

We  
Made  
That

# Impact Report





# *With others and always for others*

We Made That create equitable places through incisive research and impactful projects. We work exclusively for the public sector and charities and are committed to delivering public good.

Together, we provide considered and thorough intelligence, shape healthy, fair and well-designed places and bring life and value to the built environment.

We are a Certified B Corporation, a businesses that meet the highest independently-verified standards of social and environmental performance, transparency, and accountability.

We first certified as a B Corp in 2021. In 2024 we went through our recertification process with external analysts to independently verify our impact all over again. We've been

interrogating the ways in which we deliver public good, and targeting improvements to make ourselves the best we can be.

Our third Impact Report covers 2024 and we have reflected on what it means to work together, not just within the practice, but with partners, collaborators and communities.

How can we be good citizens?

Our team members who contributed to our impact across 2024 included:

Tasnia Alam, Thomas Aquilina, Eve Avdoulos, Niharika Basoae, Larry Botchway, May Collins, Silvia Commisso, Mark David Flynn, Tom Fox, Oliver Goodhall, Helena Gudmundsdottir, Eleanor Langdale, Holly Lewis, Rachel Lucido, Lee Marable, Cat Mullan, Lily Moodey, Stavros Oikonomidis, Clare Rishbeth, Ana Santini, Carla Saunders, Varun Sharma and Thomas Tzorti.

Photography: Dion Barrett, Philipp Ebeling, Jas Lehal, Markus Linderoth, Nina Robinson





# Our places



All the best - most exciting, most liveable - bits of our cities are those with a mix of activity, and a mix of people using them. We worked with Kjellander Sjöberg, Förstberg Ling and Ramboll to propose bold, adaptive re-use in Malmö's wharf-side neighbourhood (Photo: Markus Linderöth)

# Ongoing partnerships and expanding places

2024 brought political change to the country. At the ballot box, the country returned the first Labour government in 14 years. Yet there was also a certain pause – perhaps an intake of breath – before action, understandably reflecting a new era of decision-making at national, regional and local levels.

In this context, we have been pleased to continue to work with existing partners, and to reach out into new projects in new places. The national picture is now framed by five missions that resonate with the places we work.

Throughout 2024, we deepened our work with returning clients and increased our partnership working with wider consultant teams. In London, across the Thames estuary, in west midlands towns and in places across the north west, we've been anchored by strong relationships with communities and clients. This is reflected in an increase in the proportion of our projects for repeat clients, up to 78% from 70% last year.

We've also been working in new places. Bristol, Coventry, Weston-super-Mare, Wigan and Malmö, Sweden are all places with an independent and vibrant spirit.

Everywhere, our collaborators have been welcoming.

In Bristol, our work has involved convening policymakers, activists and stakeholders to unearth synergies, and creating networks for impact on issues of spatial justice. In Wigan, we've been building on 'The Fire Within' strategy to develop a blueprint for cultivating the spaces needed to support and sustain its cultural and creative activities. In Malmö, we've been working with a team of locally-based practices in developing proposals for a site in the Universitetsholmen wharf-side neighbourhood.

These have all brought us into closer contact with change-makers doing things in many different ways. We carry these valuable lessons with us across all of our projects.

This Impact Report reflects on our work in 2024 across:

**9** urban research studies

**23** strategies and masterplans

**22** public spaces and buildings

**7** design advocacy roles

This Impact Report is structured according to the five pillars within the B Impact Assessment:

1. Community:  
Developing vibrant and strong communities
2. Customers:  
Achieving high impact and value
3. Environment:  
Championing planet and resource protection
4. Workers:  
Fostering inclusive workplace culture
5. Governance:  
Ensuring accountability and transparency



# Our places





## Our 2024 impact at-a-glance



**83%** of our projects were for government organisations and 17% for charities or non-profit organisations



**80%** of our projects served under-served communities



**91%** of our projects make a measurable contribution to a mix of uses



**81%** of our projects involved a collaborative public process



**4,700+** people engaged directly with our project development processes



**163** events, stakeholder workshops and seminars enabled us to reach wider communities



**87%** of our projects involved partnership working with wider consultant teams



**78%** of our projects were with repeat clients



**58%** female team and 27% BAME, 11% LGBTQIA+, 5% disabled



**£526,000** supply chain spending on local independent suppliers



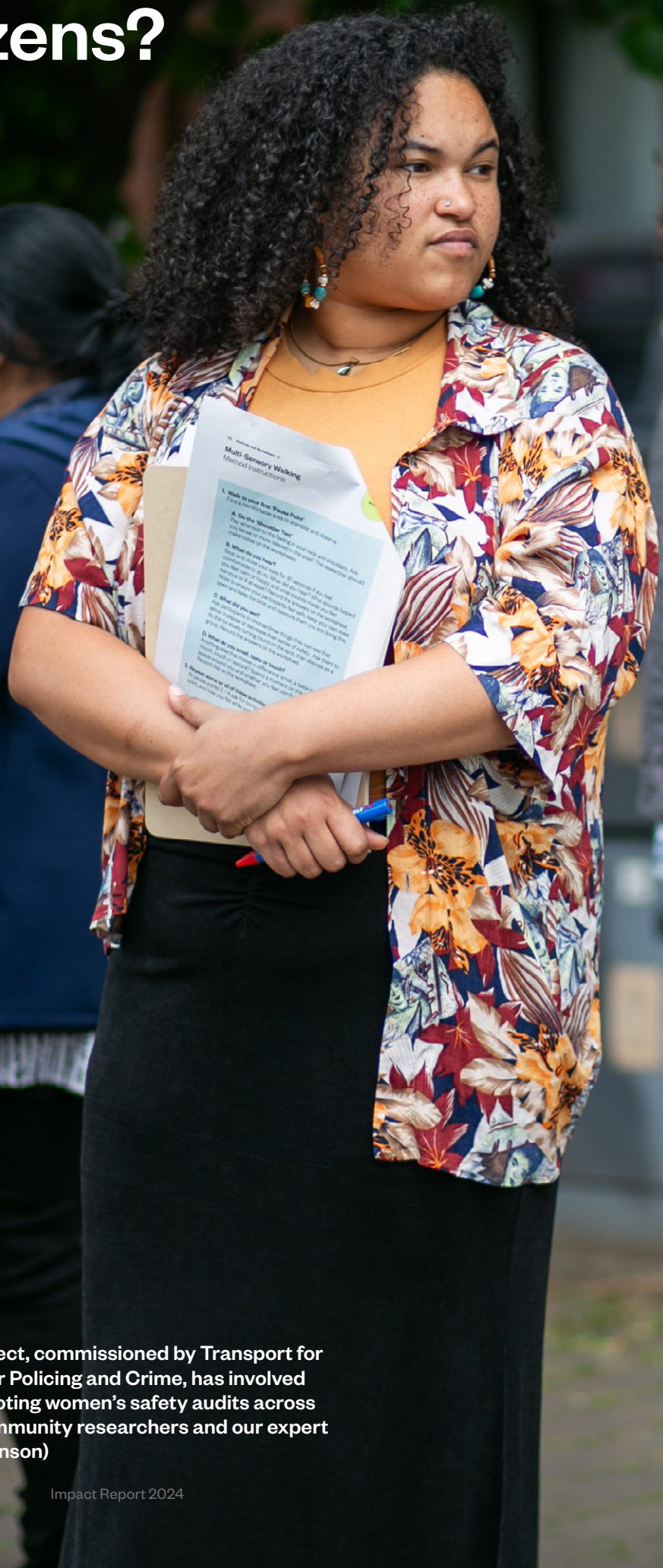
**38 days** spent on social and environmental impact improvement



**684 hours** of team knowledge sharing sessions, training and development



# How can we be good citizens?



Women's Safety Audits Pilot project, commissioned by Transport for London and the Mayor's Office for Policing and Crime, has involved developing a methodology for piloting women's safety audits across London through working with community researchers and our expert advisory panel. (Photo: Nina Robinson)



# Citizenship as a verb

Citizenship arises from cities. Deriving from the Latin word for city, *civitas*, citizenship encompasses civilisations, the civil and the civic, speaking to the deep ties between people and place. Citizenship means building lives together within complex social structures. French philosopher Étienne Balibar claimed that citizenship exists as a constant interchange between rights and duties. In this sense, to be a citizen involves an active process of democratic participation and social responsibility.

Yet the legal definition of citizenship is embedded in problematic narratives of nationhood and belonging, defining who is – and isn't – afforded rights within a country's borders. This form of citizenship is founded on migration status, creating a binary condition of the citizen and the stateless. It is this kind of citizenship that is upheld in anti-immigrant discourse, when the qualification of being British is afforded only to those who meet certain privileged standards.

There is another way to understand citizenship. Returning to its roots in *civitas*, this expanded definition isn't concerned with borders or passports. Instead, it implicates everyone in a web of interrelation, where we, in our interactions, both affect and are affected by place. This is citizenship as a verb.

As built environment practitioners working in the public's interest, We Made That operates within this second meaning of citizenship. In my conversation with Holly Lewis, she emphasised that "we feel a sense of collective responsibility in reshaping places to be better than they are now. There's a democratic process of accountability that sits behind each project". In other words, We Made That works as citizens for – and with – fellow citizens. In practice, this often requires taking on the role of facilitators, mediators and translators, demystifying bureaucratic processes designed to be opaque into language accessible to the public, and conveying the public's voice back to local authorities.

In the neoliberal city, public engagement and consultation

cultures are too often reduced to tick-box exercises, doing little to counter the violent effects of gentrification. We Made That tries to go deeper, seeing the public as the primary client to whom they are accountable. In the 2024 Croydon Town Centre Strategy, they worked with local artists and arts organisation Turf Projects to facilitate a series of workshops. They heard from people often left out of the planning process, balancing their perspectives with the council's long-term visions. Similarly, in their 2024 plans for the West Midlands town of Bilston, We Made That mediated between values held by the town's citizens and the local authority, spanning from happiness to climate-consciousness to grassroots music. By sifting through a wealth of information, the researchers identified nine key values to frame future urban projects which have the potential to increase acts of citizenship. The guidelines strive to be "tools of empowerment", says Oliver Goodhall, for local communities in reimagining their town.

Citizenship is a process, not a status. In the case of the Women's Safety Audits Pilot, completed in 2024, a group of citizen researchers representing a cross-section of London's diverse population conducted research on gendered perceptions of safety. This community-led approach made space for researchers to develop their own ideas about safety

**“How can this expanded form of citizenship come to encompass the multiple publics who make up a city? In a sense, We Made That’s projects rehearse new modes of citizenship, testing ways of weaving plural voices into their shaping of space, policy and research. In centring spatial justice, these new citizenships can begin to counter the harmful categorisation of people by migration status.”**

and to test unusual methods such as multi-sensory walking. The sessions sparked critical discussions around challenging topics, like biases in perception of safety and community-based alternatives to policing. Eve Avdoulos, who led the project, told me that “some of the most interesting conversations I heard were about why certain people felt unsafe in one area where others might not. This opened questions about age, familiarity, gender, immigration status – all these factors that impact feeling safe”. In a design project, whose safety is prioritised? According to Mia Lundie-Smith, a community researcher in the project, “design has to be community-led. We have to design *with* people, rather than *for* them”.

How can this expanded form of citizenship come to encompass the multiple publics who make up a city? In a sense, We Made That’s projects rehearse new modes of citizenship, testing ways of weaving plural voices into their shaping of space, policy and research. In centring spatial justice, these new citizenships can begin to counter the harmful categorisation of people by migration status. This might mean foregrounding those without legal citizenship, such as refugees and migrants, and those who face the harshest effects of gentrification, such as unhoused and working-class populations.

We Made That’s iterative approach resonates with

Balibar’s notion of citizenship as “always unfinished, imperfect and in the making”. In an age of climate and ecological breakdown, how might citizenship come to encompass a world beyond humans, recognising the interconnectedness of life? Indigenous Potawatomi botanist Robin Wall Kimmerer speaks of more-than-human citizenship in her book *Braiding Sweetgrass*, writing “If citizenship is a matter of shared beliefs, then I believe in

the democracy of species (...) If good citizens agree to uphold the laws of the nation, then I choose natural law, the law of reciprocity, of regeneration, of mutual flourishing.” Kimmerer’s vision points toward a future where citizenship is a compass which orients us to our obligations to each other, to the places in which we live, and to our living world.

Leela Keshav spoke with the team and community researcher, Mia Lundie-Smith, as we reflected on our impacts in 2024.

**Leela Keshav is a writer, artist and spatial practitioner with a master’s in architecture from the Architectural Association (AA) in London. She is an editor at the AA and Programme Coordinator at New Architecture Writers (N.A.W), where she was a member of the 2023 cohort. In May 2024, she was the inaugural writer-in-residence at Hauser & Wirth Somerset. Her work has been exhibited at the London Festival of Architecture, House of Annetta and Create Gallery Bristol, and her writing has been published in ArtReview, The Architectural Review, ROOM Magazine and Crumble Magazine, among others.**

**New Architecture Writers (N.A.W.), a free programme for emerging design writers, focused on people of colour who are under-represented across design journalism and curation. It is now entering its 6th cohort and We Made That have been a proud supporter since its inception.**



# Our purpose and impact in action



We gathered local authorities, public sector bodies and consultants in Manchester to delve into the opportunities, challenges and best practice of ensuring the cultural sector thrives (Photo: Dion Barrett)

**We  
Made  
2024 by**

**Communicating  
creatively in  
Croydon**

**Seeking  
impact in  
Stepney Green**

**Pushing  
for inclusivity in  
Pitsea**

**Learning  
from local women in  
London**

**Building  
the case for culture in  
Bilston**

**Being  
better employers in  
Bermondsey**

**Working  
with existing assets in  
Wigan**

**Helping  
to deliver impact in  
Hackney**

**Leading  
the way on social value in  
London**

**Bolstering  
new cultural links in  
Bristol**

**Committing  
to circularity in  
Canning Town**

**Minimising  
embodied carbon in  
Malmö**



## 1. Community

# Evolving engagement

The “Community” pillar focuses on engagement with local communities, promoting diversity and inclusion, and supporting social and environmental initiatives. It means being a positive influence, seeking to benefit all stakeholders. Impact is evaluated through how we contribute to the economic and social well-being of the communities in which we operate.

In 2024, 81% of our projects involved a collaborative public process, a 15% increase on the previous year, and over 4,700 people were engaged. As well as pushing for more participation, we have also been diversifying the ways in which we collaborate with communities to ensure the voices of local people drive project decisions.



**4.7k**

**people  
engaged  
directly with  
project  
development**

Our efforts to maximise community influence in projects go back to the earliest days of the practice. In recent years, this has

involved pioneering new methods of peer-led research in our work, and optimising our engagement processes through working with local partners in our project locations.

Inclusive engagement in the built environment requires making the effort to understand specific inclusion needs. Our tactics for this included offering direct employment opportunities to local people, engaging at foodbanks, shopping centres, or youth centres, and working with a specialist charity supporting young people with complex disabilities.

Culture is a recurring theme

in our portfolio, and in the engagement processes we lead. In Croydon, our partners, Turf Projects, were not only experts in creative engagement methods but also advocates for community accountability. In Bilston, Coventry and Ealing, collaboration with various stakeholders delivered plans for cultural infrastructure, drawing on the existing assets in local places and priorities of local people.

In 2024, our participatory efforts also included deeper community research methods for understanding the experiences of safety of women, girls, and gender-diverse people in London.



## COO Croydon Town Centre Regeneration Strategy

# We developed a transformative framework driven by local engagement

Croydon town centre is expected to grow by at least 14,500 homes and 10,500 new jobs over the next 15 years. This investment will bring opportunities but also create challenges for the future of the area. Commissioned by Croydon Council, we led a multi-disciplinary team to produce a transformative Croydon Town Centre Regeneration Strategy to ensure that development of the town centre will benefit all; making a safer, fairer, healthier and more prosperous Croydon.

With its rich and vibrant culture, strategic location in the south east and potential for growth, Croydon is set for an exciting stage of renewal which will be

guided by an ambitious 15 year spatial framework. This defines a holistic set of priorities for the town centre, and how these can be implemented with specific guidance for delivery.

Working closely with local arts organisation, Turf Projects,

we delivered a programme of creative engagement events and activities across the town centre, in local schools, colleges, food banks, libraries, centre for young refugees, and at the Croydon Urban Room. This engagement informed four key outcomes within the regeneration strategy,

**“Key to driving this forward is engaging and collaborating with the whole community, which is at the centre of our approach to developing the strategy with stakeholders. This is important work that will refresh the strategic thinking within the council.”**

— Tom Fox, Senior Associate



developed to ensure that the town centre delivers spatial justice for all: reflecting Croydon's rich heritage and culture, being innovative and dynamic, feeling welcoming and safe, and supporting residents and visitors in living healthy, happy lives.

We worked with [PRD](#), [Civic Engineers](#), [Useful Projects](#), [GHPA](#), [Place Services](#), [Stockdale](#) and [Turf Projects](#) on behalf of the [London Borough of Croydon](#).

Through this project:

2,000+ Croydon residents, businesses, and local stakeholders directly engaged in the process

30+ engagement events, workshops and seminars, including innovative creative visioning sessions



## Bilston Cultural Infrastructure Micro-Plan

# We celebrated community legacies to seed cultural growth

Current momentum to strengthen Bilston's offer as a place for culture is strong. Over £45 million is destined for Bilston across the next ten years, with a focus on bringing new life to Bilston market, strengthening links through the town centre, improving the public realm, ensuring safety, improving health and wellbeing and creating opportunities for local voices to be heard in regeneration and development processes.

Bilston was the first UK town to index happiness. Culture can provide a space for local people to gather and be imaginative about what they want for themselves and their communities.

The Cultural Infrastructure Micro-Plan takes a values-led approach to translating evidence into recommendations for cultural infrastructure, ensuring

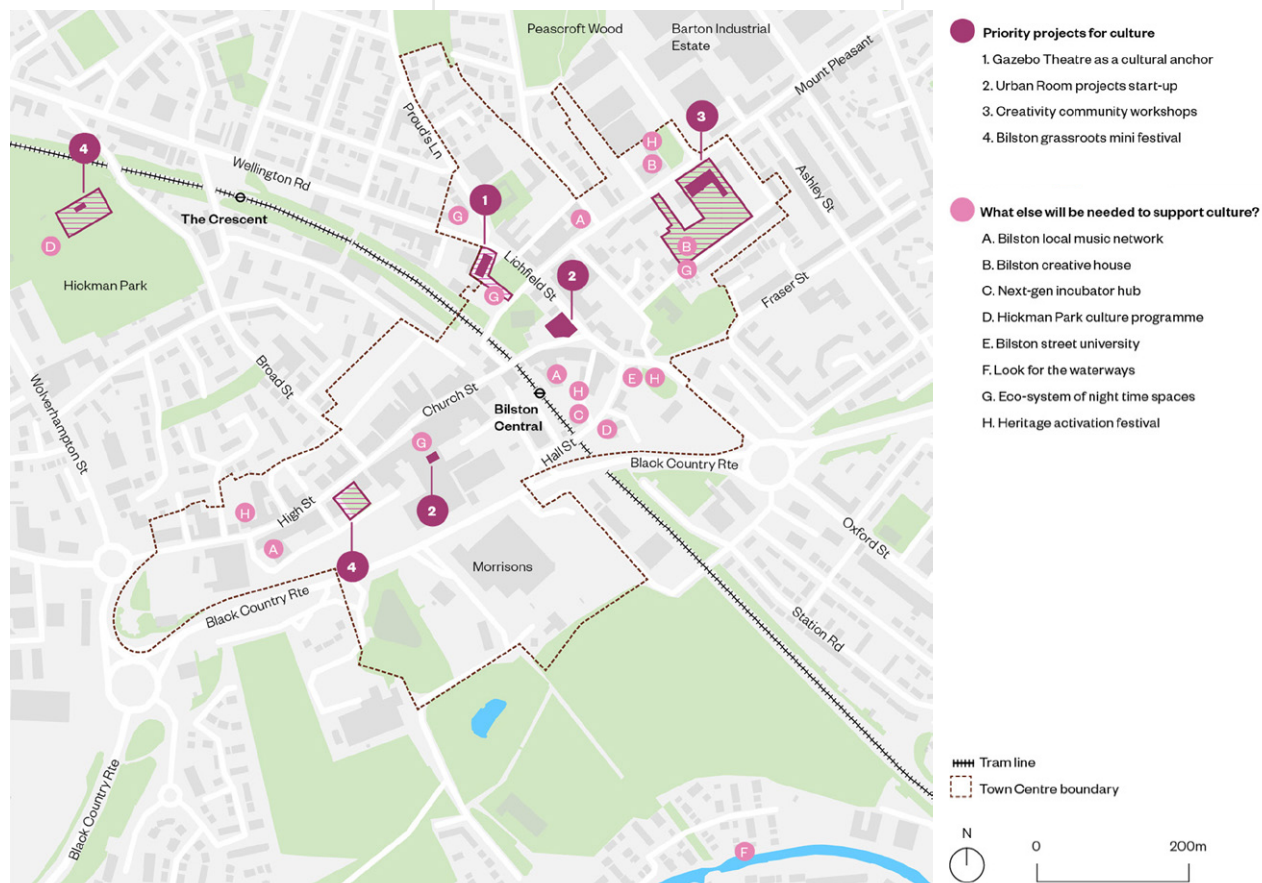
proposed projects deliver against Bilston's challenges, capitalise on opportunities and support resident autonomy in determining the town's long-term cultural trajectory. Enabling the community to self-determine its own future and to sustain long-term cultural growth by utilising underused buildings and public spaces will be important for this West Midlands town.

Celebrating local legacies of making, social organising and innovation, the Cultural Infrastructure Micro Plan aims to empower residents to draw on these legacies to seed new cultural growth in Bilston. Four priority projects have been identified and tested to support local values for culture – the things like happiness, cohesion,

and healthy communities that have always been important to people in this place. These projects align closely with Bilston's cultural requirements and aim to leverage existing and emerging cultural initiatives, such as those led by the Gazebo Theatre, the new Urban Room, Bilston Market and the grassroots music scene. We

have worked on early feasibility testing and connected with local stakeholders who will take forwards opportunities to unlock cultural growth in Bilston.

We worked with [PRD](#) and [Stockdale](#) on behalf of the [West Midlands Combined Authority](#) and [City of Wolverhampton Council](#).



Through this project:

9 bespoke values for culture identified for Bilston

34 key assets identified that could play a key role in embedding culture across the town

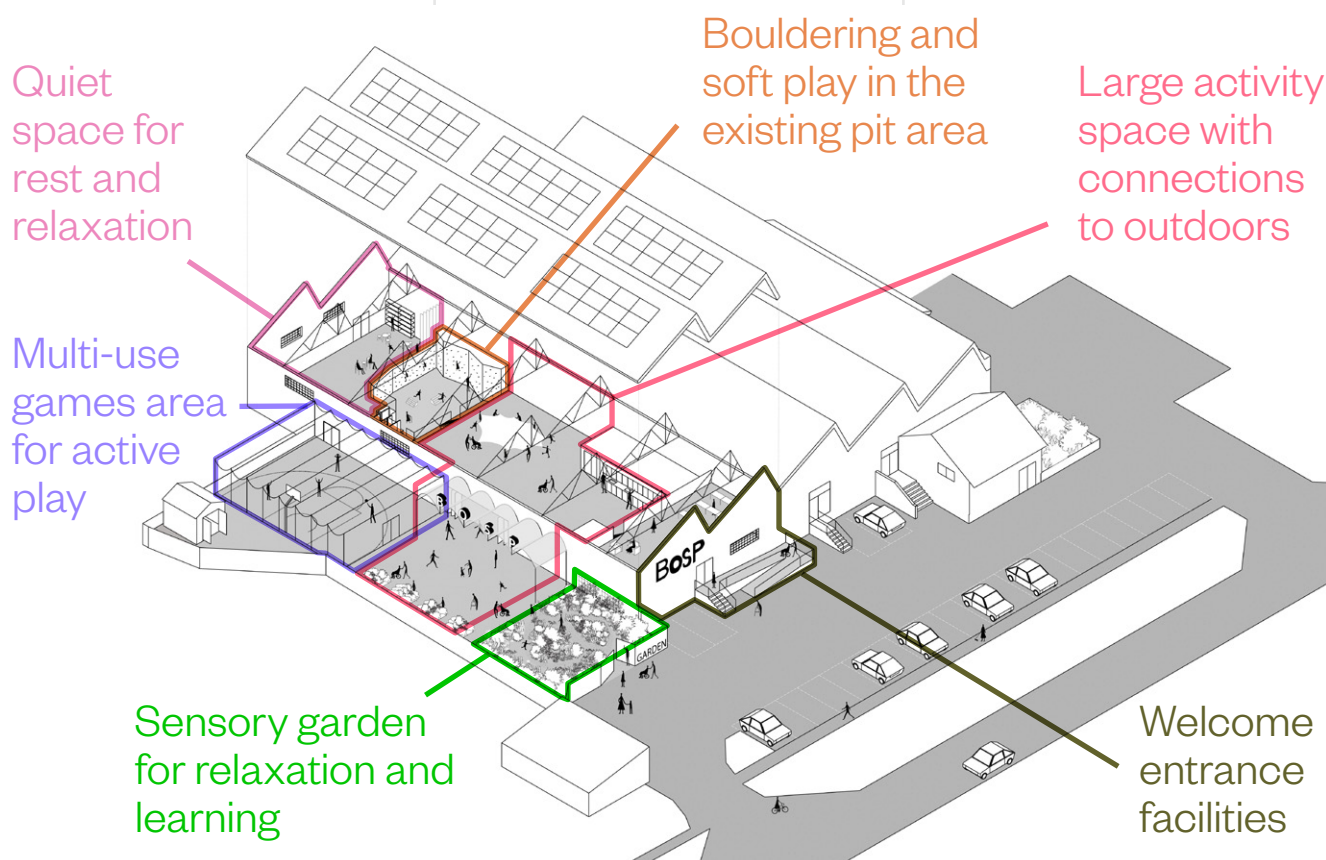
14 spaces and buildings currently vacant or underused now re-imagined

4 priority projects for culture developed within the micro-plan

**“Famous for enamelling, women’s work, revolution, smiles, mining, coal, orange chips and kindness. Bilston has a history of doing things its own way. This provides a trajectory for culture rooted in local values.”**



## We unlocked capacity for a specialist charity



Brighter Opportunities for Special People (BOSP), an independent charity located in Essex, improves the lives of children and young adults with complex disabilities or life-limiting conditions and their families, by providing high-quality, fun, educational activities, support and respite care. They commissioned us to explore opportunities to transform their existing premises – a former boat museum - into a range of spaces to support children and young adults with complex disabilities, including spaces for play and learning.

We developed proposals that help them to make better use of their existing space through retrofit of the building, with specific inclusion needs in mind. Our proposals would expand office space and achieve a series

of exciting indoor and outdoor spaces including a sensory garden for relaxation and learning, a multi-use games area for active play and bouldering and soft play in an existing pit area.

Through clear recommendations for onwads work and a detailed cost plan, we unlocked pathways to future delivery. These changes will significantly expand BOSP's capacity to support a larger

number and wider range of children and young people and support the organisation's long term financial sustainability through improved environmental performance and expanded opportunities for revenue-generating hire across their estate.

We worked with [Stockdale](#) on behalf of [Brighter Opportunities for Special People](#).

### Through this project:

660m<sup>2</sup> indoor floorspace unlocked to expand the charity's reach

400m<sup>2</sup> outdoor space brought into use to meet specific engagement needs

## 2. Customers

# Steering inclusive growth

The “Customers” pillar centres on delivering value and promoting public benefit. It means driving positive impacts for society and the environment through our services via the people who commission them, our clients. Impact is evaluated through how we support the greater good and if those services are targeted toward under-served populations.

In 2024, a year where ‘growth’ was a central government mission, our work looked to influence an inclusive path to growth that would deliver the most benefit for under-served communities, and address ecological challenges.



**100%**  
**of our clients  
were public,  
third sector or  
charities**

This year, many of our projects maintained focus on our mission to deliver public good for people that are typically marginalised or excluded from mainstream development and regeneration processes.

Unlocking cultural and creative sector growth continued to be a core ambition for us, for example, working with Wigan Council to develop plans for economic growth centred around culture, that will expand sites of production, provide opportunities growth in meaningful jobs and skills; and revitalise under-used assets, safeguarding their cultural and environmental benefits for the future.

To achieve inclusive growth, a strong vision is needed, yet definitions of what this is are not always shared. For the London Sustainable Development Commission, we worked with varied stakeholders and community interest groups to understand what social value

meant to them, and to reflect on ways in which that could be better captured in planning policy in updates to the London Plan.

By embedding social value into the London Plan, the Mayor could send a powerful message that urban development should not only achieve economic and environmental objectives but also strengthen the social fabric of the city as well.



# We created a road map for cultural growth

Wigan boasts a vibrant and engaged cultural and creative sector with enthusiasm to grow its cultural ecosystem. Meanwhile, the Northern Creative Corridor is a new partnership that promises to unlock the potential of the creative industries across the North of England, potentially generating an additional £10 billion GVA across the region.

We developed a creative industries asset strategy that harnesses opportunities and infrastructure to support a long-term blueprint for the borough's cultural and creative sector growth. Our approach included an evidence review of the borough's cultural assets and infrastructure, and conversations with local and regional stakeholders. We learned that though Wigan has 124 spaces for culture, it faces a significant under

supply of adequately equipped spaces for cultural production – creating a compelling case for targeted investment.

To ensure that the borough has adequate spaces to support its cultural and creative communities, we identified a series of strategic investment objectives, 15 priority initiatives, and key assets. Together these

form a blueprint and roadmap for fostering creative sector growth, while also safeguarding key heritage and public assets, with environmental benefits generated from retaining at-risk buildings and improving their environmental performance.

We worked with [ekosgen](#) and [GC Insight](#) on behalf of [Wigan Council](#).

**“From Leigh, Atherton and Tyldesley to Standish and Wigan, through the successful implementation of the priority initiatives outlined in this strategy, we can realise the ambition as a regional production hub, and as a key player within the Northern Creative Corridor.” — Oliver Goodhall, Co-founding Partner**



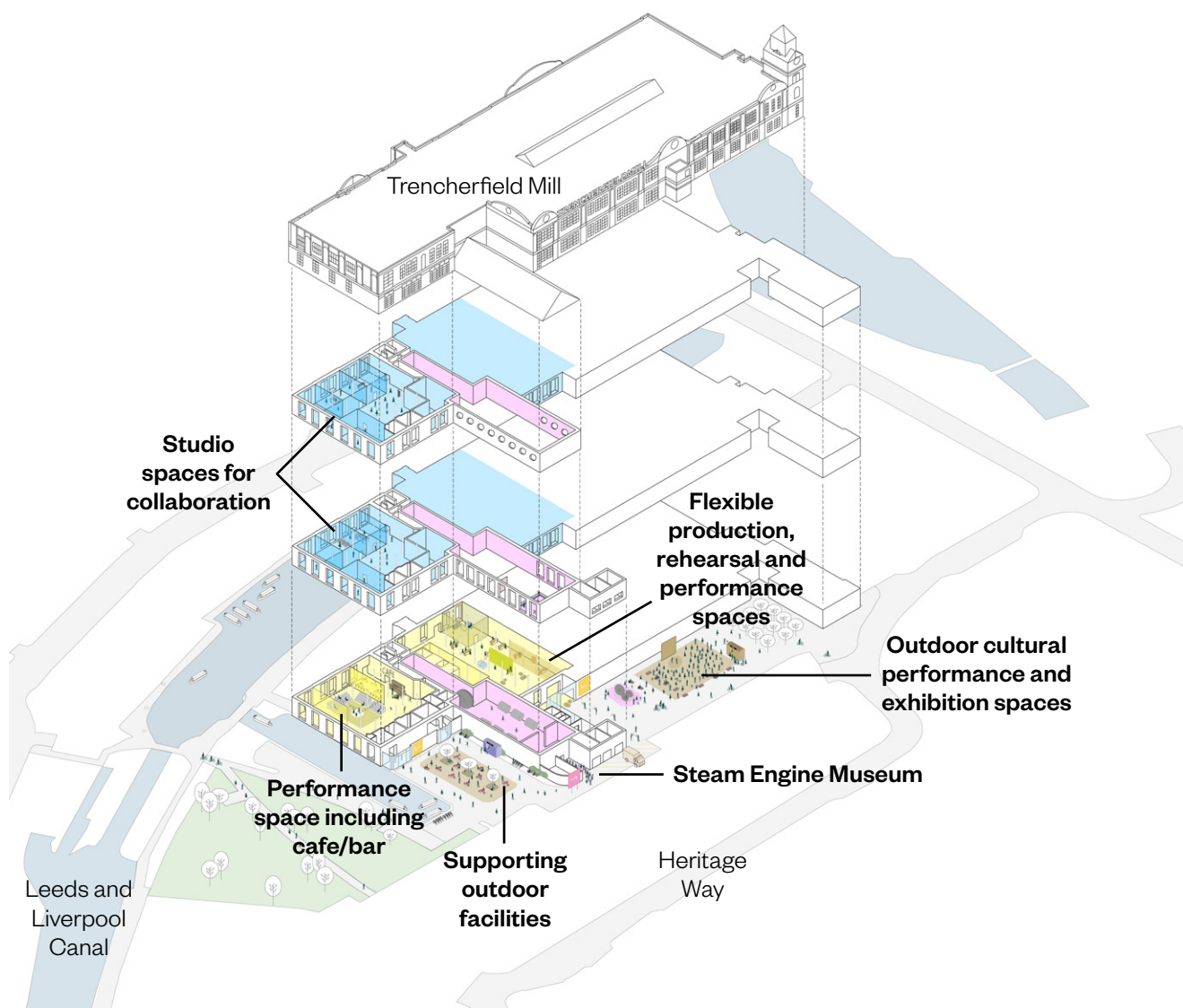


Through this project:

124 spaces for culture mapped

12 critical success factors help identify and prioritise the development of key assets across the borough

15 projects identified to drive change for the creative sector and communities



One of 15 key projects: New permanent spaces for creative production at Trencherfield Mill, Wigan, hosting theatre company ThickSkin



# We made recommendations for embedding social value into policy

In an ever-changing city like London, where urban development presents both challenges and opportunities, it's essential that our planning policies address the diverse needs of all Londoners. Commissioned by London Sustainable Development Commission, we took on this challenge by exploring how social value can be effectively embedded into the new London Plan, which will influence development for the next 20-25 years.

Although social value is increasingly recognised as an

important concept in planning and development, our research highlighted that there is still much to be done. Stakeholders strongly emphasised the need for clearer definitions and more structured approaches to measuring social value, and called for enhancing community engagement throughout the planning process. These discussions also revealed that social value is not only about what is gained but also about what may be lost—a nuance often overlooked in traditional planning metrics.

By building on best practice case studies and insights from

stakeholder workshops, the 'Embedding Social Value into the London Plan' report offers a set of recommendations designed to make social value a central component of urban planning across the capital. Conversations with community interest groups, architects, planners, and consultants were crucial in shaping the report's recommendations, grounding them in the lived realities of London's planning landscape.

We worked with Graham Harrington Planning Advice on behalf of [London Sustainable Development Commission](#).

Through this project:

6 recommendations to clarify shared meaning of social value and enable consistent uptake in the planning system

21 actions which draw on best practice to enable delivery of social value for all Londoners

**“This report aims to show the ‘why’ of social value by drawing on a growing set of examples of where a social value approach is being applied by planners and developers to ensure that a full set of benefits flows to those living and growing up in our evolving physical environments. It also offers a ‘how’ through providing a set of recommendations for the next London Plan so that it can best capture the opportunities created by putting social value in bold.”** — David Elliott and Maria Adebawale-Schwarte, LSDC Commissioners and Social Value Sub-group Chairs

### 3. Environment

# Supporting a circular economy

The “Environment” pillar underscores ecological responsibility in working towards more sustainable and regenerative outcomes. It means committing to minimising our environmental footprint by adopting sustainable practices, reducing waste, conserving resources, and decreasing emissions. Impact is evaluated through our facilities, materials, emissions, resource and energy use, and the environmental impact of our supply chain.

In 2024, we have increased our commitment to addressing the climate emergency across all strands of our work, embedding our responsibility to the environment across research, strategy, and built projects.



**81%**  
of our projects  
involved  
repurposing  
brownfield  
sites

Through key strategies, we have ensured sustainability, principles of circularity, and increasing access to green space are at the heart of regeneration processes,

for example in the London boroughs of Newham and Tower Hamlets; areas with some of the highest levels of inequality in the UK, and some of the highest green space and air quality deficits.

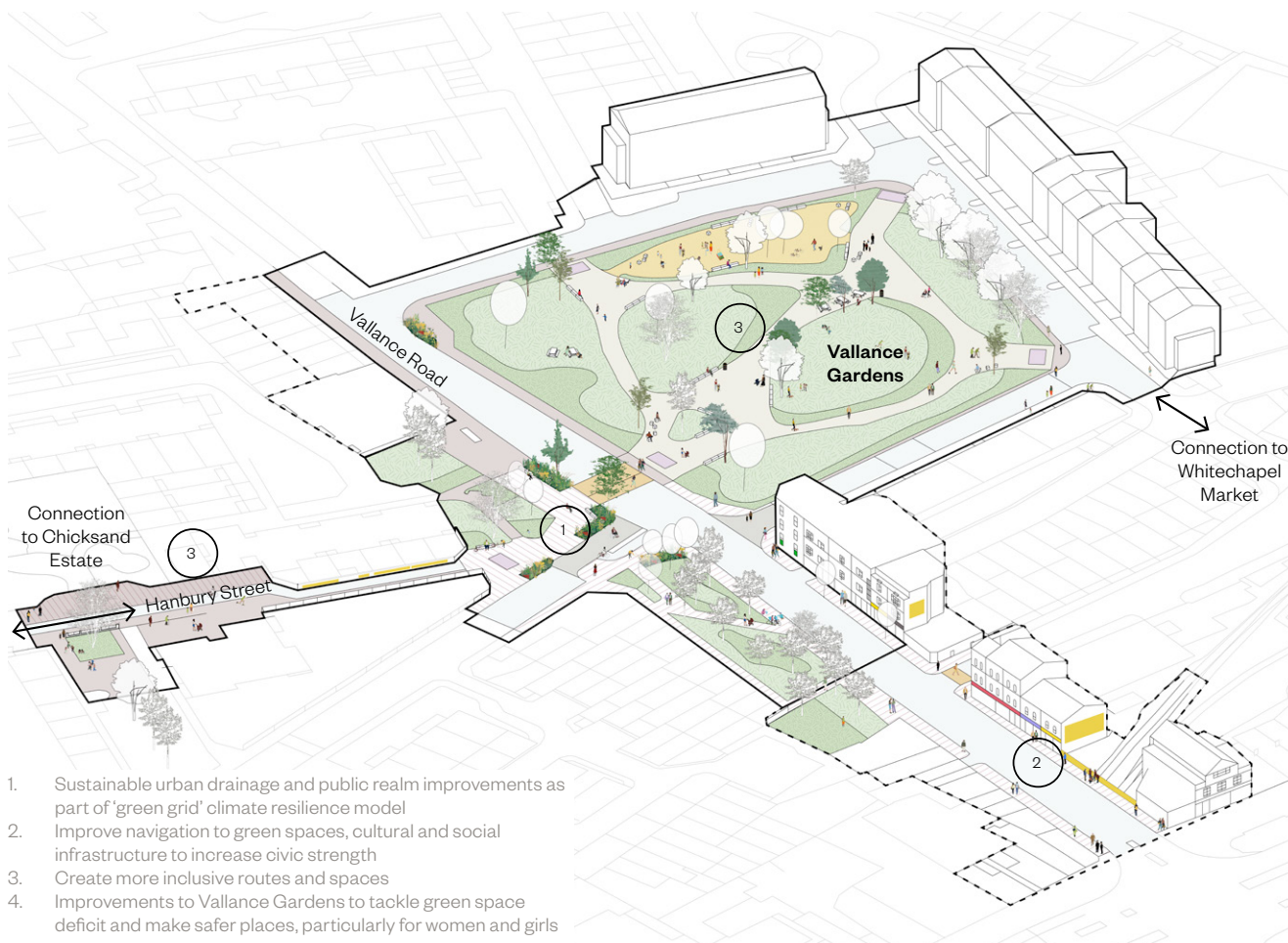
In 2024, 81% of our projects continued to rethink or adapt uses on ‘brownfield’ sites, whether through promoting the use of under-utilised assets for culture in Coventry, creating a last-mile logistics hub in an under-used car park in Lewisham or through bold adaptive re-use in Malmö, Sweden.

Through putting our structured ‘climate champion’ role in place, we have deepened our strategic

approach to addressing the climate emergency through our projects, ensuring that whether it’s research, strategy, or delivery, we are foregrounding the climate in discussions with clients, and ensuring actions to positively impact the climate are included at the earliest stage.

As a testament to this effort we were selected as one of the 11 ‘frontrunners’ in the inaugural Regenerative Architecture Index by Architecture Today and Architects Declare UK, which sets out to benchmark practices’ progress in the move towards regenerative working and projects.





1. Sustainable urban drainage and public realm improvements as part of 'green grid' climate resilience model
2. Improve navigation to green spaces, cultural and social infrastructure to increase civic strength
3. Create more inclusive routes and spaces
4. Improvements to Vallance Gardens to tackle green space deficit and make safer places, particularly for women and girls

## Restorative Places: Aldgate to Whitechapel and Stepney Green

# We embedded sustainability principles in east London's neighbourhoods

The one-mile corridor from Aldgate to Stepney Green is the heart of Tower Hamlets, a key transport route and a hub for culture and food, reflecting the borough's young and diverse population. Yet the challenges it faces include a green space deficit, with air quality below legal standards, uneven access to public and green space, socio-economic inequality, and climate risks.

Our study supported London Borough of Tower Hamlets to develop a place-based regeneration strategy covering public realm, climate, and community infrastructure, to revitalise this route, and create

inclusive spaces for all residents. The document will be a manual for council officers to identify projects which contribute strategically to the improvement of the area.

The strategy addressed priorities across three core areas: enhancing and improving access to green, community and cultural space; promoting representation and collaboration; and addressing climate and ecological challenges. The project was supported by an area-by-area 'project bank' of costed proposals rated according to delivery, and social and environmental impacts.

We further supported the uptake of social and environmental initiatives through defining three exemplar projects, including Whitechapel Market. This area provides opportunities for innovative recycling and circular economy initiatives and waste management within the market, and social programmes for training to incubate new businesses and support under-represented traders to access the local economy.

We worked with [Stockdale](#) on behalf of [London Borough of Tower Hamlets](#) and the [Greater London Authority](#).

Through this project:

3 recommendations for exemplar projects addressing core inequalities along the one-mile corridor

8 costed projects identified and rated according to climate and public impacts

46 area-specific projects defined within a 'project bank'



Workshop with Canning Town and Cody Road local businesses exploring circularity opportunities

 Canning Town Enterprise Hub

## We guided green investment in Canning Town and Cody Road

Canning Town Enterprise Hub can lead the way as a demonstrator of a green and inclusive economy, playing on the existing strengths and business networks in the area to develop circular and sustainable processes.

This opportunity is underpinned by Newham's Just Transition Plan and Community Wealth Building strategy, which build on principles of economic, social and environmental justice to build prosperity for local communities

and respond to the climate emergency.

We developed a strategic regeneration framework to guide investment and growth in the industrial area of Canning Town and Cody Road, building on principles of circularity and green economy to identify opportunities for intensification and diversification of industrial uses, supported by improvements to travel and public spaces. The framework identified a vision for the Canning

Town Enterprise Hub to support a network of businesses to play a central role in Newham and east London's transition to a green and inclusive economy through five key vision principles.

1. Growing the role of the area as a hub for green innovation and inclusive employment opportunities
2. Improving infrastructure to support sustainable and active travel for businesses and residents
3. Creating an inclusive public



- realm that supports healthy lives and enhances local uses
- 4. Restoring spaces for nature that are a part of the everyday experience of living and working in the area
- 5. Kick-starting an economy that avoids wasted resources and keeps materials at their highest value

Informed by engagement with local businesses and partners, the framework includes a series of site-specific strategies, which establish key parameters and priority projects to collectively deliver the vision for the area, and a delivery plan with short, medium and long term actions to deliver these projects and

priorities. These will kickstart a green economy and improve the environment for people who live and work in Canning Town.

We worked with [Useful Projects](#), [Steer](#) and [Cushman & Wakefield](#), and on behalf of [London Borough of Newham](#).

Through this project:

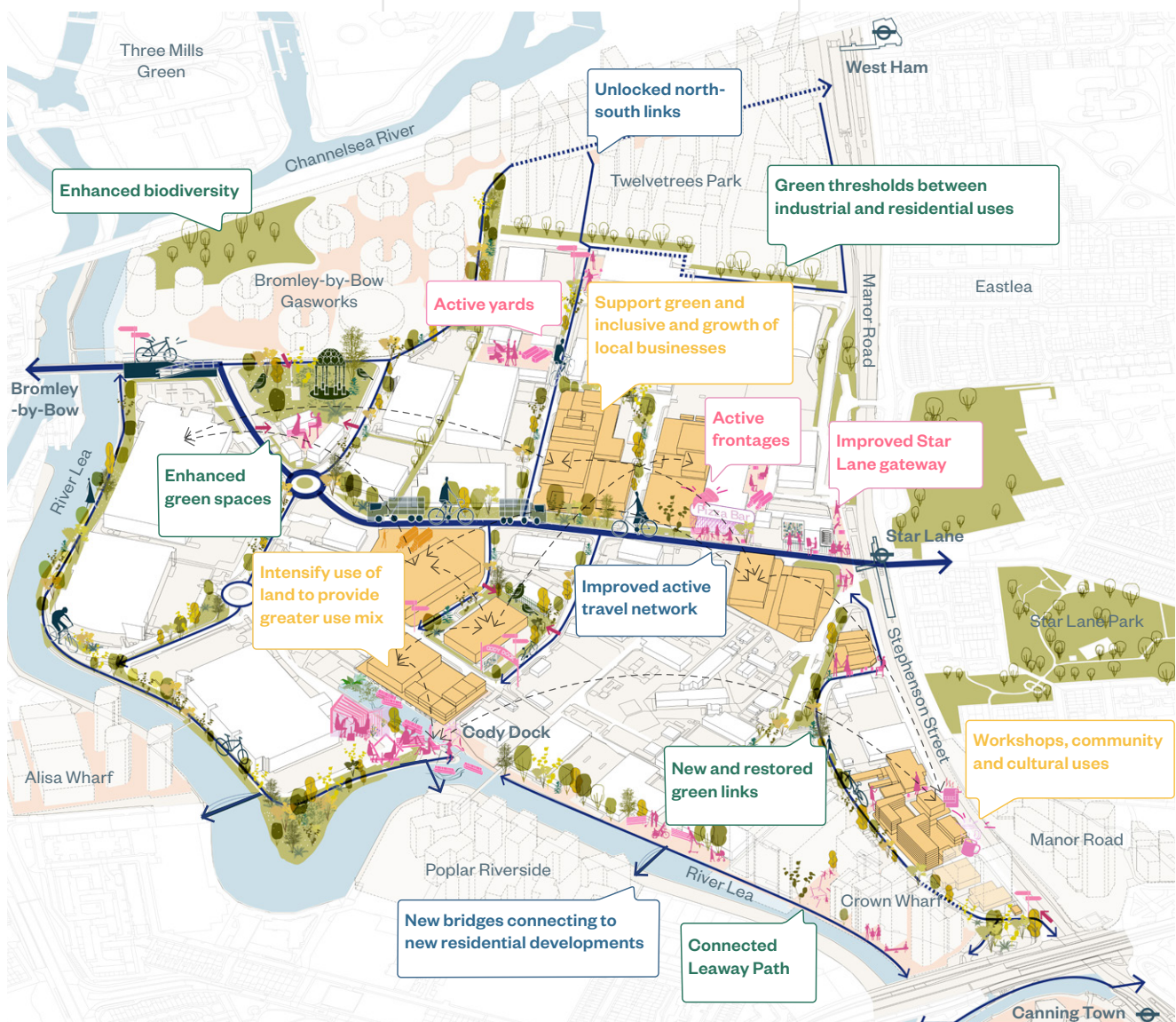
30,000m<sup>2</sup> of industrial floorspace planned for creation

1.3km new and improved green corridors prioritised

500m new walkway unlocked along the River Lea

30+ priority projects identified to deliver the vision for a circular economy

2km new and improved cycling infrastructure to be delivered



## 4. Workers

# Fostering fairness

The “Workers” pillar directs our efforts creating positive impacts for our team and enabling an empowering workplace. It means advocating for diversity, equity, and inclusion, and fostering opportunities for skills and careers growth. Impact is evaluated through securing workers’ rights, wellbeing, and professional growth, as well as positive organisational cultures.

Winning the 2024 Architect Employer of the Year Award was recognition of our commitment to meeting the highest standards of employment practices, even as a small practice. We’ve continued to connect our principled approach to projects and our internal processes.



# -5.2%

**gender pay  
gap in favour of  
women**

In 2024, we’ve had a real focus on sharpening our processes for training and development within the practice. This has involved 91

days of team knowledge sharing and skills sessions, supported by a participatory budget of over £16,000, directed by our Employee Forum. Achieving the Mayor of London’s Good Work Standard accreditation tested the ways in which we are directly contributing to a fairer and more inclusive economy where all can access good jobs with good conditions, in fair, healthy and inclusive workplaces. Where others have failed to narrow the gender pay gap, we’ve made progress in re-addressing this balance with a -5.2% gender pay gap in favour of women, driven

by women at senior leadership levels. Whilst we’re proud that our team continues to be majority-female and our other diversity statistics are ahead of much of the industry, we recognise that we can still improve upon this.

In 2024, we added 47 community researchers to our payroll over the course of 2024 with paid roles supporting the Women’s Safety Audit Pilot project. It was important to us to achieve equitable access to the benefits of employment, even for small roles, including paid time off and flexible working for researchers.





## Women's Safety Audit Pilots

# We piloted new models of participation

Safety in public spaces is a fundamental right, yet many women, girls, and gender-diverse people in London still feel unsafe in their daily environments. Commissioned by Transport for London and the Mayor's Office for Policing and Crime, this project sought to explore how to meaningfully engage these communities and capture their lived experiences and perceptions of safety.

We worked collaboratively with 47 citizen researchers across 5 locations, providing a paid opportunity to test innovative methods for collecting data on public safety. The goal was not only to understand how women

and gender-diverse people experience public spaces, but also to ensure these insights are integrated into future decisions on urban design, policy, and engagement. Paying the researchers for their time and contributions was important to value local knowledge and community perspectives and ensure active participation, building community cohesion beyond the life of the project.

Providing flexibility in the project enabled people from all backgrounds to participate, including young neurodiverse people, a new mum, and retired residents. We provided diverse research methods which suited

different working styles, from structured checklists to open-ended methods like 'multi-sensory walking'. The project was a valuable opportunity to develop new skills, with one participant gaining a new job in community development as a result of the project.

We worked with the community researchers and an expert sounding board made up of Professor Clare Rishbeth, Dr Hanna Baumann, Annabel Precious, Tiffany Lam, Mary-Helen Young, Tasnia Alam, with the support of Joseph Cook of [UCL Citizen Science Academy](#), and on behalf of [Transport for London](#) and the [Mayor's Office for Policing and Crime](#).

Through this project:

47 community researchers hired and paid London Living Wage for all training and activity

270 hours of training given to women and girls aged 17-78 to support the audit process

84% of community researchers felt empowered to make a change in their community as a result of taking part



**“It’s given me purpose, belief, I wasn’t aware this stuff went on... it’s a reminder of hope that there are people willing to bring about change.”**  
— Community researcher

## Practice Pin Ups

# We visited sites for spatial justice

Coming together as a team to reflect on our shared mission is a regular occurrence. In 2024, Thomas Aquilina, our Senior Associate and Co-Director of the Bartlett School of Architecture’s Just Environment Cluster, facilitated conversations within the practice looking at citizenship, rights, and spatial justice across the year.

Through regular ‘Practice Pin

Ups’, thinking about spatial justice provided a framework for collective reflection around our project work. We identified links across our work, and talked about how we can embed thinking about spatial justice into our projects at a range of scales, from research studies to urban strategies, to built projects.

Our ‘Pin Ups’ also took us outside of the studio, for example to

Croydon, where we talked about the influences and impacts of vacancy in town centres, in contrast to the opportunities that use of space has presented for grassroots organisations like Turf Projects, through meanwhile use. We visited Reeves Corner, a symbolic site for the 2011 London Riots. Our discussions and encounters led us to interrogate how rights relate to place.

## 5. Governance

# Raising standards

The “Governance” pillar focuses on our overall mission, ethics, accountability and transparency. It means engaging our team, clients and the community in achieving that mission. Impact is evaluated through approaches to equitable governance, balancing the influence of different stakeholders and holding leadership accountable for social and environmental commitments.

2024 was the year of our first periodic re-certification as a B Corporation, providing a focus for us to understand how and where our transparency and accountability can be improved. We were proud to achieve a 46% uplift in our measured positive impact since our previous assessment in 2021.



**46%**  
better impact

We know that we can play a vital role in fostering local economic development and generating positive value for communities, both in the way we run our practice and through our projects. Since our first B Corporation certification we've made big shifts in the way we create impact

through our business model. Demonstrating this impact this has involved taking great care in how and why we work with sub-consultants, with particular attention paid to working with local partners, and on-boarding processes which ensure they are compatible with our commitments to accreditations such as the Living Wage and Mayor of London Good Work Standard. Being able to evidence these ways of working led to a substantial increase in our measured B Corp impact assessment.

Outside of the day-to-day work of the practice, we have continued

to seek out opportunities for advocacy and influence in the wider industry. This includes design review roles across the country, and Co-founding Partner, Holly Lewis, taking on a role as Town Architect for Hackney Central. These positions allow us to learn from elsewhere, whilst also seeking to support excellence in areas and on projects where we're supporting others.

This attitude of striving for better across all aspects of our work is reflected across our projects, and underpinned by our internal governance.



## We delivered impact through strategic support

As the civic and cultural heart of the borough, Hackney Central is a focal point for activity in Hackney. The council is aiming to create 1,000 new jobs and 3,000 new homes in the area, working in collaboration with partners to bring forward various initiatives, supported by £19.1 million in Levelling Up Funding.

In 2024, The Mayor of London appointed Holly Lewis to the role of Town Architect for Hackney Central. Funded by the Greater London Authority, the Mayor's two-year pilot scheme is part

of the £1.25m Local Growth Capacity Support Programme that utilises built environment expert knowledge in ten locations to deliver Good Growth for Londoners.

We previously developed the Hackney Central Town Centre Strategy, which sets out a ten-year vision and delivery plan for the area, informed by local people. The strategy's five missions champion Hackney's unique character, support wellbeing for all; promote a fair economy; a green and resilient

place; and champion resident participation in development processes.

Holly's role as Town Architect has included the first steps in overseeing and guiding the implementation of this strategy. Providing placemaking and design advice to the London Borough of Hackney on council-led development activity in the area has meant ensuring it is representative of both the council's ambitions and the diversity of the local community.

1 of 10 town architects across London piloting new strategic support

£19.1m in Levelling Up Funding allocated to Hackney Council to deliver a series of interventions guided by this role

1,000 new jobs and 3,000 new homes for Hackney Central, with delivery shaped by Holly's Hackney Town Architect role

**“By drawing on the expertise of the Mayor’s Design Advocates, local boroughs will have the expertise and support they need to boost design quality to improve their high streets and public spaces and promote positive neighbourhood placemaking, helping to build a better and more sustainable London for everyone.”**

— Jules Pipe, Deputy Mayor for Planning and Regeneration, Greater London Authority





## OO B Corp Recertification

# We renewed our resolve for impact

We first certified as a B Corporation in 2021, when only a handful of practices were certified. In 2024, the B Corp movement had grown significantly, and we took the opportunity of our recertification process to reflect on and verify our impact all over again. A typical business in the UK achieves 50.9 through the B Corp Impact Assessment, and when we first achieved B Corp status we scored 85.3. With a new fully-verified score of 124.2 we're proud that this puts us amongst the leading edge of purposeful architecture practices in the UK.

We've been concentrating on ways in which we use our

business – and the way we spend money – as a force for good too. Our ethical, impactful purchasing and supply chain commitments set out targets for spending with local and independent suppliers, B Corporations, charitable organisations or Community Interest Companies. We know this can impact the economic and social well-being of the communities in which we operate and our 'impact business model' is powerful when it comes to community and local economic development. We recognise our responsibilities in putting our money where our mouth is when it comes to the accreditations, ownership and diversity makeup of our significant suppliers.

46% uplift in our measured positive impact

39% increase in our impact through governance, ethics and transparency

£526,000 spent on local independent suppliers



# Looking ahead



Photo: Philipp Ebeling



# “Always unfinished, imperfect, in the making”

Holly Lewis, Co-founding Partner, looks ahead.

2024 was a year of flux: local and general elections led to a change of government, which, in turn, brought with it new political priorities and a need to break from the ‘old’.

For a practice such as ours - 80% of whose client base was in the public sector last year - this level of change created some uncertainty. We know that we’re not alone amongst our fellow practices in being glad that 2024 is now behind us, and that the forward trajectory seems better defined.

Against that backdrop, we are proud to once again reflect on our last year of work with this Impact Report. Our projects have continued to strive for better outcomes, on engagement, on environment and on transformative impact in the places where we have been working. We always feel like we’ve been trying hard, but it’s been great to have some ‘official’ recognition of that. Receiving the Architect Employer of the Year Award and securing a 46% uplift in our B Corp re-certification

scoring have both been external validations of the efforts of the team to do *even* better.

In the face of the government’s national growth mission and the seemingly all-encompassing drive to deliver 1.5 million new homes, we are keen to think about not just how to meet the mission, but how to do it *well*. In this light, we’re excited about our ‘[Right to Place](#)’ partnership with [Key Cities](#) exploring spatial justice. This will span 2025 and build on our early thinking in 2024 through our practice pin-ups, to expand notions of spatial justice and ‘rights’ with a wider range of partners from across the UK: the right to a voice, the right to a home, the right to a healthy city. We look forward to exploring how thinking about place from this perspective can shape better processes of urban change, including in new towns, and to

use our skills and experiences to contribute to those endeavours.

In her reflective article commissioned for this report, writer Leela Keshav describes citizenship as ‘a constant interchange between rights and duties’. If we have a right to, say, clean air, then we also have a duty to support it. This way of thinking about spatial justice is particularly potent for us as built environment practitioners. Our potential impact on the places where we work is framed by these duties ‘to each other, to the places in which we live and to the living world’. We look forward to working in 2025 with greater focus on our civic duties, and how they can shape better places. We don’t expect that this will be simple, most likely our efforts will be ‘always unfinished, imperfect and in the making’, very much like We Made That.



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