Our
Sustainable
Future

MUSE

Sustainable Development Brief

Muse –
The Nationwide Placemaker

The nationwide placemaker, Muse, has 40 years of experience creating mixed-use communities across the UK.

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're working with partners in 38 places across the UK from Bradford to Brentford, and Salford to Lewisham, with more than 2000 new homes and over 600,000 sq ft of commercial space under construction over the past 12 months, with a gross development value of £877m. We combine local insight with the resources and capabilities of a nationwide organisation. Our regional teams are based in Manchester, Leeds, London and Birmingham.

As part of Morgan Sindall Group, we have the financial strength of a leading UK construction and regeneration group with an annual revenue of £2.2bn Our focus is on strong partnerships in the many places we work across the UK and our national strategic joint ventures, ECF - with Legal & General and Homes England - and Waterside Places with the Canal & River Trust. We're building a brighter future, together.

Our Purpose

Muse is part of Morgan Sindall Group, a leading UK construction and regeneration group with an annual revenue of £3.2bn

The group operates through six key divisions: Construction, Infrastructure, Fit Out, Property Services, Partnership Housing and Urban Regeneration - with the purpose of inspiring talent to deliver excellence in the built environment. We combine local insight with the resources and capabilities of a Nationwide organisation. Our regional teams are based in Manchester, Leeds, London and Birmingham.

Our Sustainable Future

Our Sustainable Future reflects our dedication to being a responsible business, along with our values and behaviours that underpin what we do. It defines success based on actual performance, whether that's at handover or in use. Our strategy is relevant, repeatable and value adding, embracing the latest industry best practice, as well as built-in flexibility to allow for future changes.

Our Total Commitments

Protecting people

Developing people

Improving the environment

Working together with our supply chain

Enhancing communities

We are on a journey to ensure we continue to adopt a holistic approach to the what we design and deliver impactful, sustainable places.

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

Our 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 VISION

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

OUR GOAL

To build communities that are founded upon social value, health and wellbeing and sustainability.

OUR PLEDGE

To fulfil these responsibilities with integrity, honesty, and transparency.

"Our Sustainable Future is our holistic strategy for delivering impactful and sustainable projects. Our goal is to help improve the quality of existing places and create new places, whilst preserving natural resources for future generations."

"Our strategy integrates social, environmental, and economic considerations into our projects to ensure we create spaces and places that support the well-being of people and nature, now and for future generations.

We can achieve this by implementing the Sustainable Development Framework (SDF) on all schemes and projects.

The SDF informs our decision-making process. We will find ways to use renewable energy, promote circular economy, and minimise resource consumption and carbon emissions throughout all stages of the project life cycle.

Our approach prioritises energy efficiency, low-carbon infrastructures, and the use of sustainable materials, while also promoting healthy living through design choices like access to green spaces, natural light, and active transportation.

Our approach enables us to deliver sustainable projects that create a balance between health and protecting nature.

Our Sustainable Future is our way to contribute to a just transition, lock in long-term environmental and social benefits, and help communities to live sustainably within the planet's limits."

SYREETA BAYNE

HEAD OF SOCIAL VALUE AND SUSTAINABILITY

Sustainable Development Strategy

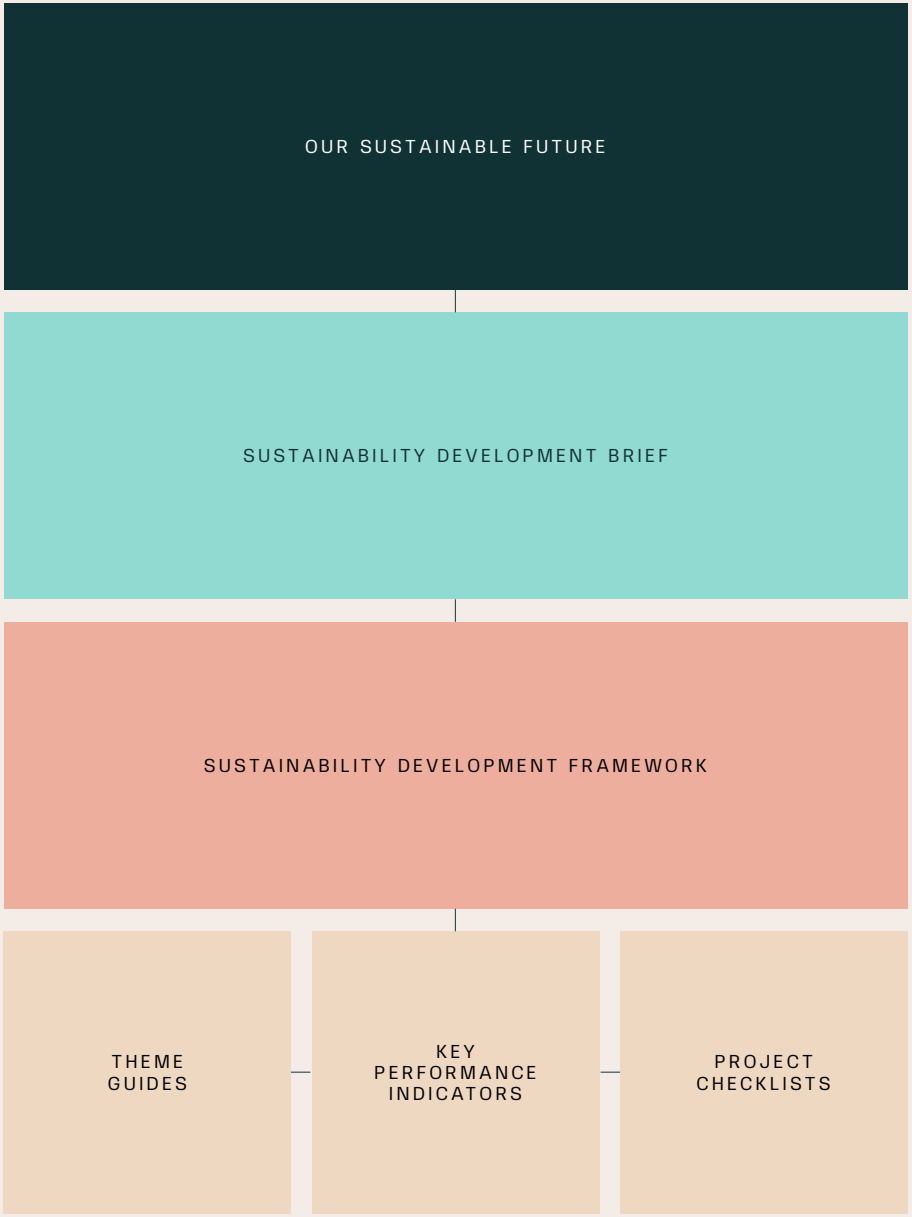
The Sustainability Development Framework (SDF) is designed to support project teams to achieve Our Sustainable Future social value and sustainability ambitions consistently across all projects.

In 2024, the design guides for the 6 themes, Social Value, Health and Well-being, Nature, Net Zero Carbon and Circular Economy, were updated to align with current and emerging new Industry standards, guidelines and benchmarks.

The SDF Tracker outlines all the Key Performance Indicators (KPIs) set for Social Value, Health and Well-Being, Nature, Circular Economy, and Net Zero Carbon, as well as supporting certifications.

The Sustainable Development Checklist (SDC) provides 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 and roles and responsibilities aligned to RIBA Project Stages.

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



Our Objectives

5 individual themes will be 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 & 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 5 individual themes, we will meet the requirements of industry leading social value; sustainability and well-being standards, benchmarks, and frameworks.

The table below highlights a range of high-level synergies between the Sustainable Development Framework themes that should be considered to maximise co-benefits throughout the design stages.

	NET ZERO CARBON	CIRCULAR ECONOMY	BIO-DIVERSITY	HEALTH & WELLBEING
SOCIAL VALUE	Net zero buildings will have significantly lower bills than typical buildings and therefore provide a financial benefit to residents. Inclusive employment can help address the green skills gap.	Reusing and donating materials can assist local charities and community organisations.	Connection to nature can enhance community cohesion. Habitat conservation through volunteering and community activities. Biodiversity can evoke a sense of place and ownership to a development for residents.	Community space provision helps to tackle social isolation and promotes community cohesion. Good-quality affordable housing improves end-use health and wellbeing. Healthy living promotes overall community quality of life.

	NET ZERO CARBON	CIRCULAR ECONOMY	NATURE-BIODIVERSITY	SOCIAL VALUE
HEALTH & WELLBEING	Net zero buildings typically have healthy ventilation systems that create to good air quality levels. Low space heating demand creates comfortable spaces that improve health and wellbeing.	Avoiding demolition of existing structure can retain a sense of culture and history, which correlates to health and wellbeing.	Integration with nature improves mental health. Ecosystem services can protect occupants from environmental risks such as overheating and air quality. Green infrastructure promotes social cohesion.	Community space provision helps to tackle social isolation and promotes community cohesion. Good-quality affordable housing improves end-use health and wellbeing. Healthy living promotes overall community quality of life.

	NET ZERO CARBON	CIRCULAR ECONOMY	SOCIAL VALUE	HEALTH & WELLBEING
NATURE – BIODIVERSITY	Plants and vegetation sequester carbon from the atmosphere. Nature integration can provide a cooling effect on buildings, reducing reliance on active cooling.	Less waste is produced from soils and vegetation if a circular economy approach is taken to development landscaping.	Connection to nature can enhance community cohesion. Habitat conservation through volunteering and community activities. Biodiversity can evoke a sense of place and ownership to a development for residents.	Integration with nature improves mental health. Ecosystem services can protect occupants from environmental risks such as overheating and air quality. Green infrastructure promotes social cohesion.

	CIRCULAR ECONOMY	NATURE-BIODIVERSITY	SOCIAL VALUE	HEALTH & WELLBEING
NET ZERO CARBON	Recycled materials typically have lower embodied carbon. Less waste from site operations and throughout the development will lead to lower emissions. Using less materials and avoiding demolition of sites results in lower emissions.	Plants and vegetation sequester carbon from the atmosphere. Nature integration can provide a cooling effect on buildings, reducing reliance on active cooling.	Net zero buildings will have significantly lower bills than typical buildings and therefore provide a financial benefit to residents. Inclusive employment can help address the green skills gap.	Net zero buildings typically have healthy ventilation systems that create to good air quality levels. Low space heating demand creates comfortable spaces that improve health and wellbeing.

	NET ZERO CARBON	NATURE-BIODIVERSITY	SOCIAL VALUE	HEALTH & WELLBEING
CIRCULAR ECONOMY	Recycled materials are typically lower embodied carbon. Less waste from site operations and throughout the development will lead to lower emissions. Using less materials and avoiding demolition of sites results in lower emissions.	Less waste is produced from soils and vegetation if a circular economy approach is taken to development landscaping.	Reusing and donating materials can assist local charities and community organisations.	Avoiding demolition of existing structure can retain a sense of culture and history, which correlates to health and wellbeing.

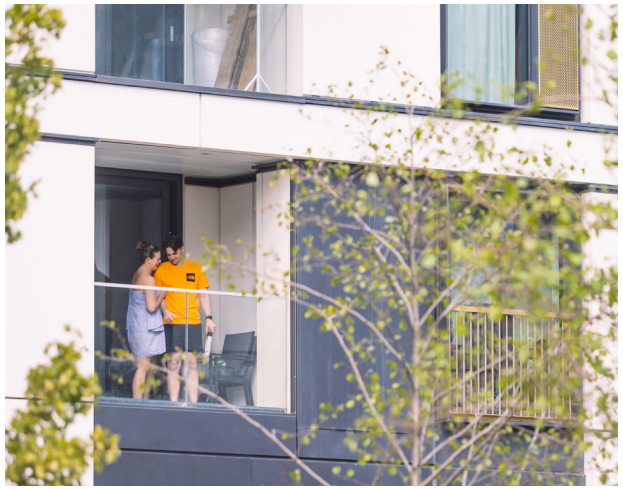
Social Value

Key Principles

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

Theme Importance

Addressing social value is important because it enhances the reputation of our developments by ensuring they positively impact the community. By creating inclusive, accessible, and equitable spaces, we foster stronger relationships with local stakeholders, attract socially responsible investors, and comply with evolving regulations focused on community well-being.



Key Actions

1 – Engage with local communities early to co-design spaces that meet their needs.

2 – Provide affordable housing, accessible infrastructure, and inclusive public spaces.

3 – Support local businesses and create job opportunities during development.

4 – Implement social impact monitoring to track and improve community benefits.

KPI's

1. Commercial space safeguarded for various groups
2. Affordable commercial space
3. Affordable homes
4. Public realm provision
5. Community space provision
6. Meanwhile space provision
7. Monetised Social Value created
8. Social cost-benefit analysis
9. Real Living Wage
10. Educational engagement
11. Local site workforce
12. Charitable giving
13. Apprenticeships/traineeships
14. Work experience
15. Local supply chain spend
16. Usage of public realm
17. Usage of community space
18. Life satisfaction

Wythenshawe Civic

Manchester

Station Gateway

Stevenage

Smithgate

Wolverhampton

Stroudley Walk

Bromley-by-Bow

Lewisham Gateway

London

St Helens

Merseyside

Health & Wellbeing

Key Principles

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

Theme Importance

Prioritising health and wellbeing in our work not only ensures the best possible outcome for the community but also adds long-term value by increasing tenant satisfaction, productivity and retention. A focus on physical and mental health through thoughful design ensures we continue to lead our industry in sustainable and people-centred regeneration.

Key Actions

1 – Maximise natural light, ventilation, and access to green spaces to enhance well-being.

2 – Use non-toxic, low-VOC materials to improve indoor air quality.

3 – Ensure thermal comfort and low noise design in all spaces.

4 – Incorporate biophilic design elements to connect occupants with nature.

5 – Provide community space that evokes a sense of place and integrates culture, history and arts.

6 – Integrate active travel routes and enable use of sustainable transport modes.

KPI's

1. People satisfaction
2. Noise levels
3. Air quality
4. Daylight levels
5. View out
6. Food growing provision
7. Private outdoor space
8. Resilient public realm
9. Overheating mitigation
10. Community space
11. Accessible public realm
12. Green infrastructure combined with environmental and social benefits
13. Public information boards on nature and biodiversity
14. Sustainable Urban Drainage Systems
15. Outdoor bike storage
16. On-site cycle repair stands
17. Safe active travel route provision
18. Cycle parking for residents

Eden

Salford

Greenhaus

Salford

Manor Road Quarter

Canning Town

Stockport Exchange

Greater Manchester

Hale Whalf Tottenham

Tottenham

Arden Cross

Midlands

Nature

BIODIVERSITY

Key Principles

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

Theme Importance

Prioritising biodiversity and nature helps create resilient, attractive spaces that improve the quality of life for occupants.

By protecting and enhancing natural environments, we can ensure the long-term future of the communities we work in, reduce potential risks related to climate change, and meet increasing regulatory and societal demands for sustainable and harmonious development.

Key Actions

1 – Integrate green roofs, living walls, and urban greenery to support biodiversity and address climate resilience.

2 – Protect and enhance existing natural habitats and avoid unnecessary land disruption.

3 – Ensure nature is retained and restored in the context of a circular economy.

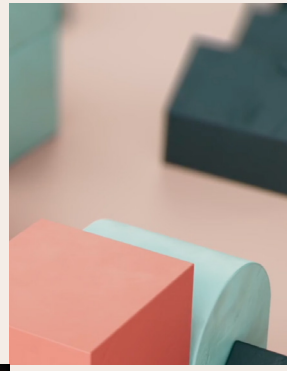
4 – Use native plant species to support local ecosystems and reduce maintenance needs.

5 – Align projects with biodiversity and environmental net gain requirements and best practices.

BIODIVERSITY

KPI's

1. Biodiversity Net Gain
2. Urban Greening Factor
3. Environment Net Gain



BIODIVERSITY

Mell Square

Solihull

Crescent Salford

Greater Manchester

Net Zero Carbon

NET ZERO CARBON

Key Principles

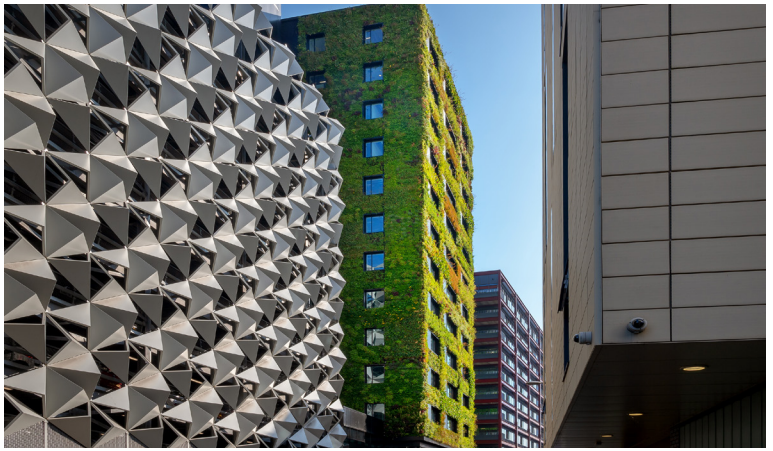
To be net zero carbon in construction and during operation, whilst minimising embodied carbon.

Theme Importance

Addressing net zero carbon is crucial to align with the UK's carbon budget, associated with its 2050 net zero target.

The Sustainable Development Framework (SDF) addresses this through alignment of operational energy and embodied carbon targets with the UK Net Zero Carbon Buildings Standard (UKNZCBS).

By aiming to deliver net zero carbon in operation and minimise embodied carbon, we align with best practice, enhancing the long-term value of our developments, and help mitigate climate change, which is increasingly important to our customers, partners, and investors.



Key Actions

1 – Design for energy efficiency with Passivhaus aligned design strategies (e.g., insulation, natural ventilation).

2 – Integrate renewable energy sources into all developments.

3 – Implement smart building management systems to optimise energy performance.

4 – Use energy-efficient HVAC, lighting, and appliances to reduce operational carbon emissions.

5 – Source 100% renewable energy for building operations.

6 – Conduct whole-life carbon assessments to quantify and reduce embodied carbon.

7 – Prioritise low-carbon sustainably sourced, bio-based, and recycled materials (e.g., timber, recycled steel, low-carbon concrete).

8 – Optimise structural design to use fewer materials whilst maintaining optimal performance.

9 – Explore and adopt the use of modular and off-site construction to reduce material waste and transport carbon emissions.

KPI's

1. Operational energy intensity
2. Upfront embodied carbon
3. Whole life embodied carbon
4. Space heating demand
5. On-site renewable electricity generation
6. Operational water consumption
7. EV active charging spaces

Greenhaus

Salford

Eden

Salford

Circular Economy

Key Principles

Eliminating waste and improving resource efficiency through circularity.

Theme Importance

Adopting a circular economy approach helps reduce waste and lowers resource demand, which can lead to cost savings in material procurement and waste management. Additionally, by choosing low-carbon materials and methods, we not only contribute to a cleaner environment but also future-proof our projects against evolving building regulations and growing market demand.

Key Actions

1 – Design buildings for disassembly and material reuse at end of life.

2 – Use adaptable and flexible design principles to extend building lifespan.

3 – Source reclaimed, recycled, and recyclable materials where possible.

4 – Establish on-site material management and waste reduction plans.

5 – Partner with suppliers that offer take-back schemes and circular material solutions.

KPI's

1. Retained substructure
2. Retained facade
3. Construction waste
4. Cement replacement
5. Recycled content of various materials

Certification

The table below shows the intersect between the 5 SDF themes and various certifications that Muse projects could pursue.

CERTIFICATION	SUSTAINABLE DEVELOPMENT FRAMEWORK THEME				
	NET ZERO CARBON	CIRCULAR ECONOMY	NATURE – BIODIVERSITY	SOCIAL VALUE	HEALTH & WELLBEING
AIRRATED					
WELL					
BREEAM					
WIREDSCORE					
CYCLESCORE					
FITWEL					
SECURED BY DESIGN					
QUALITY OF LIFE FOUNDATION					
WALKSCORE					
CONSIDERATE CONSTRUCTORS SCHEME					
ONE PLANET LIVING					
PASSIVEHAUS					
ENERPHIT					
NABERS UK					
EPC					
UKNZCBS					
HQM					
BUILDING 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 italics (TCFD, Global Reporting Initiative, and SBTi) are already reported against for Morgan Sindall, as explored in the ESG reporting page.

REPORTING SCHEME	SUSTAINABLE DEVELOPMENT FRAMEWORK THEME				
	NET ZERO CARBON	CIRCULAR ECONOMY	NATURE – BIODIVERSITY	SOCIAL VALUE	HEALTH & WELLBEING
TCFD					
TNFD					
SBTI					
GLOBAL REPORTING INITIATIVE					
IFRS S1 AND S2					
GHG PROTOCOL					
CSRD					
ISO 14001					
CDP					

Sustainable Development Strategy Structure

We've created a hierarchy that highlights the tools needed to provide guidance and outline what we need to report on.

Our Sustainable Development Brief (SDB) outlines the requirements and scope of addressing sustainability for our projects.

Our Sustainable Development Framework (SDF) contains all our Key Performance Indicators (KPIs) and supporting information needed to adjust the specific scope and typology of projects.

Each theme is supported by a **Theme Guide**, which includes the following information to be utilised by project teams to ensure high performance against KPIs:

The **Project Checklist**, which is placed within the SDF Tracker Excel document, sets out individual actions needed to work towards achieving high performance against the KPIs, which includes references to the necessary appointments, strategy and assessments, and actions associated with all project stages. All components of the SDF – the SDF KPI Tracker, Theme Guides, and the Project Checklist – are to be used in conjunction.

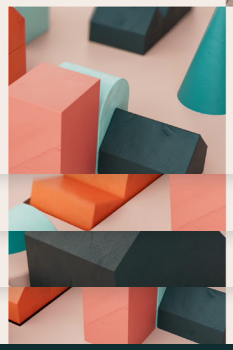
- Introduction exploring what the theme entails and its importance
- Legislation, frameworks and best practice standards
- Guidance on how to address the theme's sub-topics, associated to KPIs
- Recommendations for RIBA stages
- Synergies with other SDF themes
- Key Performance Indicators

Due to inherent links between the Net Zero Carbon and Circular Economy, both themes are combined into one Guide.

Our Sustainable Future

muse

Nature Biodiversity Design Guide



Sustainable Development Strategy

Sust

Sust

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The theme guides are shared with appointed professional teams and wider project teams.

Project Sustainability Scoreboard

Our scorecard is used to summarise progress against each KPI to the client team.

THEME	SCORECARD KPI'S	UNIT
NET ZERO CARBON	Operational Energy Intensity	kWh/m2.yr (GIA)
	Upfront Embodied Carbon (A1 - A5)	KgCO2e/m2 (GIA)
	On-site renwable electricity generation	kWh/m2 (building footprint)
CIRCULAR ECONOMY	Non-hazardous construction waste diverted from landfill	tonnes/100m2 GIA
	Recycled content - structural steel	%
	Cement replacement - cast in-situ concrete substructure	%
NATURE – BIODIVERSITY	Biodiversity Net Gain	%HU, %HeU and %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	$\mu g/m^3$ (24hr)
	No of design measures integrating green infrastructure with social co-benefits	number
	Internal ambient noise level	dB LAeq,T

The Process

Our strategy for delivering more sustainable developments runs alongside RIBA's seven stage design process.

At the end of each stage in the process, we will review performance against both the SDF Tracker and the Project Checklist. Theme-specific actions aligned to RIBA stages are provided in the respective Theme Guide.

RIBA 0/1	Appoint a project sustainability champion
	Appoint a community champion
	Adapt the SDF targets for the specific development
RIBA 2	Set and agree targets using the SDF
	Set responsibilities and appoint consultants to assist with subject matters
	Conduct a series of community workshops in liaison with community consultation consultant
RIBA 3	Continue to embed targets within the projects design
	Include the SDF requirements in the tender documentation
RIBA 4	Embedded targets within project design
RIBA 5	Continue to embed targets within project design
	Include the SDF in the tender pack
RIBA 6	Embed targets within project design
RIBA 7	Host a 'lessons learned' workshop
	Produce and undertake a Post Occupancy Evaluation
	Create a "Our Sustainable Future" case study highlighting the successfully SDF outcomes

Roles & Responsibilities

Below are the details of the roles and responsibilities of key project team members.

PROJECT DEVELOPMENT TEAM

The successful delivery of the SDF is the responsibility of all members of the project team.

The Development Director/Manager (DM) leads the initial stages of tailoring and incorporating the Sustainable Development KPIs into the project and ensures adherence to the SDF checklist as part of the bid management process, planning process and development agreement sign-off.

The Project Manager (PM) supports the Development Manager throughout the project lifecycle and is involved in the creation and implementation of strategies to meet the SDF KPIs. The PM ensure these strategies are embedded within the design and technical teams, as well as throughout contractor procurement and delivery.

Together, the Development Manager the Project Manager is responsible for reporting project progress against the targets to the Head of Social Value and Sustainability.

SUSTAINABILITY CHAMPION

An appointed sustainability consultant who is responsible for management and reporting of performance against the SDF and typology. This should be read alongside the SDB.

SUBJECT MATTER EXPERTS

A subject expert will support the project team to successfully meet the SDF targets. Must-have subject matter experts on each project are:

- Social Value Consultant
- Ecologist
- Sustainability Consultant (covering energy and carbon)

PLACE-MAKING EXPERTS

- Health and well-being

COMMUNITY CONVERSATION

A community engagement consultant or a community organisation that represents community views. The responsibility of the role is to operate as a voice to liaise with the project team to gather feedback about the proposed project and design.

PROJECT TEAM

Our Project team will:

- Seek regular updates against the SDF
- Challenge project performance
- Provide written sign-off of the SDF at each RIBA Stage
- Share any deviations from the SDF targets in the Risk log with the regional MDs in scheme reviews and Head of Social Value and Sustainability in quarterly reviews.

ESG LEADS

The ESG Leads will support the Head of Social Value and Sustainability to cascade key messages to project teams in their region as well as encourage the ongoing adoption of the Sustainable Development Framework throughout all projects in their region.

Syreeta Bayne

Head of Social Value
and Sustainability

Stephen McManaman

Director of Project Management
Yorkshire and North East

Elliot Sellars

Project Director
Midlands

Chris Scott

Development Director
South

Andy Howell

Development Director
South

Sarah Chicken

Development Manager
North West

The Head of Social Value & Sustainability leads the implementation of "Our Sustainable Future" across Muse and will:

- Provide advice and guidance to project teams during the bid management and new business stage of a project.
- Support project teams to implement our Sustainable Development Strategy and co-ordinating activities across the business to ensure its successful delivery.
- Monitor the implementation and reporting against the Sustainable Development Framework.
- Support project teams to create the scope of work for subject matter experts and during the procurement and appointment stage of contractors and technical teams.
- Provide the tools and resources for project teams to remain aligned with industry leading social value and sustainability standards to ensure we are delivering impactful and sustainability schemes.
- Share best practice and project examples with regional project teams and in the wider industry to ensure we are continually contributing to the fight against climate change and reducing our carbon emissions in the built sector.

Defining Success

Our SDF allows our sustainability champion to filter and create a bespoke brief for each project. Performance will be reported against all indicators, with the levels of compliance needed depending on the scale of the work.

We can filter the relevant requirements within our SDF by scope of works, as well as the following usage types:

Residential	Leisure
Office	Industrial & Logistics
Retail	Hotel

Defining Success Requirements

All projects will be expected to achieve the minimum level of performance, which is stated as 'Requirement' in the SDF Tracker.

'Aspiration' KPI performance levels represent industry-best practice and pioneering levels of performance.

Our project teams across the business are actively encouraged to pursue 'Aspiration' levels in the first instance to ensure we are striving to achieve the most impactful and sustainable outcomes.

During the target setting process, if any of the 'Requirement' level KPIs or supporting indicators are deemed to be unachievable, then the appointed sustainability champion and subject matter experts needs to highlight this to the project team with evidence supporting the diversion from the targets.

We are on a journey to achieve Net Zero Carbon which is very challenging. Considering this, for some Net Zero Carbon and Circular Economy KPIs, we've introduced a 'Backstop' performance level to allow flexibility for challenging projects.

The purpose of these backstop values is to provide highly constrained projects an achievable target that keep us on our journey to achieve Net Zero Carbon,

The 'Backstop' level target should not be used until a project team receives approval from the Regional Managing Director and Head of Social Value & Sustainability.

The Head of Social Value will report project targets, any deviations and performance to the Senior Leadership Team.

In Summary
Aspiration: best practice performance
Requirement: minimum performance level for all developments
Backstop: minimum performance level for constrained developments
In addition to the three performance levels above, some KPI performance is to be reported against as follows
Report: no target set but performance value to be reported
Self-set: target set specifically based on individual development setting
During this process and the project lifecycle, the project team will review the proposed targets and performance with the support of the Head of Social Value & Sustainability.

Reporting

FEASIBILITY STAGE

The Development Expenditure Programme (DEP) presented to the Board for approval contains a section on Social Value and Sustainability and includes the Sustainable Development Framework Tracker, tailored to reflect the type and scale of the project, as an appendix.

DEP'S

All subsequent DEPs will include a Sustainability Update section that covers any specific key issues, concerns or risks, and an updated version of the initial Sustainable Development Framework as an appendix.

PROJECT TEAM

Pre-commencement reports should include a section "SDF" highlighting the performance against the targets and any areas where performance is not being achieved and the reasons why, confirming that the appropriate design stage report has been issued to the relevant sustainability lead and performance against targets agreed.

DESIGN STAGES

At the end of every RIBA design stage, the professional team will, in their end of stage reports, include an update against the KPI's set out in the SDF. Throughout the project stages, project teams will gather information and data about any deviations from set targets and performance. Project teams will meet with the Head of Social Value and Sustainability on a quarterly basis to discuss the findings and agree follow-up actions.

The Sustainability Champion will collate the end-of-stage submissions and provide a summary report to the Project Manager, Development Manager, Head of Social Value & Sustainability quarterly.

Get in touch:
info@museplaces.com

Our Sustainable Future