction."

Investors in People

Our employee engagement assessments, facilitated through Investors in People (IIP) and Great Place to Work, provided insight to company culture enabling us to continuously improve by celebrating what we do well and understanding what we can do better. Both accreditations demonstrate our commitment to creating a healthy work environment, where employees feel supported.

We retained Investors in People Gold standard for the third time.

Quotes taken from the most recent assessment which used feedback from an employee survey and one to one interviews were held with the assessor and a representative sample of our colleagues – 2024:

"The new leadership team are respected role models, and this has maintained the open and empowered approach. They have worked hard to ensure that Muse is a great place to work and a great business to partner to deliver sustainable urban regeneration."

"Muse are above sector and IIP benchmark in all indicators, a significant achievement."

"There is clear alignment between the business plans and strategy and the people approaches / strategies. This is made clear both in the importance of culture to Muse and in the leadership from the top team in how they drive the business and culture aspects of the business forward."

"The company has a strong leadership presence with open communication which makes it easy to go to anyone with any issues/questions you have. They are also huge on employee wellness which stand out from other companies I have worked at previously."

Great Place to Work 2024

- Achieved the GPTW Certification for the 3rd year running
- Achieved Great Place to Work for Wellbeing in 2024
- Achieved Great Place to Work for Women in 2024. Ranked 28 amongst the 100 medium sized organisations on the list
- Achieved Best Workplaces in Construction, Engineering & Property in 2024
- Great Place to Work with 96% of our employees agreeing with the statement that Muse Places is a Great Place to Work. A score higher than the Medium Best Workplaces benchmark
- High level of engagement with 90% of employees responding
- High levels of Inclusivity, Communication and Credibility

"The culture of Muse is second to none. Muse embraces its team members of all experience, backgrounds and beliefs and understands the value of a diverse team, making efforts to hire a variety of people who bring their true selves to work. Muse is an honourable employer with a focus on delivery and transparency. The Muse team work hard and have fun together and there is a collegiate supportive atmosphere in each office. There is trust within the business, in leadership and amongst colleagues, and because of that there is confidence in the Muse team do the right thing at all junctures, accepting challenges head on. If Muse could bottle the culture and sell it, it would have a different business! Proud to be a part of Muse."

"Autonomy and independence are encouraged. The people make it a great place to work."

"The culture of the business creates a high level of trust and passion to do the right thing."

Charitable Giving & Sponsorship

Across our regional teams, we supported a range of community projects and charitable initiatives.

£126,000

OUR TOTAL SPONSORSHIP AND CHARITABLE GIVING IN 2024



In 2024, we:

- Signed up as a patron of Salford Youth Zone
- Supported North London Hospice and the Big Fun Art Adventure
- Continued sponsoring the of Salford Red Devils, Blackpool Football Community Trust and St Helens Inclusive Cheer
- Two employees in the North West region supported the LandAid board. We supported LandAid through employee fundraising and volunteering examples include the Land Aid 10k, Sleep Out and regional Gala Dinners
- Supported Yorkshire Children's Charity 'Big Build' in Rotherham
- Supported Christmas lights in St Helens and Rotherham training plan

Pathways to Property

In 2022, we signed a 3-year sponsorship agreement with Pathways to Property. Since then, our £15k donation has supported:

- 7 participants at Summer School
- 3 participants at an Insight Day
- 3 work experience bursaries
- 119 students engaged with at a school event
- 339 staff hours

Since supporting this programme, our Southern region team:

- Hosted 3 work experience placements
- Supported activities for 3 summer schools
- Delivered talks at an Insight Day
- Supported 1 online programme
- The total volunteered hours were 82



Morgan Sindall Group plc



We are part of a wider eco-system, focused on delivering impactful, sustainable places for communities to thrive, live, work and enjoy culture and art experiences.

We are part of Morgan Sindall Group plc, the Partnerships, Fit Out and Construction Services Group, operating in the public, regulated and private sectors.

Morgan Sindall Group plc reports through six divisions of Partnership Housing, Mixed Use Partnerships, Fit Out, Construction, Infrastructure and Property Services.

We're proud of our partnerships with public sector bodies, social housing providers, landowners, and private enterprises which makes great, diverse places a reality.

- Our culture and values
- Guiding principles
- Group Values
- Group Total Commitments

We support the UN Sustainable Development Goals. We consider these six goals aligned to our Five Total Commitments as part of Morgan Sindall Group plc.



Our Five Total Commitments



Our journey to achieving net zero

As part of Morgan Sindall Group plc, we are aiming to reduce our **Scope 1 and 2 emissions by 60% by 2030**, and **90% by 2045** (over a 2019 baseline) through:

- Procuring more energy efficient or electric machinery
- Cutting the use of fossil fuels to reduce Scope 1 emissions.
- Increasing the use of renewable energy to address Scope 2 emissions
- Increasing efficiencies to tackle Scope 3 operational emissions

Morgan Sindall Group plc is also aiming to **reduce Scope 3 emissions** (waste generated in operations, and business travel and downstream transportation and distribution) **by 42% by 2030** and **90% by 2045** through:

- **Localised electricity generation:** On site and from renewable sources
- **Reducing waste:** Working with supply chain and waste management partners to reduce waste generated on site and increase recycling and circular economy capabilities
- **Using the Waste Desk:** Introduced in 2023 to provide detail about tonnage waste breakdowns, landfill diversion and raises in-time notifications on site
- **The adoption of CarboniCa:** Morgan Sindall's in-house carbon reduction tool, designed to suggest alternative low carbon solutions which are communicated back to the client for consideration



Muse operational emissions

We have four regional offices in Birmingham, London, Leeds and Manchester, our offices use renewable electricity.

In 2024, our operational scope 1, 2 and 3 emissions were 106t CO₂e.

Our operational emission data was audited by Achilles as part of Morgan Sindall Group's carbon reduction certification process. We successfully achieved our Carbon Reduce certification.

Every year, we aim to minimise the use of Air Travel and Private Cars and encourage employees to use public transport and share taxis or cars when travelling to our regional offices and to events and meetings.

In 2023, we introduced an electric vehicle scheme to encourage our employees to purchase and use electric vehicles.

We will continue to monitor our operational emissions as we grow as a national business.

We are in the process of developing our methodology for measuring and reporting our wider scope 3 data.

GWP (t CO₂e) – 2024

SCOPE	DESCRIPTION	
SCOPE 1	Gas	25
SCOPE 2	Electricity	37
SCOPE 3	Air Travel	10
	Business Mileage - Private Cars	15
	Electricity	3
	Rail	16
GRAND TOTAL		106

Our environmental leadership continues to be recognised by organisations like CDP, MSCI and FTSE4Good.

In 2024, Morgan Sindall Group plc achieved "A" for leadership in climate from the Climate Disclosure Project (CDP). This was the 4th Year as an A rated business for climate.



We also received a MSCI 'AAA' ESG Rating for the 3rd year in a row. MSCI rates Morgan Sindall Group as a leader in the industry in managing the most significant ESG risks and opportunities.



Our decarbonization strategy

In addition to our approach to reducing operational carbon emissions, Morgan Sindall Group plc is committed to only investing in "high-quality carbon offsets that are located in the UK and that will have additional benefits of enhancing biodiversity and contributing to the wellbeing of local communities".

Carbon and Nature offset credits are being created by planting trees as part of nine new woodlands in partnership with the Blenheim Estate in Oxfordshire. We will be planting more than a quarter of a million trees, transforming the land as part of an ambitious series of sustainability initiatives.

Carbon audits are being conducted by Grown in Britain, which validates credits with the Woodland Carbon Code, the Forestry Commission and the Department for Environment, Food & Rural Affairs, and will enable credits to start being issued to offset annual emissions figures for Morgan Sindall Group from 2030 onwards.

270,000

TREES PLANTING AT BLENHEIM

78%

BIODIVERSITY NET GAIN ACHIEVED AT BLENHEIM

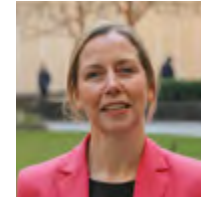
"The project will improve the biodiversity of the area significantly, improving the quality of soil, air, water and biodiversity."



Partnerships



Working in partnership is the way we deliver meaningful change



WRITTEN BY

Lisa Gledhill

Managing Director of
National Partnerships

At Muse, our long-term partnership approach has underpinned our placemaking pedigree for decades.

By working together with the public and private sectors we can strategically shape and deliver economic regeneration across the UK. We have delivered new homes, created new jobs and supported new communities – changing lives in the process.

Delivering meaningful change at scale is something that simply can't be done alone. It can only be achieved by working together with others who have the skills, capabilities, and vision to make things happen and see them through over the long-term.

Working together with our local authority partners we can amplify our impact by collaborating with our national partnerships.

ECF, our national partnership with Legal & General and Homes England, is a 20-year example of how working together can deliver results. We are contributing to meaningful positive change across the country, with ECF recently doubling in size to £400m of funding capacity.

ECF is delivering a new neighbourhood in Wolverhampton, which will enhance the economic sustainability of the city centre, affordable homes in Canning Town, the transformation of St Helens town centre and the re-imagining of Bradford's retail core.

With its unique combination of skills, ECF can unlock potential and make things happen where the wider market can't. This creates important, needed, and impactful economic regeneration.

Launched last year, Habiko is our newest national partnership. Working together with Pension Insurance Corporation (PIC) and Homes England our ambition is to deliver 3,000 affordable and sustainable new homes for rent. It's an ambition which aligns with national priorities and will ensure those who need it the most can benefit from homes which are cheaper to run and more comfortable to live in. We are already looking at a range of opportunities for Habiko across every region in which we operate.

During 2025, we will accelerate and amplify the reach and impact of the Muse partnership approach. Indeed, to deliver complex, area-wide placemaking at scale – and at pace – we will only achieve our ambitions by working together.

UKREiiF 2024

Muse + Partners helps define placemaking



Over 12,000 people from across the public and private sector attended UKREiiF – the UK Real Estate Infrastructure & Investment Forum – at Leeds Dock between 21st and 23rd May 2024.

With our own dedicated event and meeting space at Fearn's – Muse + Partners – together, we helped define the placemaking agenda. We explored the delivery of affordable housing, town centre regeneration, social value, sustainable delivery, New Towns, and how to curate high-quality new places – amongst a breadth of other challenges and opportunities.

Across a packed schedule, we collaborated with a diverse range of our partners from across the country. From Homes England, Legal & General, PIC, Liverpool City Region, Rotherham Council, St Helens Council, Solihull Council, West Yorkshire Combined Authority, Network Rail – and many others.

Along with our partners, we showcased places we are delivering from Salford, to Solihull, St Helens, Bradford, Wolverhampton, Rotherham, and Canning Town. All case studies demonstrated our ability to deliver, but also reflected the challenges we face and the lessons we've learned.

Muse + Partners remained a hub of place-based activity and discussion, our team was engaged across the conference to discuss regeneration, placemaking, and our vision for new places.

By working with our partners at the UK's biggest built environment and regional development conference, we were helping to set the agenda for placemaking and regeneration in the UK.

Following our inaugural takeover of Fearn's at UKREiiF 2024, we are returning to the same venue at UKREiiF 2025 for a packed programme of panel discussions, breakfast, and networking events.

Please refer to our [UKREiiF 2025 programme](#) if you would like to attend an event or learn more about us and our partners.



Sustainable Development Strategy



Since 2021, we experienced an increase in expectations from our customers, partners and key stakeholders to deliver impactful and sustainable places.



In response to this, we reviewed and updated our approach to designing and delivering projects.

We needed to evolve our approach to ensure we continued to remain aligned to Industry standards, frameworks and regulations, and continue to lead the sector in demonstrating best practice.

To meet future standards, we adopted an agile and holistic approach so we can continue to innovate, and deliver high quality, impactful, sustainable places.

Our Methodology

In 2024, we reviewed our strategy and approach to delivering impactful and sustainable places.

This involved a critical review of our existing strategies, policies, procedures, guides, reporting tools and targets. To assist us with this, Syreeta Bayne, Head of Social Value and Sustainability, created an ESG working group and appointed a team of social value and sustainability experts.

The subject matter experts focused on specific themes:

- Social Value - HATCH
- Health and Wellbeing - Bioregional
- Nature - Greengage
- Net Zero Carbon & Circular Economy - WSP

Syreeta selected a shortlist of project teams to be involved in the process to update the Sustainable Development Strategy, Sustainable Development Framework and associated guides, key performance indicators and checklist.

In collaboration with the appointed consultants, Syreeta led a series of theme-specific workshops with an ESG working group that had representatives from key stakeholder groups including Development Managers, Project Managers and Marketing and Communication Managers.

Key outputs included:

- A materiality analysis and review of current and upcoming Industry standards, frameworks, and certification
- A competitive analysis to assess our position in the market

- A S.W.O.T analysis of our existing approach to achieving Our Sustainable Future on our projects
- A timeline of the future landscape of Operational Energy, Embodied Carbon, and Circular Economy policies and Industry legislation, standards and initiatives within the UK Built Environment Sector
- A critical review of our existing processes, policies, guidelines, and targets for each theme
- An assessment of the performance of live projects against the updated key performance indicators and targets

As a result, we now have an updated Sustainable Development Strategy (2025) that will be implemented on all new projects and will be reviewed periodically as new standards are finalised; with a formal review scheduled for 2028.

We aspire to achieve Our Sustainable Future vision, meet our goals, and honour our pledge by implementing, managing, and monitoring our Sustainable Development Strategy (SDS) on our projects.

The Sustainable Development Strategy (SDS) provides our teams, contractors, and wider supply chain with clear guidelines, key performance indicators and targets to deliver the highest levels of environmental performance and positive social impact, enabling transparency and accountability.

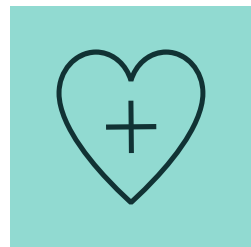
Our 6 Themes

As part of the Sustainable Development Strategy (SDS) update, we added a new theme "Certifications" to enable us to evidence and verify our performance. We now have 6 individual themes that are the cornerstone of our Sustainable Development Strategy in all new places.



Social Value

The positive social, economic, and environmental outcomes that we create for individuals, businesses, and the government through our development activities.



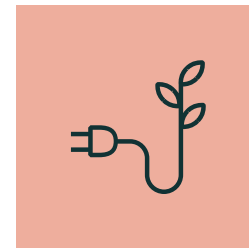
Health and Wellbeing

Delivering high-quality places where people can live sustainably, work and thrive, while positively impacting both physical and mental health.



Nature

Delivering a biodiversity net gain and environmental net gain, while providing access to high-quality green spaces.



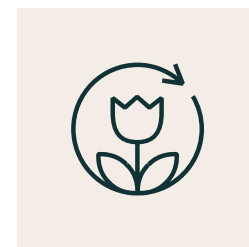
Net Zero Carbon

Reducing embodied carbon emissions and to be net zero carbon in construction and during operation.



Circular Economy

Eliminating waste and improving resource efficiency through intentional circularity.



Certifications

By excelling in the individual themes, we will meet the requirements of industry leading standards, benchmarks, and frameworks.

Sustainable Development Brief

Our Sustainable Development Brief (SDB) outlines our project requirements and our approach to delivering meaningful and sustainable projects.

The Sustainability Development Framework (SDF) is designed to support project teams to achieve Our Sustainable Future social value and sustainability ambitions consistently across all projects.

We have design guides for our themes, Social Value, Health and Wellbeing, Nature, Net Zero Carbon, Circular Economy and Certifications. In 2024, the key performance indicators for each theme were updated to align with new (and upcoming) Industry standards, guidelines, and benchmarks.

Each guide offers comprehensive context and supporting guidance, along with clear scope requirements for each sub-topic for example, Biodiversity Net Gain, Environment Net Gain, Whole Life Carbon, Operational Energy, and Circular Economy.

The SDF Tracker is a tool used by project teams to track the project performance against the Key Performance Indicators (KPIs) set for Social Value, Health and Wellbeing, Nature, Circular Economy, and Net Zero Carbon, as well as supporting certifications.

The Sustainable Development Checklist (SDC) provides project teams with key actions and design suggestions to support lower carbon and more circular outcomes. The SDC lists the step-by-step actions required to meet the Sustainable Development Targets detailed in the SDF tracker, roles and responsibilities aligned to the RIBA Project Stages.

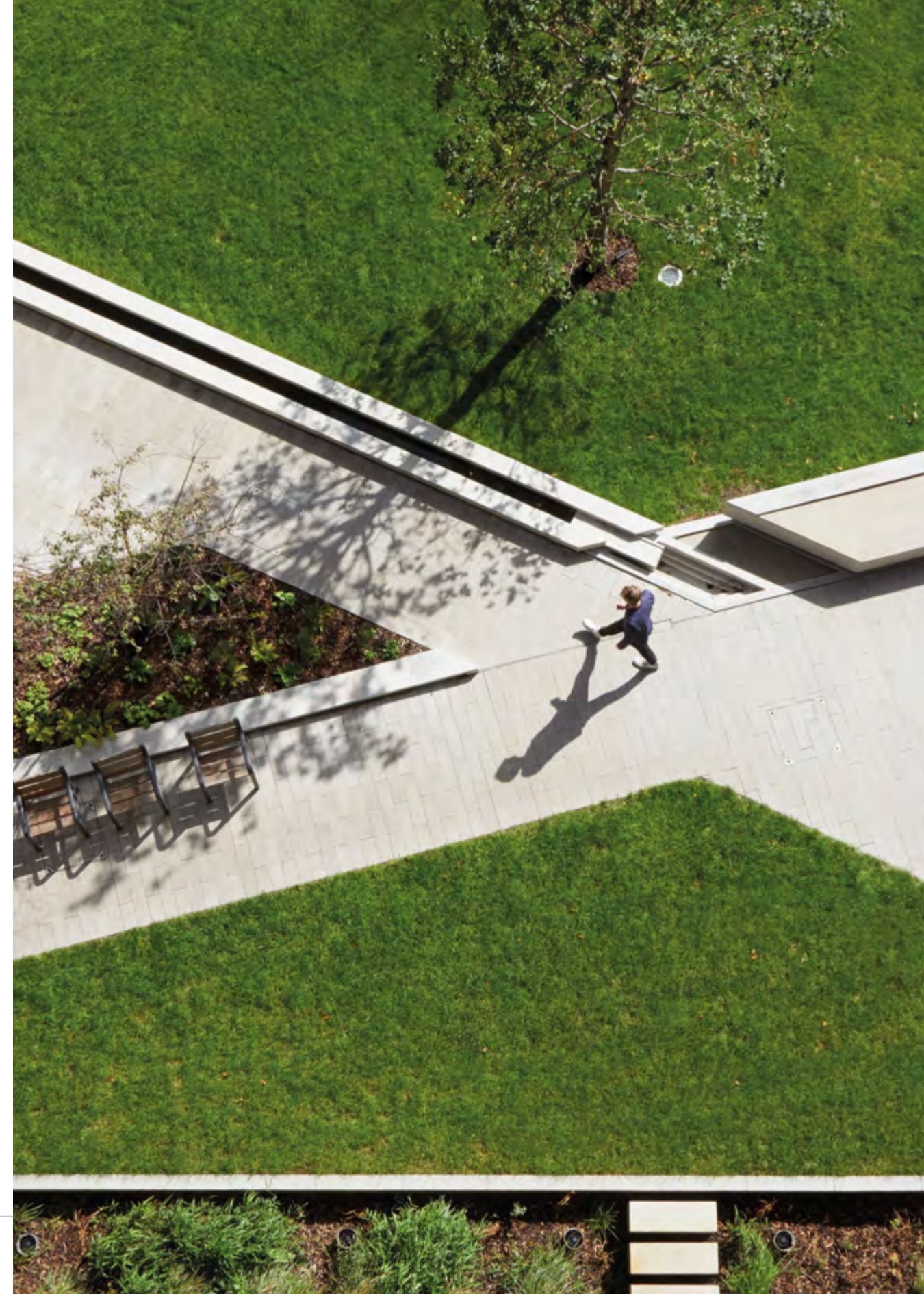


Project Scorecard

The project scorecard gives our project teams, customers, partners and supply chain a snapshot of a project's performance against the Sustainable Development Framework key performance indicators.

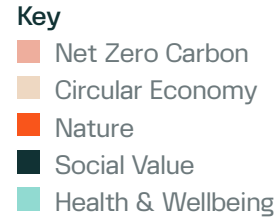
These are some of the metrics we measure for the themes. The certification theme is a reporting metric.

THEME	KEY PERFORMANCE INDICATORS	UNIT
NET ZERO CARBON	Operational Energy Intensity	kWh/m ² /yr (GIA)
	Upfront Embodied Carbon (A1 - A5)	KgCO ₂ e/m ² (GIA)
	On-site renewable electricity generation	kWh/m ² (building footprint)
CIRCULAR ECONOMY	Non-hazardous construction waste diverted from landfill	tonnes/100m ² GIA
	Recycled content - structural steel	%
	Cement replacement - cast in-situ concrete substructure	%
NATURE	Biodiversity Net Gain (Greening)	%HU / %HeU / %WU
	Urban Greening Factor	UGF score
	Environmental Net Gain	No & type of ecosystem services uplifted
SOCIAL VALUE	Social value created	£
	Apprenticeships/traineeships	No. weeks
	Community space provision	m ²
HEALTH & WELLBEING	Indoor air quality - PM10	µg/m ³ (24hr)
	No of design measures integrating green infrastructure with social co-benefits	Number
	Internal ambient noise level	dB LAeq,T



Certification

The table below shows the intersection between the SDF themes and various certifications that our projects could pursue.



CERTIFICATION	SUSTAINABLE DEVELOPMENT FRAMEWORK THEME				
	Net Zero Carbon	Circular Economy	Nature	Social Value	Health & Wellbeing
AIRRATED					
WELL					
BREEAM					
WIREScore					
CYCLEScore					
FITWEL					
SECURED BY DESIGN					
QUALITY OF LIFE FOUNDATION					
WALKScore					
CONSIDERATE CONSTRUCTORS SCHEME					
ONE PLANET LIVING					
PASSIVHAUS					
ENERPHIT					
NABERS UK					
EPC					
UKNZCBS					
HOME QUALITY MARK (HQM)					
BUILDINGS WITH NATURE					
GRESB					

Social value and sustainability – reporting requirements

Performance of our projects against SDF KPIs will also be relevant for reporting standards. The table below shows the relevance of SDF themes to reporting standards. Those highlighted in bold (TCFD, Global Reporting Initiative, and SBTi) are already reported against for Morgan Sindall Group plc, as explored in the ESG reporting page.



REPORT SCHEME	SUSTAINABLE DEVELOPMENT FRAMEWORK THEME				
	Net Zero Carbon	Circular Economy	Nature	Social Value	Health & Wellbeing
TCFD					
TNFD					
SBTi					
GLOBAL REPORTING INITIATIVE					
IFRS S1 & S2					
GHG PROTOCOL					
CSRD					
ISO 14001					
CDP					

2024 Key Highlights

In 2024, we focused on streamlining and standardising our approach to monitoring and reporting our performance against the Sustainable Development Framework (SDF) targets, internally and to our customers and partners. We also updated our key performance indicators and targets to ensure we remain aligned with future sustainability standards and deliver market-leading developments.

Net Zero Carbon

In 2024, we implemented a standardised approach to Whole Life Carbon Assessments and modelling and measuring and reporting embodied carbon. We did this by choosing [CarboniCa](#) as our tool of choice for all new projects. This will enable us to assess our designs against our Sustainable Development Framework targets.

We submitted Stockport 8 as a pilot project for the UK Net Zero Carbon Building Standard pilot and awaiting confirmation of approval.



Social Value

We adopted an agile approach to measuring and reporting social value outcomes to ensure our projects are focused on helping to address identified societal and economic needs.

We use various tools depending on our customers preference and our appointment process.

Through the delivery of ECF developments between 2019 – 2024, our projects Salford Central, St Helens & Earlestown, Stockport 8 and Manor Road collectively created £135m social and local economic value.

Through direct delivery, between 2019–2024 we created £232m social and local economic value.

We know delivering impactful and sustainable developments will have a positive impact in society so we will continue to keep **Our Sustainable Future** at the forefront of everything we do.



Health and Wellbeing

We created a new Health and Wellbeing Design Guide with specific Key Performance Indicators.

We sponsored the Quality of Life Symposium event by the Quality of Life Foundation and our Managing Director, Phil Marsden joined the panel as a guest speaker.

We are an organisation member of The Developer Magazine, supporting them to publish, campaigning journalism and podcasts. Since 2022, we have sponsored the Festival of Place. The event showcases fresh and diverse ideas and voices and provides free tickets to small charities and community groups.

Circular Economy

Morgan Sindall Group plc has signed to pilot the use of [Madastar](#), a tool used to create material passports for buildings. We will be exploring how we can use this technology to support us for future projects.



Nature

Biodiversity Net Gain (BNG)

We completed 7 Ecological Constraints and Opportunities Plans (ECOP), nationally, with 85% meeting our 15% Biodiversity Net Gain (BNG) required target and of the total completed, 3 projects are estimated to meet our aspirational target of 20% BNG.

Urban Greening Factor (UGF)

As part of the Sustainable Development Framework update, we introduced new key performance indicators relating to the UGF. We identified the need to measure our approach and performance of bringing nature to dense spaces.

Environment Net Gain (ENG)

In addition to the UGF, we introduced Environment Net Gain (ENG) as a measurement of success in our Nature theme.

Going forward, we will use the ENG assessment via the Nature Tool to assist us with identifying the potential impact on wider ecosystems.

We used the Nature Tool to assess the impact of the proposed Biodiversity Net Gain strategy for Mell Square. Mell Square is predicted to uplift 12 ecosystem services including:

- mental health
- sense of place
- interaction with nature
- carbon storage
- water quality regulation
- water availability and flood regulation

We will continue to explore the use of the Nature Tool to support us in applying our holistic approach to placemaking.

Thought Leadership



Accelerating the delivery of Passivhaus-certified homes across the country



WRITTEN BY

Simon Hourihan
Project Director

Muse home is a bold innovation and an emerging model for the delivery of low-rise Passivhaus Classic certified homes across the country.

Leveraging our experience of brownfield regeneration, the Muse home model enables us to deliver family homes to the most rigorous of sustainable standards and apply it at national scale.

Passivhaus standards are characterised by extremely high levels of energy efficiency and can reduce a home's running cost by up to 90%.

Muse home builds on our depth of experience delivering Passivhaus-certified homes at Greenhaus – and now Willohaus – in Salford. We are also the first major placemaker to become a member of the Passivhaus Trust, helping to shape the national agenda.

We have already successfully delivered Passivhaus homes across mid- and high-rise opportunities. Now we are in a position to transfer our knowledge to a low-rise places for the first time, which is very different in terms of approach.

By applying many of the lessons we have learnt, and the skills we have developed, the Muse home approach allows us to apply Passivhaus standards to family homes across every region in the UK.

As far as we know, we are the only national placemaker in England currently aiming to deliver such a programme.

Focussing on two and three-bed homes – set across two and three stories – the model will apply a consistent and standard approach. As well as focus on reducing operational emissions, we will also aim to reduce embodied carbon emissions – for example by using timber frame construction bespoke to the Passivhaus design standard.

However, there will be flexibility in design to meet local needs and requirements.

By taking this approach, we can accelerate delivery, provide greater certainty to our partners, and lower costs.

As a regeneration specialist, we know that successful places need the right balance of homes, as well as workspaces, amenities, and public space. This means introducing higher density living when it's appropriate, and lower density when it isn't.

We also know that sustainability has become consistently more important to our partners.

The approach was initially inspired by our work at Timekeepers Square in Salford. Made up of 36 two-, three-, and four-bedroom townhouses – reflecting Georgian architecture – it is a tranquil neighbourhood within the Salford Central masterplan.

It proved that low-rise housing was appropriate, popular, and deliverable as part of wider brownfield regeneration.

Working in partnership with Salford City Council, we've now introduced the Muse home model to the Crescent Salford masterplan for the first time.

It's a complimentary piece of the £1 billion puzzle. It ensures there are good and sustainable homes available to everyone and we expect to be able to start delivery later in 2025.



Our Places



We're in it for the long-run, so we prioritise things that make a great place for people now and in the future: quality amenities and facilities, offices and workspaces for businesses, civic and community buildings, nature and biodiversity and healthy transport.



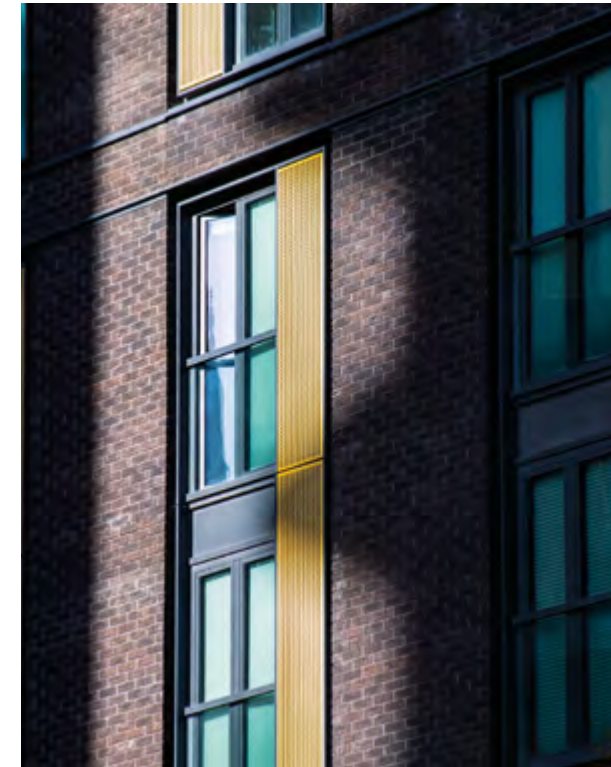
We help nurture inclusive and happier communities, both existing and new, by creating desirable shared spaces, places and opportunities for people to connect and enjoy.

We believe successful neighbourhoods offer a mixture of homes; types, sizes and tenures to cater for all different kinds of people and families, at different stages of life.

We're passionate about making community living and sustainable homes accessible to as many people as possible.

Our places include a mix of open market homes for private sale, private rent, affordable rent, social rent and shared ownership.

During 2024, we were on site delivering more than 2,000 homes, including 44% affordable.



2,000+
HOMES DELIVERED

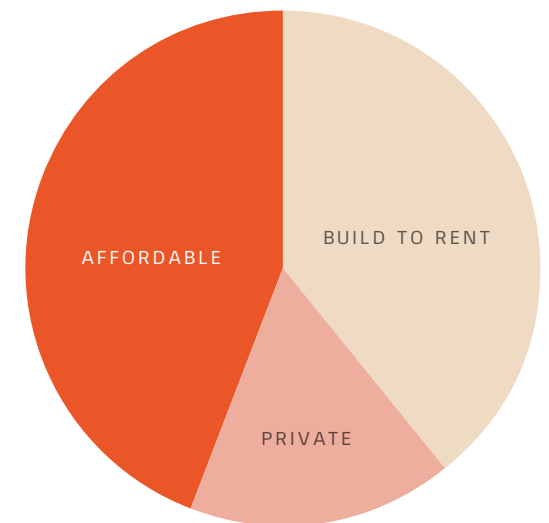
337
PRIVATE HOMES

804
BUILD TO RENT HOMES

898
AFFORDABLE HOMES

44%
AFFORDABLE HOMES

2024 homes breakdown



Eden, Salford Central

The sustainable workplace of the future

Eden is groundbreaking. Completed in 2024, we set out to deliver one of the most sustainable workplaces in the UK. We achieved it.

Delivered by ECF – the partnership between Muse, Legal & General and Homes England – Eden is a workspace which sits within the wider Salford Central Masterplan, a £1 billion regeneration being delivered in partnership with Salford City Council.

Our aim was to create a Net Zero Carbon in operation office, achieving some of the most ambitious sustainability accreditations in the world, on what was a former surface car park.

The 12-storey, 115,000 sq ft office has been commended by the UK Green Building Council and NABERS, which has awarded Eden a 5.5 NABERS 'Design for Performance' Target Rating, out of a maximum of 6.

During construction, we reduced embodied carbon emissions. Our embodied emissions were measured at 615kgCO₂e/m² GIA. This compares to 1,200kg for a standard office building. It was a significant reduction.

We used recycled materials, including recycled steel, upholstery, and recycled glass worktops in the on-site café. We also used reclaimed materials including a salvaged gym floor which came from a sports hall at the University of Central Lancashire.

The building's design, including the position of windows, had been carefully considered to maximise efficiency and make best use of sunlight and daylight while reducing solar gains.





3,300sqm

LIVING WALL

350,000

PLANTS ON FAÇADE

32

PLANT SPECIES

2,000%

BIODIVERSITY NET GAIN

↓ 60%

LIFE-CYCLE COST

We used leading-edge technology for airtightness, insulation, heating, and cooling. By incorporating these innovative construction methods and technologies, the life-cycle cost of Eden is expected to be 60% less than a typical Grade A office. That not only reduces the energy use intensity of the building but makes it cheaper and more sustainable to run and operate.

Whilst the building's technology and construction operate unseen, Eden's external appearance defines its sustainable credentials.

Eden harnesses nature to create an urban and biodiverse façade that contains 350,000 plants and 32 different species. It represents a biodiversity net gain of 2,000%.

Many of the plants which have been chosen were selected to enhance the local environment. More woody species help absorb gas such as Nitric Oxide and Carbon, for example.

At circa 3,300 sq m it's Europe's largest living wall, an engineering marvel and a commitment to long-term stewardship. It helps purify the air, lower urban temperatures, and attract birds, bees, and insects which enhances the local environment and improves the experience of Salford for communities.

Now home to some of the UK's biggest companies, including law firms TLT and accountancy firm BDO, Eden has become a hub of commerce and industry.



"Muse, via the English Cities Fund partnership, have shown absolute commitment and unwavering perseverance in delivering a world-class regeneration scheme for Salford. They have been unfazed by challenges along the way and have worked tirelessly to make the plans a reality. I would whole-heartedly recommend working with them on any complex mixed-use urban regeneration scheme."

PAUL DENNETT

MAYOR OF SALFORD

The living wall can be seen and experienced from inside the offices, as it is possible to catch a glimpse of some of the leafier plants gracefully framing the windows, which gives those working in Eden an immediate connection to nature. It's all part of the WELL Building Standard principles, which aims to improve human health and wellbeing through high quality design. By investing in modern workplaces this helps to retain and attract talent.

We encourage active commutes with storage for 156 bikes, along with showers, lockers, and drying rooms. Enhanced fresh air rates and natural lighting all contribute to a more productive and healthier workplace.

Other features include a wellness and yoga studio, treatment room, contemplation space, Spice and Grind café and panoramic roof terrace. These are the ideal spaces to take a break and give people the opportunity to interact and connect with each other.

All this means that Eden is not only a sustainable building in its design and construction but contributes to the health and wellbeing of those who work there every day.

It acts as a green beacon for sustainability in the heart of Salford and sits proudly as a real asset for the city, attracting people, investors, and businesses.



Home to law firm TLT

One business which calls Eden home is law firm TLT, which relocated its Manchester operation to Eden in August 2024.

The move was inspired by the building's environmental credentials – which align with TLT's commitment to becoming a more sustainable business – and Eden's first-class people-oriented facilities.

Switching to Eden has had a huge impact on TLT's Manchester team with James Chadwick, partner and head of location for TLT in Manchester, commenting:

"Feedback from colleagues has been beyond positive, with many people sharing they are proud to be part of such a

forward-thinking, environmentally friendly development. Eden's facilities and features have been designed around the needs and requirements of people, and colleagues have applauded how small things such as cycle stores, showers and changing rooms have boosted wellbeing by allowing people to consider active travel to the office rather than driving."

James' comments highlight how a positive working environment – and the amenities which dovetail with it – can have a galvanising effect on a business, which was one of the key outcomes we hoped to achieve from Eden's very inception.



"Moving to Eden has been transformational for our Manchester team. The space is contributing to enhanced collaborative working, wellbeing and supporting our flexible approach to working. Eden also reflects our values and Salford's track record in innovation and creativity, and is a ringing endorsement of our collective approach."

JAMES CHADWICK

HEAD OF LOCATION, TLT

One City Park, Bradford

A landmark for the UK City of Culture 2025

One City Park is a truly state-of-the-art Grade A office building, but it's much more than its 56,000 sq ft.

Located on the site of a former police headquarters in the heart of Bradford City Centre, One City Park is the first high-quality, sustainable, and modern workspace to be delivered in the city for more than 20 years.

With a beautiful balcony overlooking the iconic Mirror Pool and City Hall, One City Park is a measure of what Bradford could achieve and the quality it deserves.

It's a landmark for the UK City of Culture 2025, which is expected to create 6,500 jobs. One City Park will feature prominently throughout the year as a signal of Bradford's quality, prosperity, and opportunity and played a key part in 'RISE' the recent opening ceremony for the City of Culture year.

The workspace has been delivered in partnership with Bradford City Council and the West Yorkshire Combined Authority, as well as the Leeds City Region Enterprise Partnership.

It's part of a comprehensive vision for the regeneration and renaissance of the city centre.

Already, One City Park has created 300 jobs in construction and will support a further 450 in the building. Global consultancy PwC has been secured as a tenant and the building is now 50% occupied with further tenants due to be announced shortly.

It's testament to the quality of the workspace, and to Bradford's attractiveness as a young and dynamic city. Without One City Park, there is every chance PwC would have chosen another city to expand its Yorkshire base.



By attracting global companies, One City Park will act as an economic accelerator, drawing people into Bradford from across the region. Many to work, others may choose to put down roots.

It means more pounds spent in the local economy, and more value captured for the community. Bradford is already outpacing the UK's national economic growth and as the UK City of Culture 2025 there is more to come.

One City Park is award winning. We have already secured recognition as 'The Disrupters' at The Yorkshires awards, as 'Commercial Development of the Year' at the CoStar Impact Awards, and for 'Design Excellence' at the Insider Yorkshire Placemaking Awards.

A BREEAM Excellent building, with an EPC rating of A, One City Park is not only a workplace but a sustainable and healthy environment.

Cycle storage and EV parking promote sustainable transport choices, whilst a focus on air quality and access to daylight make the workspace productive and attractive.

Digitally connected, One City Park has also achieved the Wiredscore and Smartscore Gold standard.

Complimented by photovoltaic panels and air source heat pumps – and even bird boxes for local wildlife – it's a sustainable workplace in the widest sense.



"The completion of One City Park and the announcement of PwC as an anchor tenant is a watershed moment for Bradford. Their strategic investment here is a real demonstration of the confidence business has in Bradford and the new growth this will generate."

CLLR SUSAN HINCHCLIFFE

Of course, it's not only a place for office workers.

One City Park links seamlessly to City Park's Mirror Pool and enhances the award-winning public space for the whole community.

Opportunities for new shops or a café on the ground floor will make the public spaces even more vibrant. One City Park is a location which is just as busy at the weekends, not only Monday to Friday.

Within walking distance of some of Bradford's most important assets – including City Hall, St George's Hall, and Bradford Live – One City Park attracts people into Bradford during the day, driving footfall for the evening and night-time economy.

Now a thriving and sustainable workplace, One City Park is a sign of Bradford's intent and the city's future direction.

Councillor Susan Hinchcliffe, Leader of Bradford Council said:

"One City Park sets off Centenary Square magnificently, complementing our historic City Hall across the mirror pool and beautifully bringing together the heart of the city. PwC as main tenants will bring additional jobs, skills and opportunities to the district for many years to come and we're proud to have them as a central part of Bradford. A huge thanks to Muse and our construction partners for helping us realise this vision and bring the economic transformation of the city, and the district, a big step closer."



Forge Island, Rotherham

Building on Rotherham's industrial heritage to deliver a sustainable new future

Forge Island is a place with a rich history and deep connection to Rotherham's industrial past.

Like many post-industrial towns, Forge Island has experienced significant change from its foundation as a steel forge. It later became a transportation hub which offered little value to the community.

Now a thriving retail and leisure destination, delivered by Muse, Forge Island has a sustainable and long-term future as a dynamic place for the community and visitors.

The vision for Forge Island was developed in partnership with Rotherham Borough Council. We sought to re-imagine the place and re-establish its economic and cultural importance within the town centre.

We looked carefully at what the community needed. We sought to reflect evolving consumer demand and support the town's wider economic strategy.

The result was an approach which delivered a £47 million retail and leisure destination on the banks of the River Don.

Whilst still developing as a destination, we are already seeing a positive impact on the community and the local economy.

A brand-new eight screen cinema has opened, bringing film back to the town centre for the first time in 30 years.

This is much more significant than simply a new place to watch a Hollywood blockbuster. Hundreds of people descended on Forge Island to enjoy opening day, with screenings regularly sold out since it opened its doors. In fact, Forge Island was the best performing cinema in the Arc chain during December 2024.





The cinema anchors a growing evening and night-time economy in the town centre, with opportunities for restaurants and bars, cultural activities, and the notion of Rotherham as a destination for the community. New bar and restaurant, Vetro Lounge, is also set to open its doors in April 2025.

As a result, more money will be spent in the town, fewer people will travel outside Rotherham for entertainment, and new customers will be drawn from across the region. Already, footfall across Rotherham town centre during 2024 has been **10% higher than the previous year**.

The ripple effects on community health, wellbeing, and prosperity will be significant and widespread. More money in people's pockets, more jobs, and more ways to spend leisure time.

We have also delivered a new 69-room hotel. It will help to further elevate Rotherham's growing reputation as a destination – a place to visit and spend time, or a base to explore the wider town and region.

As we've focused on creating a new community and visitor destination, we have unlocked the riverside by creating new footpaths and green spaces.

These were previously inaccessible and wasted the opportunities the River Don presents. Now the riverside gardens create a modern gateway and a place to linger and meet friends.

We have delivered a new footbridge to connect Forge Island to the town centre, which was inspired by Sir Donald Bailey – the Rotherham-born inventor of the WWII floating Bailey Bridge.

We have also delivered an attractive new public square, complete with a play area which welcomes families every day.

The opportunity at Forge Island was to create a long-term sustainable future for Rotherham's industrial past. A place which could drive a modern economy, create jobs, and curate a destination for communities and visitors to spend their precious leisure time.

It's a plan which aligns with the wider vision for Rotherham town centre, with investments in attractive outdoor spaces, revitalised markets, and high-quality riverside and urban living.

By working in partnership with the local authority, we have delivered in a way which creates something new and exciting for the community – a place to meet friends and recharge during evenings and weekends. It has brought families back into the town centre and underpinned a new energy and vibrancy which will permeate Rotherham's future.



Social Value Data

We used Social Value Portal (SVP) in partnership with Bowmer and Kirkland Group to capture the social and local economic value delivered between November 2022 – May 2024. The data was verified by SVP through their due diligence process.

Fore Island created a social and local economic value of **£4,361,703**. This was achieved by:

83

LOCAL PEOPLE EMPLOYED

278

WEEKS OF APPRENTICE TRAINING

69

HOURS OF CAREER & EDUCATION SUPPORT

£1,890,775

LOCAL SUPPLY CHAIN SPEND

156.40 tCO²e

CARBON REDUCTION

Manor Road Quarter, Canning Town

Delivering for hard-to-reach communities

Canning Town is made up of diverse and vibrant communities, but they are often transient, difficult to engage with, and hard-to-reach.

This was the case around Manor Road Quarter.

A former industrial and commercial area, Canning Town has historically been home to workers for London's historic docks. It was characterised by low-density housing and limited green spaces.

Manor Road Quarter had been identified as an exciting opportunity for regeneration and placemaking, and as a location for new homes.

ECF – our partnership with Legal & General and Homes England – is working in partnership with the Greater London Authority, the London Borough of Newham, and Metropolitan Thames Valley Housing to

deliver 804 homes, 50% being affordable. Located directly opposite nearby underground and bus stations, the new place is part of the exciting regeneration programme benefitting the whole of Canning Town.

Manor Road Quarter is designed to be responsive to the unique needs of the surrounding community but also curate a new neighbourhood which draws people to Newham.

We worked hard with our partners to maximise the affordability of homes, for example, which is a significant challenge in the capital. The affordable homes will be available at London Affordable Rent, Social Rents, Discounted Market Rents or for part ownership through Shared Ownership. In the first Phase alone, we completed 177 affordable homes and 178 homes for private sale.



Social Value is the golden thread throughout the delivery of Manor Road Quarter. During phase 1, we also focussed on local employment. We created 437 new jobs through the wider supply chain, many of which were secured by residents of Newham, when building the first phase.

We created 38 apprenticeships, working with our delivery partners Morgan Sindall Construction. 2,935 students benefitted from work experience placements and engagement with schools. We used Social Value Portal to record data and calculate the social and local economic value which equated to £10.8m.

Manor Road Quarter is not only an opportunity to create a sustainable new place, but a chance to influence the long-term sustainability of the established community. These communities are some of the most deprived in Newham.

Manor Road Quarter is creating housing and employment opportunities and elevates the environment around existing homes and communities.

We are creating a 2.9ha linear park, packed full of new opportunities for biodiversity and landscaping. Elsewhere, the buildings have vegetated blue roofs, which safely capture storm water runoff and further enhance biodiversity.

We've aimed for a 64% reduction in carbon emissions compared to building regulations targets. We're also targeting Net Zero emissions in operation by procuring renewable energy to power the buildings.

Replacing an underused car park and commercial sheds, the linear park will be bordered by new spaces for businesses and shops. It will create a buzzing and active destination.

As a result, it's become a place for the community to come together, meet and spend time. With new cycle lanes and a continuous network of green spaces, it's a vibrant thoroughfare.

We have always recognised that dynamic and inclusive communities are built around shared spaces. Places to meet, socialise, and spend time are what will build that community around Manor Road Quarter.

We have enhanced the wellbeing of all residents, with a new green link to connect with the Lower Lea Valley and unlock new opportunities to connect with nature.

It's an asset for thousands of residents across East London.



"Manor Road Quarter is a truly impressive development meeting the highest standards of design, sustainability and placemaking."

TOM COPLEY

DEPUTY MAYOR OF LONDON



"Through Manor Road Quarter, and its earlier scheme at Rathbone Market, The English Cities Fund is not only addressing the acute shortage of housing in Newham but has also fostered economic growth and is helping to build community."

ROKHSANA FIAZ

MAYOR OF NEWHAM

As a result, the impact of Manor Road Quarter will be felt more widely than the new community it will create.

Not only will residents have access to affordable homes, but new community spaces with links to nature, along with new jobs and skills.

Together, this will help enable the new and established communities to thrive.

Other examples of initiatives delivered by the project team at Manor Road Quarter:

- The project team converted the Induction Room on the ground floor of the Manor Road site cabin into a Knowledge Quad. This was used as a facility to deliver a range of accredited and non-accredited courses to upskill local residents.
- The Knowledge Quad was used for Hazard Activity training for 8 LDEUTC students on 18th studying the Built Environment.
- Three T-Level students on a 45-day industrial placements we on site throughout phase 1
- Delivered a CSCS card training to unemployed Newham residents. 25 people completed and obtained a CSCS card.
- To support Mental Health Awareness Week, Morgan Sindall Construction teamed up with our Supply Chain partners to host a Homeless Feed event at Manor Road. 35 people were provided with a meal, toiletry bags, sleeping bags and a hair trims.
- The Manor Road team partnered up with MUSE and Inspire to support a workshop at Star Primary School

"I'm extremely pleased that this partnership between City Hall, English Cities Fund and the London Borough of Newham is delivering 804 new homes - half of which are affordable - and fantastic green spaces to vibrant east London, helping to build a better, greener London for all."

Tom Copley, Deputy Mayor of London
or Housing and Residential Development

"As Mayor of the vibrant London Borough of Newham, I am continually impressed by the work of the English Cities Fund at the Manor Road Quarter scheme, and particularly its delivery of significant numbers of new affordable homes. We were delighted to welcome the first residents to Manor Road Quarter earlier this year, and now look forward to progressing future phases.

By prioritising the needs of our community, and through strategic collaboration with local stakeholders, Manor Road Quarter has already become a catalyst for positive change."

Mayor Rokhsana Fiaz,
London Borough of Newham

Lewisham Gateway

Enhancing communities through place-making

Spanning more than 17 acres of Lewisham town centre, Lewisham Gateway has been one of the most ambitious urban regenerations in southeast London. The £500 million, 20-year development has transformed a former congested traffic island into a new thriving, connected, and sustainable neighbourhood and destination.

Following its completion in 2024, this landmark mixed-use development has delivered over 1,000 new homes, 25,000 sq ft of shops, cafes, and restaurants, 15,000 sq ft of office space, a gym, a 9-screen multiplex cinema, and new public amenity spaces.

The site today is unrecognisable from its past as a busy roundabout which divided the town centre and Lewisham's DLR and railway stations.

Designed when the car was king, thousands of motorists used to traverse through it every day in a place that was hostile to

both pedestrians and cyclists. A key part of the transport infrastructure of the area, the site also included a disjointed public transport system.

It was an unwelcoming place. It was a place which pushed away barriers to easy navigation on foot for the local community.

Then, at the start the 21st century, a bold vision developed. Consultation with the local community shone a light on widespread dissatisfaction with the roundabout which dominated the site. It was clear: the community wanted to see this barrier transformed into a new destination and neighbourhood.

Led by Muse over the following 20-year period, the site has since witnessed one of the most successful examples of transformative placemaking.





"Turning our ambition for Lewisham Gateway into a reality has not been a simple endeavour. The complexity of the development alongside the significant timeframe over which it has been delivered has all needed to be carefully managed."

CLLR BRENDA DACRES

MAYOR OF LEWISHAM

From 2004, Muse and our partners, including Lewisham Council, Homes England, Transport for London, and the local community, came together to unlock and deliver the opportunity which Lewisham Gateway offered.

The challenges were seemingly insurmountable. For example, one of our first major tasks included re-wiring existing infrastructure, re-routing two rivers and diverting a major sewer. We also continued to work through major social and economic upheaval, including the 2008 global recession and the pandemic.

During this time, Muse, its partners, and the local community were bound by a shared vision and belief in the potential of the regeneration. We kept the project on track. The transformative impact of the regeneration is now clear to see.

Today, where once there stood a busy roundabout, Lewisham has a beating heart that brings the community together and provides what was truly needed.

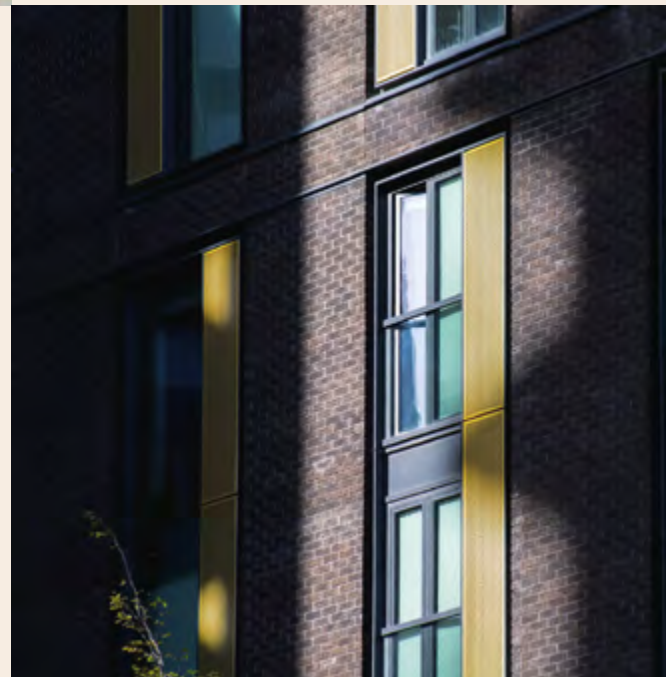
The community, new residents and visitors can now enjoy two rivers in the heart of the borough, uncovered for all to see and visit from Confluence Park, which sits in the heart of Lewisham Gateway.

These rivers have been restored as a focal point of the development, helping to create a vibrant and visually attractive public space which welcomes the community in. Here also lies the result of an urban greening programme which promotes biodiversity and nurtures wildlife and plants in the heart of Lewisham.

The creation of a new public square, St Stephen's Square, has also fostered a positive sense of civic pride.

Lewisham Gateway now also holds over 1,000 much needed, high quality new homes in the heart of the town. Despite significant viability challenges, we have also delivered affordable housing to ensure this is a truly inclusive neighbourhood. A diverse range of residential options have also been provided, including build-to-rent and co-living, to cater to different lifestyles and needs.

New residents can take advantage of the fantastic transport infrastructure offered at Lewisham Station, in an environment that is friendly and safe for pedestrians and cyclists. We have also created new and dynamic pedestrian routes to effortlessly connect to the town centre and High Street.



This is now a place where thousands of passengers are being effortlessly directed along a new boulevard towards Lewisham's established shops and businesses, unlocking greater economic activity across the town. It is attracting new visitors, increasing trade for local businesses, and generating new opportunities in the town centre, particularly in the nighttime economy.

Over 15,000 sq ft of flexible office space will ensure that new and existing businesses have an opportunity to grow and adapt to changing office environments. This will also ensure that local people have access to high-quality office spaces within easy reach, helping to encourage greater job creation in Lewisham.

Through partnership and perseverance, Lewisham Gateway has delivered on our ambition to bring people and place together. By uniting around a shared vision, we have shown what is possible and led the way to catalyse further investment and regeneration to benefit Lewisham's communities.

Lewisham Gateway now stands as a testament to the power of partnership-driven placemaking.



"Throughout the process of creating Lewisham Gateway, Muse and our partners have remained steadfast in their commitment to delivering against our strategic plan for the site – delivering much needed housing for Lewisham and London, with community and social infrastructure, as well as opportunities for jobs and skills for local people.

We have listened to our communities and our partners throughout this two-decades-long journey, and I am thrilled that upon completion, the benefits of Lewisham Gateway will be felt for generations to come."

Councillor Brenda Dacres,
Mayor of Lewisham Council

Social Value

At Lewisham Gateway Phase 2, we used Social Value Portal as a reporting tool to capture the social value created through the delivery of Lewisham during July 2020 – July 2024.

Lewisham Gateway created **£213,527,267** social and local economic value delivered through:

Lewisham Gateway Phase 2

1,804

LOCAL PEOPLE EMPLOYED

890

APPRENTICESHIP WEEKS COMPLETED

£142 million

SPENT WITH LOCAL BUSINESSES

292

VOLUNTEERING HOURS

838,017

CAR MILES SAVED



Stockport 8, Manchester

Creating one of the most liveable places in Greater Manchester

Stockport 8 is set to become one of the most exciting new neighbourhoods in the UK.

It's a £350m investment, being delivered in partnership between ECF – our partnership with Legal & General and Homes England – and the Stockport Mayoral Development Corporation (MDC).

MDC is a radical new approach to regeneration. It's an innovative partnership which brings together the powers of the Mayor of Greater Manchester, Stockport Council, and Homes England.

The objective is to deliver an ambitious £1 billion vision for Stockport's town centre. It's a plan which will transform the town. Over the next 15 years, MDC expects to regenerate 130 acres to the west of Stockport town centre – known as Town Centre West – delivering up to 4,000 new homes, jobs, and infrastructure.

Our aim, at Stockport 8, is to deliver up to 1,300 of these homes, along with workspaces, retail, connectivity improvements, and public spaces.

Energy efficient homes, designed for all stages of life, will support a vibrant and diverse new neighbourhood.

Residential courtyards and areas for green roofs will encourage biodiversity and nature. Sustainable transport options – from car clubs, to cycling – will promote healthier travel.

A new public square, which can host markets and live events, will attract visitors in the evenings and weekends. It will be a space for the community to shape and enjoy.

Our approach will help realise Stockport's ambition to be the most liveable place in Greater Manchester. A place which draws people to live and visit from across the region, even across the UK.



It's the next chapter in the story of Stockport's revival and an exciting keystone in the bigger plan.

The opportunity at Stockport 8 benefits from the neighbouring Stockport Interchange. The partnership between MDC and Transport for Greater Manchester will unlock a new urban park, as well as enhance connectivity.

It also benefits from Stockport's industrial past. Adjacent to Stockport's iconic railway viaduct, the historic arches will be incorporated into the new neighbourhood – re-connecting the community with its past. There are also plans to re-introduce the historic street pattern and street names. A green spine will also be included. Running through the heart of the masterplan it

will connect the new public square and children's play area, adjacent to the local primary school.

Established and new communities will be able to walk safely and securely to meet friends, family, or simply play. It will be a family friendly environment where everyone feels comfortable.

We have met and listened to hundreds of local people as part of a series of Community Conversations, as we have shaped our vision.

We ran community pop-ups, workshops, and four full-day primary school workshops. We even held a three-day youth programme for secondary and college students.



We heard of support for green and outdoor spaces, along with a mix of new homes to suit everyone. People wanted more activities, facilities, and support for the community – including the way people travel and access the area.

We also heard clearly the importance of Stockport's heritage, culture, and creativity and the need to celebrate and enhance it. We hope and trust that our plans have delivered.

As a key part of the MDC, we also understand we are contributing to something bigger. A grand plan which will deliver generational change. We take our role seriously and will deliver at pace.

We are committed to ensure Our Sustainable Future is embedded throughout Stockport 8. We will be monitoring and reporting our progress throughout the project life cycle and in future reports.

Hale Wharf, Tottenham Hale

A place where industry, community, and nature come together

Hale Wharf, in Haringey, was historically a working community. It was home to industrial space which over time fell into disrepair as the jobs it once supported moved elsewhere.

An Island site, it was poorly connected. Rarely visited, public access was extremely limited, and the area felt unsafe. It was a wasted opportunity.

The regeneration of Hale Wharf and the creation of a new place was a unique opportunity to unlock this waterside location. It was a chance to reflect on its industrial past, curate a new community, and enhance nature.

Sitting within the Mayor of London's Tottenham Housing Zone, it was also an opportunity to deliver against the priorities of the local authority by delivering new homes and new affordable homes. Now complete, Hale Wharf has delivered

505 new homes, including 191 homes for Affordable Rent. It's an important contribution to the Greater London Authority's aspiration to deliver 2,000 homes in Haringey.

We have curated a multi-generational community including apartments and family homes. It ensures the community is vibrant, dynamic and sustainable.

Delivered by Waterside Places – our strategic joint venture with the Canal & River Trust – in partnership with the Mayor of London and the London Borough of Haringey, Hale Wharf has delivered much more than simply a place to live.

Reflecting industrial heritage, we used designs inspired by the factories and warehouses which would have characterised the area. Brick, zinc, galvanized balconies, and weathered steel helped maintain the local character.





Making the most of the waterside location, alongside the River Lea, we even improved access to the water to facilitate the industrial use of the waterway once again. Juxtaposed to the area's industrial heritage, the Paddock Community Nature Reserve covers 10 acres of green space adjacent to Hale Wharf. It includes woodland, scrub, meadows, ponds, and rivers.

Places like The Paddock Nature Reserve deliver significant value for communities, and it is critical they are safe, well maintained, accessible, and valued. Prior to the regeneration of Hale Wharf, The Paddock had been in a state of disrepair.

We had an opportunity to re-invigorate and support this vital place for nature. We delivered new pedestrian bridges to connect the community at Hale Wharf to the Paddock. In doing so, we unlocked the opportunity for residents to spend time immersed in the natural environment.

It enabled further investment. Significant upgrades included the removal of Japanese Knotweed, enhancements to the woodland habitat and the provision of an educational facility and volunteer's hub.

Thanks to these investments, and the ongoing work of the Conservation Volunteers, The Paddock is now a haven for birds, trees, flowers, and people.



Before the bridge opened, those attempting to access Tottenham Hale station on foot had to navigate Ferry Lane – a busy and poorly lit road.

With the bridge now providing a direct route, residents feel safer and have easier access to the excellent connectivity of the wider area. It's all part of curating and supporting a new community at Hale Wharf.

The Canal & River Trust will support families make the most of the enhanced waterway by providing access to water-based activities such as canoeing and kayaking. The Engine Room – which opened in 2017 – serves an ever-expanding multi-cultural community with a church, community centre, café, and nursery.

Working with the North London Hospice and Wild in Art, we have also brought the 'Big Fun Art Adventure' to Hale Wharf as part of a free art sculpture trail.

Hale Wharf is about much more than just homes. It is a place where industrial heritage, community, and nature come together.

In 2024, our project team

- Donated money to pay for an after school PE teacher for a term this enabled pupils at the school to undertake sports activities after school, increasing their health & wellbeing
- Hosted 2 students for work experience.
- Employee volunteering at the nature reserve
- Flora the owl



Greenhaus & Willohaus

Closing the performance gap: a model for Passivhaus homes at scale

Passivhaus is a highly rigorous and effective approach to delivering energy efficient, comfortable, and healthy buildings.

Delivering to Passivhaus-certified standards not only helps lower our carbon footprint, but families and residents can enjoy homes which are more efficient and cheaper to run.

As part of ECF – our partnership with Legal & General and Homes England – we have completed the delivery of 96 Passivhaus-certified, accessible, and affordable homes at Greenhaus in Salford.

Greenhaus sits within the wider Salford Central masterplan; an ambitious £1 billion regeneration being delivered in partnership with Salford City Council. Greenhaus is the largest collection of Passivhaus homes in the North West.

Alongside our partners at Homes England, the Greater Manchester Combined Authority, Salix Homes, and Salford City Council we have embarked on a mission to prove that Passivhaus homes could be delivered at scale and in a way which benefits those who need it most.

With the new homes launching in 2024, we achieved our objective.

As the first families are now living there, we've been able to prove the benefits of Passivhaus practically and meaningfully. In fact, Greenhaus has been so successful we have commenced the delivery of Willohaus – a further 100 Passivhaus homes, this time as part of the wider Crescent Salford masterplan.

Once complete, Willohaus will displace Greenhaus as the largest set of Passivhaus homes in the region.



The Passivhaus Trust, which promotes Passivhaus standards in the UK, has identified almost 50 unique benefits of a Passivhaus home. These are set across six categories: building performance, climate, health and wellbeing, people, financial, and social.

Residents of Greenhaus are already enjoying a reduction in their energy bill of up to 90%, with the energy used to heat a home reduced by as much as 68%.

It's not only financial. The long-term health benefits include cleaner air and fewer respiratory problems because of living in comfortable and well-heated homes. The same models will be applied to Willohaus, with the same benefits to those living there.

As a result of the highly rigorous standards, Passivhaus almost eliminates the 'performance gap'. This is the gap, which exists in all areas of construction, between how you expect a building to perform – in terms of energy and sustainability – and the reality

Some studies have estimated the performance gap for non-Passivhaus buildings to be around 60%. According to the Passivhaus Trust some buildings have identified a performance gap as high as 450%.

In contrast, Passivhaus homes – including those at Greenhaus and Willohaus – consistently achieve expected targets and can even exceed them.



So far, our project team at Willohaus has:

- Hosted three work experience placements with students from Manchester College, Preston College and Bluecoat school
- Eric Wright Group and Wernick donated two site cabins to the Rugby club to be used as a classroom and storage unit. The cabins were both fully refurbished and painted in the colours/logo of the Rugby club, this equated to an in-kind donation of £10,000
- Employed local resident

Investments such as triple glazing, the latest insulation technology, improved ventilation and airtightness, air source heat pumps, and publicly accessible electric vehicle charging spaces all contribute.

It may appear technical, but it's important. If we are to rapidly decarbonise our built environment, we need certainty about how we can deliver. Passivhaus standards provide that certainty.

Families also need certainty. At Greenhaus, we can promise a **90% reduction on energy bills**, and we can do so with confidence. For those who need it most, that certainty is critical.

The delivery of Passivhaus-certified homes at the scale of Greenhaus and Willohaus has been innovative and unique.

We've been working closely with the Passivhaus Trust, contributing to an expert panel which shares and tests best practice with the aim of expanding the use of Passivhaus across the UK.

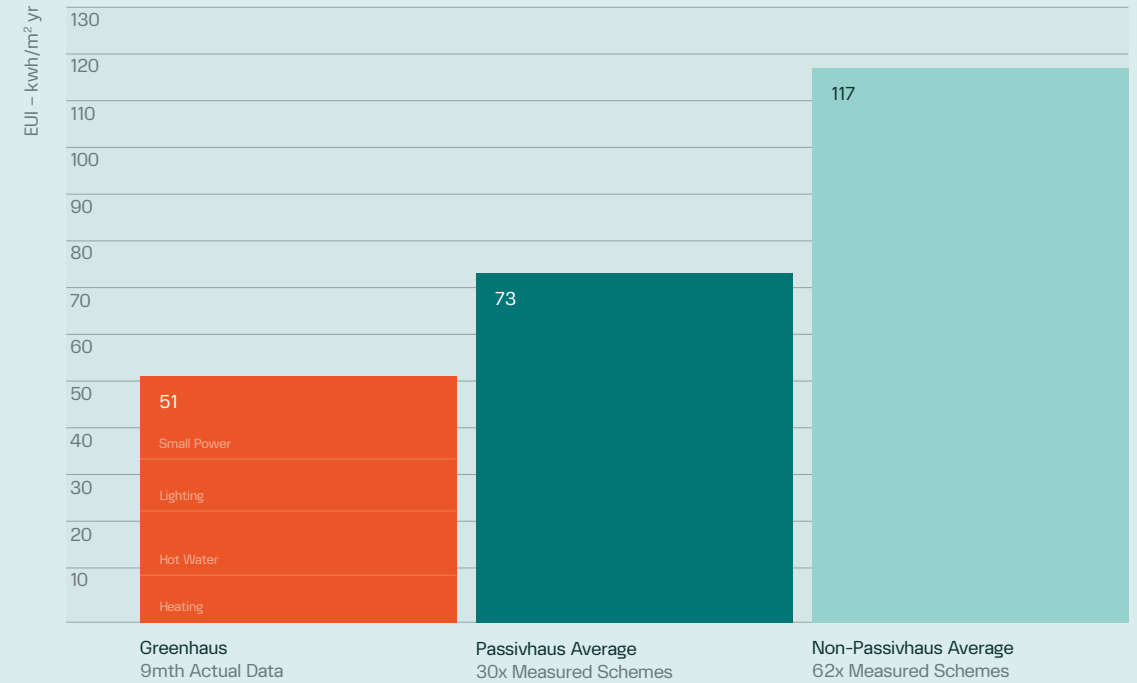
The Passivhaus Trust's aim is to ensure 10% of all buildings in the UK are built to Passivhaus standards, compared to 1% currently. It's a challenging objective, but by leveraging the lessons of Greenhaus and Willohaus we can help the industry achieve it.





Occupied Performance

- The average heating load is 15 kWh/m² yr, the Passivhaus design estimate was 14 kWh/m²/yr so we are very close
- The average hot water load across all flats is 13 kWh/m²/yr, the Passivhaus estimate was 11 kWh/m²/yr, thus slightly higher. However, after reviewing the data, we think this appears to be due to **consumption** rather than frequent use of the immersion heater, where only a few apartments have appeared to use the immersion and infrequently
- The annual heating cost range for apartments equates to an average of £183/yr assuming a rate of 25p/kWh, not including standing charges which likely come ~ £220/yr at a rate of 60p day for electricity
- Air quality for the flats over the last quarter have been very good with low humidities and CO² levels indicating good ventilation of the dwellings



"A Passivhaus building is simply good business for Salix Homes and our customers; it directly supports our customers health and economic needs and is aligned with our key partners carbon reduction and placemaking aspirations"

SUE SUTTON

CHIEF EXECUTIVE, SALIX HOMES



I'm proud to live here, and I'm proud of my life



WRITTEN BY

Harriette

Resident at Greenhaus

I always wanted to design my own house.

Something sustainable, and a place to put down roots. Greenhaus, in Salford, has become my home, but it's more than just somewhere to live – it's made a massive difference to my life.

Moving back from Dubai in 2020 after an abusive relationship, I was diagnosed with Autism and fell into alcohol and substance abuse. I battled with homelessness and, when I came out of rehab in 2022, was found a place in supported accommodation. It didn't help me, though, as I needed security and distance from others fighting their own battles.

I fought with councils, was added to waiting lists, and eventually registered with Salix Homes for three months before bidding on Greenhaus. A collection of 96 homes in Salford, Greenhaus was delivered in partnership with ECF and opened in March 2024.

My dad is Salford born and bred, and I grew up around Manchester, but it was the sustainability of the place which really appealed to me. I've always cared about the environment and nature, so it was exciting to feel part of the solution to climate change and Net Zero.

Because Greenhaus is built to Passivhaus standards, residents can use 70–90% less energy and benefit from cutting-edge technology – including an app to control the heating – so our homes are always warm and comfortable, and our bills are less.

Obsessing about the progress of my application, I had to pinch myself when I got the call. I was the very first resident to move in.

Having a home at Greenhaus has already made a massive difference to my life. I feel secure, lucky, and have renewed strength and belief in myself. I've started to build my own furniture and introduce my personality. It feels like home.

Studying animal behaviour, I'm enrolled in university and set to graduate in 2027. It's not easy, and the work is challenging, but I now have a warm and secure place to study. I can walk or get the bus to lectures, and I have a platform for a fulfilling and exciting future career.

Greenhaus has been a fantastic experience and is helping me thrive in a way which I would have thought difficult just two or three years ago. I'm proud to live here, and I'm proud of the direction my life is going. For those who get the opportunity to live at Greenhaus, or in a Passivhaus home – go for it!

Stroudley Walk, Bromley-by-Bow

A new story for Stroudley Walk, with the community at its heart

The regeneration of Stroudley Walk is truly transformative. In the heart of East London – Bromley-by-Bow in Tower Hamlets – it sits adjacent to some of London's most deprived communities.

Working in partnership with housing association Poplar HARCA we are delivering 274 homes, including 115 affordable homes. 82 of the homes will be available at London affordable rent – including all the three- and four-bedroom family homes – with a further 33 for shared ownership. It means those local families who need it most, will benefit.

Our approach is also focussed on creating a safe and thriving neighbourhood. A new pocket park and part-pedestrianised street, with three new shops and a community café, will make for a vibrant and attractive neighbourhood.

Regeneration which is genuinely sustainable requires us to meaningfully engage. We need to respond to local needs and deliver something which benefits all communities. As we shaped our vision, we spoke to over 500 people representing the depth and breadth of the local area.

We held consultation events within the community and took our proposals to Old Palace Primary School in Bow to speak to local children about the future of their place. We engaged online. We met people in the street. We talked to their elected representatives.

We learnt that people felt unsafe. There was a fear of crime, but by bringing more people into the area residents felt things could improve. Overwhelmingly, the community wanted to see regeneration happen.



As the local housing association, our partners at Poplar HARCA are embedded within the community. We benefitted from strong and tight-knit relationships with local businesses, community groups, and residents.

We spoke to them about what they needed and wanted from regeneration, how we could support their businesses, their family, and their community.

New public spaces, greenery, community facilities, lighting and visibility, and affordable housing were all critically important.

We listened and we are delivering. Quality affordable homes will complement flexible retail opportunities, as well as the community cafe.

Vibrant new public realm - including the pocket park and partly pedestrianised street - will include 33 new trees. They will link people to nature, contribute to improvements in air quality, and help keep streets cooler in the summer months. It's a new future for Stroudley Walk, shaped by the community.

The suffragette Sylvia Pankhurst made her first speech at Stroudley Walk in 1913 as part of a campaign to improve the conditions of women living in the East End. Mahatma Gandhi also stayed at the nearby Kingsley Hall for 12 weeks, as he visited England in 1931 to discuss constitutional reform.

The place has a unique story which tells of progress, change, and cultural influence. In many ways that story had become clouded in recent decades. By working



together with the community, we've built a new vision. For example, we've worked with local charity Bow Arts and local artist, Will Redgrove, to deliver a workshop for a local school on empowerment.

We've taken the ideas and incorporated them into a commissioned artwork which now defines Botolph Passage - the entrance to St Agnes Catholic Primary School.

It celebrates the rich heritage of Bow and puts a community stamp firmly on Stroudley Walk's public space. Something for the children to be proud of as they grow up.

With a rich melting pot of cultures, Stroudley Walk has always evolved. We took the time to engage and understand, so that we can be a positive part of that evolution.

A new pocket park and part-pedestrianised street, with three new shops and a community café, will make for a vibrant and attractive neighbourhood.



Social Value Data

The project team at McAleer & Rushe engaged with 200 students through a variety of activities, examples included:

- Teaching students about the safety required on a construction site, names of plant and machinery and the different functions they provide
- Hosted highways and construction work experience week for seven A-Level students supporting them to have hands on learning experiences. This will positively impact their career readiness and practical skill development
- Project teams volunteered at several careers networking sessions, providing valuable career guidance. Positively impacted students' understanding of future career options and employability skills
- Initiatives also focused on promoting health and wellbeing examples include the donation of Boxing kits to a local club to support the physical fitness and mental wellbeing of youth and volunteering at the Christmas Health Fair
- Botolph passage way community mural



Bradford City Village

Contributing to Bradford's renaissance

Bradford is amid a renaissance. As Yorkshire's youngest city and the UK City of Culture 2025 it is a place buzzing with ambition, pride, and creativity.

As a result, the regeneration of the city centre is moving at pace.

ECF – our partnership with Legal & General and Homes England – is working together with the City Council and the West Yorkshire Combined Authority to deliver Bradford City Village.

Bradford City Village will transform the city's former retail heart into a bold new community.

It's a plan which leverages 25ha of council-owned land, including the Oastler and Kirkgate shopping centres, to deliver a dynamic new neighbourhood.

Including as many as 1,000 new homes – including affordable homes – the plan encompasses three new community parks, alongside shops, cafes, restaurants, and workspaces.

Safer roads, with landscaped public spaces, and enhanced access to public transport will all contribute to a place which people want to live in and visit. A place where businesses want to locate, invest, and grow.

The city centre has been suffering from an oversupply of retail space. This is not unique to Bradford – towns and cities everywhere need to respond to changing demographics and consumer demand.

Bradford City Village is an opportunity to re-purpose previously retail-led areas and bring them back into positive use.



It's also a chance to bring people back into the city centre, driving footfall to established and new businesses and enhancing Bradford's evening and night-time economy.

It's not just about buildings; this is an economic regeneration plan which will re-balance the city centre and keep more money circulating in the local economy.

Importantly, Bradford City Village is one of fifteen places identified in the Strategic Place Partnership between West Yorkshire Combined Authority and Homes England. It demonstrates its importance, as well as helping to unlock funding.

Already, Homes England has committed nearly £30 million of investment – via the Brownfield Infrastructure and Land Fund – to enable the masterplan to be delivered. The Government, Combined Authority, and the Council all recognise the importance and value of Bradford City Village.

The investment will drive significant value itself, but it will also act as an economic and regeneration catalyst for the city. It will boost confidence and attract long-term investment which might otherwise have overlooked Bradford.

It's part of the same vision – indeed it is closely linked – to One City Park, the state-of-the-art Grade A office which has been delivered by Muse in Bradford. It's a vision which also elevates the place and creates opportunity for the people and communities of Bradford.



"This is a very significant announcement for us, demonstrating the momentum and power of public-private partnership to invest in one of the most vital cities in England.

CLLR SUSAN HINCHCLIFFE

The community understand this, as well. As we've developed the Bradford City Village masterplan we've engaged extensively with the people of Bradford, receiving over 400 considered and meaningful responses.

We held community roadshow events, undertook focus groups with accessibility groups, held workshops with local colleges, met with the Bradford Property Forum, Bradford Central Mosque, and local businesses.

The engagement has informed our approach, with five distinct principles now guiding our approach: a green neighbourhood, a range of housing types, a range of community amenities, a sustainable community for the future, and respecting heritage.

Bradford City Village is a place for Bradford's future, anchored by the needs of the community today. It will leverage and support Bradford's renaissance and encourage investment, growth, and opportunity in one of the UK's most exciting places.

Cllr Alex Ross-Shaw, Bradford Council's executive member for regeneration, planning and transport, said:

"With Bradford Live, One City Park and Darley Street Market opening in 2024/25 it is right we look to the medium term for the next phase of renewal of the city. The confidence of Legal and General, Muse Places and Homes England just shows the progress we are making we welcome this collaboration with English Cities Fund"



Mell Square, Solihull

Building on success: supporting the long-term sustainability of Solihull town centre

Solihull is a thriving and successful borough, with a vibrant and attractive town centre. It is one of the West Midlands' premier shopping destinations and attracts visitors from across the region.

However, Solihull Metropolitan Borough Council (SMBC) has recognised that if the town is to have a sustainable long-term future, and remain successful, it must evolve.

This means adapting to changing consumer demands and demographic patterns.

Mell Square is an established retail hub, but it is tired. It has been identified by SMBC as an exciting regeneration opportunity right in the heart of Solihull. We are working in partnership to design a bold new masterplan which delivers a compelling and sustainable new offer.

It's an approach which includes as many as 1,600 new homes, along with attractive and green public spaces, and new opportunities for retail and leisure to curate an evening and night-time economy in Solihull for the first time.

In recent years, Solihull has struggled to retain its young population, and consumers are prioritising experiences and leisure over traditional shops.

The town needs to evolve its offer to cater to the next generation, as well as those who live and visit today.

Our plan includes a range of new homes, including Build-to-Rent, multi-generational homes, and affordable homes. It will provide new options for people to live in Solihull town centre for the first time.





Diverse town centre living balanced by new retail, commercial opportunities, and public spaces will help stimulate the sustainable economic and social evolution Solihull requires.

By curating a new evening and nighttime economy – with bars, restaurants, and experiences – Solihull can further diversify its offer and build on its high-quality shopping pedigree.

Flexible public spaces, activated by engaging and dynamic retail, will bolster Solihull's reputation as a regional destination.

A cultural quarter will enhance the experience of the town for residents and visitors. It will enable new and established communities to come together in unique and dynamic ways.

A multi-purpose civic heart will bring a successful blend of food, drink, community and entertainment venues. Smaller spaces and courtyards will create new meeting places, whilst a cultural quarter will support exciting independent retailers.

The green and vibrant spaces will bring nature right into the heart of the town, connecting people to the natural environment. Based on the initial Masterplans, this project will create a 201% increase in Habitat Units and plot 1, 60% increase in Habitat Units; significantly exceeding our aspirational Biodiversity Net Gain aspirational targets.

Based on the initial Masterplans, this project will create a 201% increase in Habitat Units and plot 1, 60% increase in Habitat Units; significantly exceeding our aspirational Biodiversity Net Gain aspirational targets.

This is part of a broader sustainable approach which aligns with SMBC's ambitious climate targets, including reaching Net Zero by 2041.

We will focus on the re-use and retention of materials, as well as the ongoing performance of buildings. This will help us implement lower embodied and whole life carbon throughout the delivery of the masterplan.

There will also be opportunities for renewable energy generation, ambient heat loops, and energy storage.

It would be easy to continue to invest in what has always made Solihull successful. Working in partnership with SMBC we are pursuing a bold strategy to ensure Solihull has a sustainable future.

With more opportunities to live in the town centre, more to do in the evenings, and a more attractive environment to meet friends and family, Solihull will continue to thrive.

This is a future built around long-term success, not just quick wins.



Arden Cross

Regeneration with a global healthcare impact

Arden Cross is one of the UK's most exciting regeneration opportunities. It brings together world-class connectivity and innovation to drive economic growth at scale.

Facilitated by the HS2 Interchange Station in Solihull, Arden Cross will deliver tens of thousands of jobs and thousands of new homes, along with shops, offices, and public spaces.

As one of the best-connected locations anywhere in the UK – with access to the West Coast Main Line, Birmingham Airport, motorway network, and HS2 – it is a chance to deliver a truly sustainable new community.

Sit within an established cluster of world-class assets, including the NEC, Resorts World, and Jaguar Land Rover's flagship Solihull manufacturing plant, Arden Cross will be at the heart of a thriving economic network.

A once-in-a-generation opportunity, we are working in partnership with Arden Cross Ltd, Solihull Metropolitan Borough Council, Birmingham City Council, the West Midlands Combined Authority, HS2, and Department for Transport.

At the heart of Arden Cross, a unique HealthTech Campus will anchor an Innovation District.

The University of Warwick – one of the world's leading research-intensive universities – will be the lead academic partner. We are working closely together to deliver.

The Campus will leverage the competitive advantage of the West Midlands, across HealthTech and life sciences sectors. The region already contains the largest network of medical technology companies in the UK and employs over 23,000 people.





The Campus vision is to accelerate innovation in HealthTech, transform healthcare services and improve patient outcomes locally, nationally, and globally.

The University will enable partnership working between the NHS, private providers and industry. As modern healthcare provision is increasingly technology driven, the Campus will support dynamic UK start-ups to enter the NHS and global markets.

It will not only support start-ups and scale-ups, but boost the UK's health resilience, drive regional employment opportunities, improve patient outcomes and create sustainable economic growth.

It's a plan which not only aligns with NHS transformation objectives, but also with the UK Industrial Strategy.

With advanced and purpose-built facilities, including National Centres of Excellence, the Campus will include research, innovation, and development space, clinical testing and diagnostics, a Women's Health Centre, education teaching spaces – including surgical skills – alongside business support for scale-ups and access to investors.

As a comprehensive research and innovation hub, the HealthTech Campus will improve the health and wellbeing of communities in the West Midlands, UK, and across the world.

This is supported by an innovation network which already exists and has Arden Cross at its centre.



Existing life sciences and HealthTech clusters, built around innovation-led universities and NHS Trusts will be connected through established and new infrastructure.

This will be further enhanced by HS2, which will link Birmingham, Arden Cross, Old Oak Common – the new ‘super hub’ station in West London – and Euston.

Northern connections with Manchester and Leeds, and locally to the East Midlands will complete the network.

Located within the East Birmingham–North Solihull corridor, Arden Cross is an opportunity for meaningful economic impact in one of the West Midlands’ most deprived areas.

Access to high-quality jobs and opportunities will be transformative for local communities, whilst the HealthTech Campus will contribute to improved health outcomes and wellbeing.

However, the scale of Arden Cross – and its ability to leverage the competitive advantage of the West Midlands – make the opportunity one of global significance.

Arden Cross will not only have a transformational impact on local and regional communities – it can help improve the lives of patients and communities across the world.

One of the best-connected locations anywhere in the UK — with access to the West Coast Main Line, Birmingham Airport, motorway network, and HS2 — it is a chance to deliver a truly sustainable new community.



Crescent, Salford

A place where industry, education, and community come together

Crescent Salford is a £2.5 billion partnership, set across a 240-acre city district – but with impact across Salford and beyond.

Being delivered by ECF – our partnership with Legal & General and Homes England – together with the University of Salford and Salford City Council, it's a place where industry, education, and community come together.

An area packed with assets, it includes the University of Salford's Campus, Salford Crescent Train Station, Peel Park, Salford Innovation Forum, and Salford Museum & Art Gallery, and much more.

Crescent is a once in a generation opportunity to fully exploit and maximise the value these assets can create – for the economy and the community. This is what the Crescent Salford Masterplan is delivering.

We are creating up to 7,000 full time jobs, around 1.5m sq ft of commercial space, and 3,000 new homes. The masterplan, which is spread over six distinct zones will be delivered with over £1 billion of private sector investment.

Working with the University of Salford, innovation is fundamental to our approach. Both the Peel Park and Frederick Road Campuses are at the heart of the masterplan and an Innovation Zone – Crescent Innovation – will help leverage their established value.

Sitting at a strategic location within Salford's Innovation Triangle – along with Salford Quays and MediaCityUK, the University of Salford, and Salford Royal Hospital - it's an area which is already home to an internationally significant cluster of organisations.



Crescent Innovation will deliver the right commercial opportunities to foster a network of public, private, and academic collaborators. With a focus on acoustics, robotics, orthotics, and prosthetics it's a unique opportunity to create jobs and attract global investment.

For example, we are already investigating a cutting-edge acoustics research facility. It will build on the University's reputation as a world-leader in acoustics testing, consultancy, and research.

As the economy grows, we will need new homes to serve an expanding community. We are already delivering Willohaus, as part of a new Adelphi Village. The 100 Passivhaus-certified homes will be the largest collection in the North West.

Being delivered in partnership with Salix Homes, they will all be affordable, and due to their highly efficient Passivhaus standards will help residents reduce their heating and fuel bills. It puts more money in people's pockets.

We are also introducing Muse home – our first opportunity to deliver Passivhaus low-rise and family homes – at Farmer Norton. If successful, we expect to be able to roll out the model across the country.

Taking advantage of the biodiversity and green spaces across the Crescent masterplan, we are leading the way with sustainable initiatives.

We are planting 1,000 trees, creating over 2m sq ft of public space, investing in renewable energy, and introducing the very latest in building technology. It's a major step forward for carbon neutrality for the whole of Greater Manchester, not just Salford.

Salford Rise, for example, will connect Crescent Innovation and the University of Salford with surrounding communities. The elevated five-acre green walkway has been partially funded by £13.17 million from the Levelling-Up Fund. It's a recognition of its economic potential.

The quality public spaces and improved accessibility will enable new and established communities to reach the employment and education opportunities we will deliver.

Crescent Salford is an opportunity to create a new economic and innovation engine for Salford, Greater Manchester, and the North West. A place for young people to learn, for organisations to innovate, and communities to thrive.



Social Value Data

We are in the early stages of this project, however we are already starting to create social value and contribute the local economy.

So far our appointed professional services team have:

14
PEOPLE FROM GREATER MANCHESTER HIRED OR RETAINED

183
EMPLOYEES HAVE ACCESS TO WELLBEING PROGRAMES

417
VOLUNTEERING HOURS

22
HOURS OF DE&I TRAINING

12
HOURS OF EXPERT BUSINESS ADVICE FOR VCSES AND MSMES

Prestwich Village, Greater Manchester

A sustainable new future for Prestwich Village

In partnership with Bury Council, we are working hard to transform Prestwich Village.

By delivering a £100m mixed-use masterplan, on the site of the Longfield Centre, we're providing high-quality homes and public spaces, as well as a new community hub, library, cafés, and shops.

Our vision will rejuvenate the village heart, transforming the dated shopping centre, and creating a vibrant and dynamic place. We are also creating spaces and opportunities for the community to come together and thrive.

A vibrant village square will include family friendly places to meet. Cafes and retail spaces will spill out on the public space, which will be able to host markets and outdoor community events.

Green spaces will provide opportunities for people to linger, gather, and spend time – as well as connecting people with nature. We are also making powerful interventions to reduce carbon emissions in everything we do.

By limiting the amount of car parking – and simultaneously delivering a new transport hub with EV charging, car club, and cycle storage – we will make the whole experience of Prestwich Village more enjoyable and accessible.

We will enhance the overall arrival experience into Prestwich from the tram. New landscaped footpaths and walkways will connect to our new public spaces and improve the first impression of the area.



Our vision will deliver a sustainable new future for Prestwich Village and for Bury, making it one of the best places to live in the North West.



Flexible opportunities for retail and leisure spaces have also been provided. It's an approach which will complement the existing high street and help cater to Prestwich's diverse business and retail community.

It includes a new gym which will support the health and wellbeing of both the established and new community.

New homes will be sustainable. This will enable carbon emissions to be as low as possible, as well as keeping energy bills low for families – whether they live in a privately rented home, or benefit from social or affordable rents.

Homes will include a range of options from affordable homes, first-time buyers, growing families, and downsizers. It will be a diverse and vibrant community with a mix of residents, outlooks, and perspectives – all adding to the new melting pot of Prestwich Village.

Our vision will deliver a sustainable new future for Prestwich Village and for Bury, making it one of the best places to live in the North West. A place which elevates the area and enhanced the experience – for residents, visitors, and businesses.

Not only are we working closely with our partners to reduce carbon emissions and improve biodiversity wherever we can – we are also curating a place which brings the community together, attracts people, and creates sustainable opportunities for all.

It's the type of intervention which can help attract future investment and drive meaningful and sustainable growth. Not only will this provide better access for a more diverse range of residents, but the change will help reduce emissions from private cars, improving air quality. Our vision will also improve the biodiversity of the area by more than 40%.

Of course, community is at the heart of our approach.

A new Market Hall will provide a range of spaces and opportunities for smaller local businesses. We will deliver a new library, with improved facilities, which will offer significant benefits to residents and visitors.

A community hub will provide flexible space for events, clubs, arts, and culture. The building will also offer an opportunity to deliver a new Prestwich Health Centre, subject to discussions with the NHS and local GP practices.



Oldham, Greater Manchester

Delivering against Oldham's Green New Deal

Oldham has an ambitious local authority, which has overseen the transformation of the town centre in recent years.

This has included the regeneration of the Old Town Hall and Spindles Shopping Centre, along with enhanced public spaces, a new bus station and the arrival of the Metrolink.

We are now working in partnership with Oldham Council to plot the next phase of the town's regeneration.

The Council's vision is to redefine the town's residential and retail offer, creating an environment which benefits residents, attracts visitors, and drives long-term investment.

Meeting the Council's aspirations, our approach includes the delivery of 2,000 new homes. Made up of five distinct character areas, the wider regeneration will also deliver retail, culture, and leisure spaces to grow Oldham's evening and night-time economy.

It's a plan which complements and aligns with the Council's Green New Deal. Oldham aspires to be the greenest borough in Greater Manchester, achieving carbon neutrality by 2030.

We will create opportunities for skills development and new jobs for Oldhammers, along with public spaces for people to move through the town and spend time.

There will be homes for families through to young professionals, as well as affordable homes. It's a chance to curate a truly sustainable and mixed community.

Our approach will bring millions of pounds of investment, driving long-term and sustainable economic growth.



It's a plan built on Oldham's industrial heritage, reflecting the diverse communities which define the place. We will celebrate Oldham's industrial past, ensuring the new developments compliment the existing buildings. For example, the Grade II listed Church of St Mary and St Peter, as well as the Oldham town centre conservation area.

The 15-year partnership between Muse and Oldham Council will enable the regeneration of council-owned brownfield land. The opportunity covers over 78ha across the historic heart of the town. By utilising these brownfield sites, we've got the opportunity to rethink pockets of the town centre and create generational change.

We have already undertaken substantial community engagement to inform our vision. **Over seven weeks in the Summer of 2024, we held a Community Conversation in the heart of Oldham. We ran community roadshows and even attended Oldham Athletic Football Club on match day to understand what Oldhammers wanted for their town.**

We are already seeing progress in November 2024, enabling works began at the former leisure centre to prepare the area for regeneration and we are moving quickly – alongside the Council – to deliver a bold and ambitious new place.



Smithgate, Wolverhampton

Elevating Wolverhampton's offer, creating genuine opportunities and social impact

Wolverhampton is a city which has all the ingredients for success. It is well-connected, has a thriving university, dynamic population and even a Premier League football club.

The City Council is bold and ambitious and has set out a strategy to elevate Wolverhampton's offer, economy, and opportunities. At the heart of this approach is people. Specifically, bringing and retaining more people in the city centre.

Smithgate – which is being delivered by ECF (a joint venture between Legal & General, Homes England, and Muse) in partnership with City of Wolverhampton Council – is a plan to do just that.

Smithgate is the largest brownfield regeneration opportunity in the city centre and has been championed by the council as a fundamental strategic investment.

The masterplan would create a new neighbourhood, delivering over 1,000 new homes. It also creates opportunities for new shops, cafes, or bars all set around an enhanced Market Square – one of the city's biggest civic spaces, with huge potential.

The Biodiversity Net Gain Baseline Assessment for Phase 1 identified 1.22 HU and 0.02 HeU linear-based Hedgerow Units (modified grassland, developed land; sealed surface, Ruderal/ephemeral, Introduced shrub, Urban trees, Non-native ornamental hedgerow).

Phase 1 is estimated to create a 47% increase in the Habitat Units and 122% increase in HeU.





Smithgate is the largest brownfield regeneration opportunity in the city centre and has been championed by the council as a fundamental strategic investment.

Embedding Our Sustainable Future strategy in Wolverhampton

In 2024, we appointed HATCH to support us to develop a holistic, impactful Social Value Strategy for Smithgate.

Based on the Local Needs Analysis and stakeholder engagement we have created key Social Value Objectives:

Healthy and Diverse Community

Smithgate will strengthen community bonds and improve physical and mental health through outreach activity and occupancy strategies focused on the diverse needs of age, ethnic, and LGBTQ+ groups.

Prosperous Western Quarter

Smithgate will bring new life to the City Centre and support existing local traders through events, place marketing, and commercial and cultural ground floor occupiers curated to meet needs of a young, growing population.

New Economy Skills and Jobs

Smithgate will drive growth in emerging sectors through affordable procurement, recruitment, and targeted training and focused on creating sustainable career pathways for women and priority groups.

Safe, Connected and Green Spaces

Smithgate will improve pedestrian connectivity, drive footfall, and increase biodiversity through improved streets and spaces, ensuring all community members feel welcome and safe through effective surveillance and security.

We are excited to see how Smithgate can unlock the identified social benefits for residents, businesses and community organisations in Wolverhampton.

The plan, which includes affordable homes, would enable thousands of new residents to live in the city centre. It would boost footfall and in turn drive additional custom to Wolverhampton's shops and leisure destinations, kick-starting economic growth.

However, the benefit of Smithgate will be felt much more clearly for some.

Smithgate is in one of the 20% most deprived places in England. It scores poorly on measures of income, employment, health, housing, and crime. It's why delivering genuine social value has been a critical consideration from the start.

Once delivered, phase one alone – which includes 331 homes – will create around 500 new construction jobs each year.

A further 30 full time equivalent jobs will be created once the building is operational, also creating around £950,000 in gross GVA per year.

These are not frivolous numbers. Each is a person with a good job and reliable salary. This is where Social Value really matters and can deliver meaningful change.

Smithgate will have a transformational impact on Wolverhampton city centre. Not only will it help elevate the city's offer. It will support an ambitious economic growth strategy and create genuine and meaningful opportunities for people and communities.



North West Quadrant, Slough

Finding new solutions to delivery

The North West Quadrant in Slough is a bold vision to deliver up to 1,600 new homes, workspaces, retail, and high-quality public amenity space as part of a carefully shaped masterplan at the heart of Slough town centre.

Previously the location of a Thames Valley University campus, we initially worked with Slough Borough Council through our long-standing Slough Urban Renewal Partnership to develop early proposals which could help unlock the potential of this highly visible site.

Yet after declaring its financial struggles and a need to sell the site, there was a strong desire to maintain the momentum that had been built already. In response, the site was acquired by Homes England and together we have continued to push forward with plans for the place-changing North West Quadrant.

The deal in Slough with Homes England was a perfect example of how strong partnerships between the public and private sector can overcome challenges to achieve shared goals.

It is testament to Slough's ongoing ambition and resilience that we have been able to find alternative mechanisms of delivery and continue to work closely and pragmatically together. Even in the toughest moments we can find solutions by working in partnership.

North West Quadrant represents a great example of how the regeneration of an important site in a prominent town centre location will bring about a wide range of benefits. Being only a short distance from Windsor with its internationally renowned heritage assets, Slough's reputation is not of the same stature of some of its neighbouring towns.



Perhaps some unfair characterisations in TV and film have unfairly affected the town's image.

Yet, it is a fantastic town, with great people, a rich history, and excellent connectivity – with Heathrow only four miles away and fast train links into central London and beyond.

Regeneration can do a huge amount to change perceptions, attract investment, and drive growth. Through our partnership with Homes England we will be able to ensure that the vision for North West Quadrant is carried forward and acts as a catalyst to improve the visitor experience and elevate the whole town centre.

North West Quadrant has the potential to capture people who might otherwise pass through. It will provide opportunities for new and established businesses as well as creating more jobs and greater prosperity for Slough's residents.

The sustainable new neighbourhood will include a range of homes to curate a dynamic and mixed community. It will support and grow the town's evening and nighttime economy, creating more footfall and increasing the amount of money spent locally.



It will be a place for the people of Slough, offering opportunities for young families, professionals, or downsizers – including affordable homes. It will seek to enhance the already strong community spirit in Slough, with designs based on a thorough understanding of the needs of the local population. This includes an aim of instilling a strong sense of place through new amenities and green public spaces.

North West Quadrant will encourage a strong sense of pride – now and for future generations – flipping the often negative sentiment around Slough on its head.

North West Quadrant represents a great example of how the regeneration of an important site in a prominent town centre location will bring about a wide range of benefits.

St Helens, Merseyside

Spreading the benefits of regeneration across St Helens

ECF, our partnership with Legal & General and Homes England, is working together with St Helens Borough Council in Merseyside to transform St Helenstown centre.

It's a once-in-a-generation opportunity to drive change and create opportunity, placing the community at the core of our approach as part of a 20-year regeneration plan.

By removing a tired shopping centre in the heart of the town, we have unlocked an opportunity to transform St Helens in to an even more vibrant, safe, and people-friendly destination.

A truly mixed-use masterplan, our approach includes new homes, workplaces, shops, cafes, and public spaces. It even includes a new market hall and space for local businesses, along with enhancements to public transport infrastructure.

The first phase will include a 120-bed Hilton hotel, a 22,000 sq ft market hall, 64 homes including 54 apartments over ground floor retail space and 8 townhouses, a new transport interchange, and extensive public space. Later phases will include a highly sustainable timber-frame office building, 11,000 sq ft of retail space and a new public park.

Over the long-term our approach will have a transformational impact – making St Helens a more attractive place to live and spend time and drawing people from across the region.

It will elevate the local economy, provide opportunities for all, and enhance community wellbeing.



It's a once-in-a-generation opportunity to drive change and create opportunity, placing the community at the core of our approach as part of a 20-year regeneration plan.



Workshops have been held with businesses and training providers, and we've held pop-up consultation events across the town centre. We heard about challenges, priorities, and what could be improved or enhanced.

As a result, our Social Value Strategy for the delivery of Phase One includes five key areas: Design Team Social Value, Community Engagement, Local Economy & Supply Chain, Education, Skills & Employment, and Health, Wellbeing & Environment.

Already in 2024 and 2025, we have supported a Careers Fair at a local academy, as well as Build it St Helens – a Green Technologies and Skills Show. We have supported with mock interviews at local colleges, and careers masterclass sessions with young people across the community.

We are employing local people, including apprentices, and have supported the Standing Tall Foundation Christmas Appeal which ensures vulnerable young people from across St Helens have a present to open on Christmas Day.

We have partnered with St Helens RFC's Saints Community Development Foundation to support inclusive cheerleading opportunities for people with disabilities.

Our team has volunteered over 130 hours with the Cannington Shaw Project which aims to restore the historic No.7 Bottle Shop.

This is only the start of what we will deliver in St Helens.

By working together with the local authority, our delivery partners, and the community we can ensure that the benefits of regeneration are not only enjoyed in 20 years, but are felt from day one.

Whilst the long-term outlook is exciting, it's important that regeneration can also benefit communities today. Having commenced delivery of the first phase of the masterplan in 2024, we have already delivered a 'Social Value Return' of £441,716.

Over the lifetime of the regeneration, we have estimated an overall social value return of at least £47 million.

The three key pillars of social value include social, economic, and environmental and it's important that truly sustainable regeneration captures all three.

To shape our approach, we collaborated with PLACED and the Social Value Portal to create a Social Value Measurement Framework and strategy in St Helens. This involved engaging over 100 young people across four local schools.



Muse

ESG Developer of the Year, Property Week ESG Edge Awards 2024

"Muse fully embraces all three aspects of ESG, demonstrating a strong commitment to both their projects and the communities they serve."

Business of the Year, Downtown in Business City of Birmingham Business Awards 2024

Phil Mayall, Chief Executives Award, City of Manchester Business Awards 2024

Client of the Year, Constructing Excellence Awards Yorkshire & Humber 2024

Commercial Developer of the Year, Insider NW Property Awards 2024

"The judges said Muse's impact on the place was felt across the region with a diverse range of projects in the North West. They commended the developer for pushing hard on sustainability and admired its Muse Academy training programme"

Phil Marsden, Property Leader of the Year, The Business Desk NW Leadership Awards 2024

Maggie Grogan, Property Leader of the Year, The Business Desk Midlands Leadership Awards 2024

Urban Developer of the Year, Insider NW Residential Property Awards 2024
"With numerous examples of quality urban developments around the region, Muse is on-site and delivering."

One City Park, Bradford

Building Project of the Year, Constructing Excellence Awards Yorkshire & Humber 2024

Design Excellence Award, Insider Yorkshire Placemaking Awards 2024

The Disrupter Award, The Yorkshires Commercial Real Estate Awards 2024

Commercial Development of the Year for Yorkshire and Humberside, CoStar Impact Awards 2024

"A game-changing development for Bradford that will change perceptions of what can be developed and which businesses may invest in the city. Bradford as an office destination is often overlooked and development of new spaces in most instances is rarely viable. The project showcases how impactful the public sector can be at unlocking projects, and the letting to PwC is the endorsement of the decision to push ahead."

New Victoria

Project of the Year – Residential, North West Regional Construction Awards 2024

Residential Development, RICS North West Awards 2024

Wirral

'Mallory and Irvine', Sub Regional Project of the Year – Cheshire, Wirral, and Warrington, North West Regional Construction Awards 2024

'Mallory and Irvine', Delivering Value Award, North West Regional Construction Awards 2024

Birkenhead Town Centre Regeneration, Award for Promoting Economic Growth, Planning Awards 2024

Bradford City Village

Future Ambition, Insider Yorkshire Property Industry Awards 2024

"The City Village will repurpose what was historically Bradford's commercial and retail area. It will create 1,000 homes, as well as independent retail and leisure opportunities, business spaces and a high-quality public realm."

Salford Central

Eden, Project of the Year – Highly Commended, Property Week ESG Edge Awards 2024

Salford Central, Outstanding Impact, Institute of Economic Development Awards 2024

Eden, Building of the Year – Commercial, Unlock Net Zero Awards 2024

"This captivating office space stands as a testament to innovation, boasting green walls that rival even those of Bosco Verticale which will transform the cityscape of Salford. The interior is meticulously designed for people with a firm commitment to sustainability."

Eden, Commercial Development of the Year, Insider NW Property Awards 2024

"Eden was described as creating a positive impact on a place at scale. Judges commended the scheme for pushing hard to achieve the highest NABERS rating and admired its overall sustainability credentials."

Greenhaus, Sustainability Award, Insider NW Residential Property Awards 2024

"Understood to be the largest Passivhaus development in Greater Manchester, Greenhaus tackles fuel poverty and offers large-scale environmental benefits. The judges noted that the developers thought outside as well as inside the home."

Our Social Impact & Sustainability Team



Syreeta Bayne

Head of Social Value
& Sustainability



Chris Scott

Development Director,
South



Stephen McManaman

Director of Project Management,
Yorkshire & North East



Andy Howell

Development Director,
South



Elliot Sellars

Development Director,
Midlands



Sarah Chicken

Development Manager,
North West

Outlook

People and planet will always be at the heart of what we do at Muse.



Our Sustainable Future is our blueprint to help us achieve our vision, goals and pledge. We know we are operating in challenging and changing markets in a landscape with evolving social impact, nature and sustainability standards, legislation and reporting requirements.

Despite these challenges, we will continue to aspire to deliver meaningful, environmentally friendly and sustainable homes and places for local people and communities.

We will be focusing on the following over the next 12 months:

Social Value supports a Just Transition

- We want to play our role in contributing to a Just Transition in communities where we operate, deliver projects and where our employees live. We will be working with Morgan Sindall Group plc as this approach evolves and will support initiatives as they are developed
- Social Value plays a key role in achieving the goals of a Just Transition so this will continue to be a core focus in everything we deliver

Our journey to achieving Net Zero

- Over the coming years, we will implement our updated Sustainable Development Framework with the new key performance indicators and targets whilst monitoring emerging standards like the UK Net Zero Carbon Building Standard (UKNZCBS) and the Future Home Standard. We have submitted a project to the UKNZCBS pilot and will continue to play our role in helping the industry find solutions to achieve our Net Zero Carbon goals
- Alongside Morgan Sindall Group plc, we will explore the use of technology to support our project teams to understand the material quality of existing buildings so we can intentionally apply circular economy practices to our projects
- We will be embedding a robust approach to procuring services to ensure our supply chain aligns with the vision, goals and pledge in our strategy

Embedding Health and Wellbeing in everything we do

- We will use our new Health and Well-being guide on all new projects which will ensure project teams keep well-being at the core of our decision-making process as well as continue to embed this ethos in our business culture



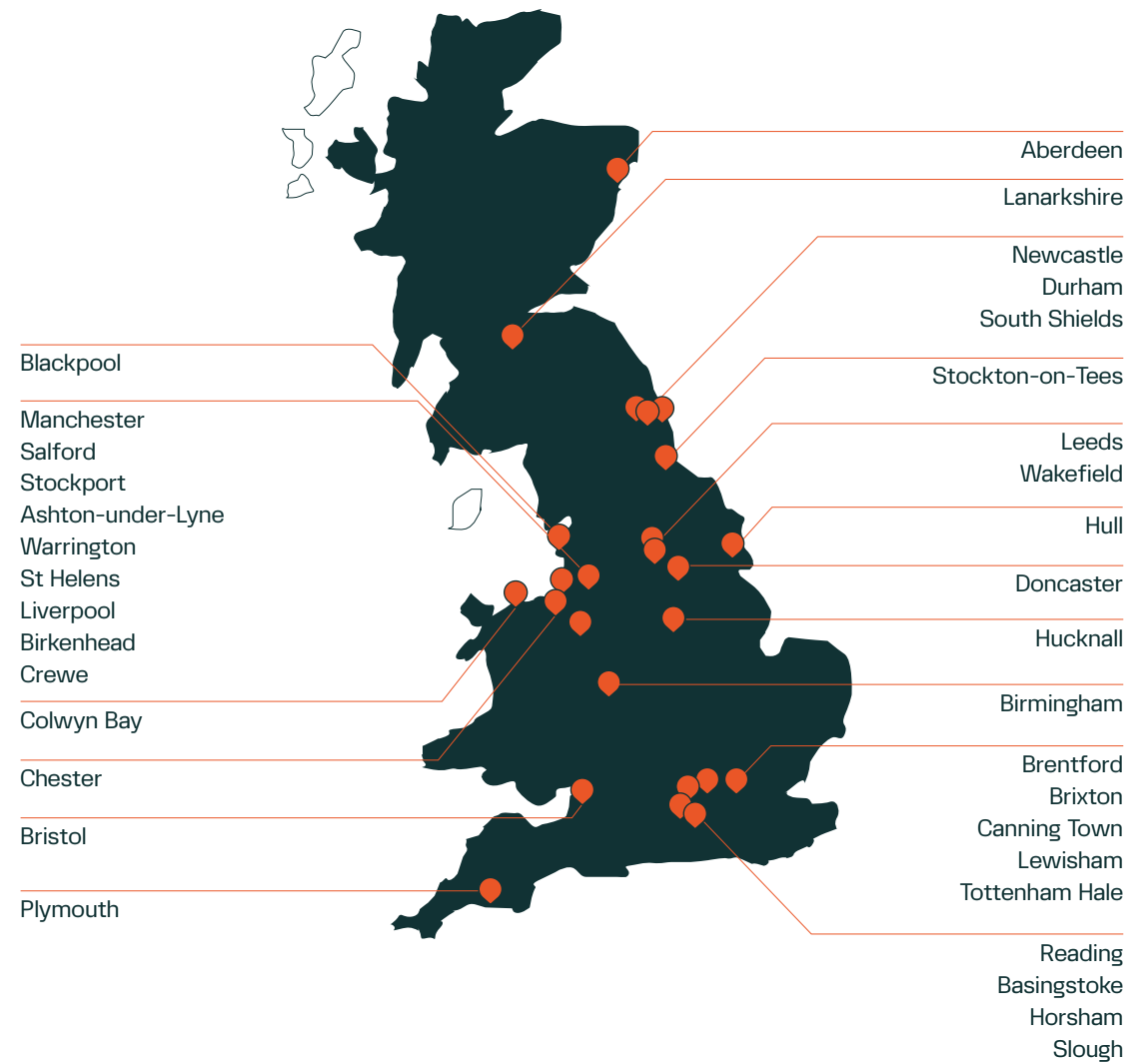
Nature

- We will continue to conduct Ecological Constraints and Opportunities Plans for our projects and delve into how we can bring greening to dense places by assessing our projects using the Urban Greening Factor
- Our goal is to apply holistic thinking to our approach to delivering projects. We will explore using the methodology of Environment Net Gain on new schemes so we can understand the impact of our Biodiversity Net Gain strategies on wider eco-systems

Ethical Business Practice

- To date, we align our approach to Modern Slavery Policy to Morgan Sindall Group plc's code of conduct and Modern Slavery Policy. In 2025, we will develop our bespoke policy and approach for our business and supply chain

Creating beautiful, diverse and sustainable places across the UK.





**Our
Sustainable
Future**



Syreeta Bayne

Head of Social Value & Sustainability
syreeta.bayne@museplaces.com

museplaces.com