

About us

Committed to delivering public good

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.

Our multi-disciplinary team delivers urban research, strategies and masterplans, and public spaces and buildings. Together, we provide considered and thorough intelligence, shape healthy, fair and well-designed places and bring life and value to the built environment.

Driven by a desire to capture, track and improve on the positive - and minimise the negative - impacts that the practice has, we became a Certified B Corporation® in 2021.



Co-founding Partners, Holly Lewis and Oliver Goodhall



Our first Impact Report

Driven to deliver better

Take a minute. How often do you get to take a step back and reflect on the work that you're doing?

For many of us, keeping on top of the 'To Do' lists – both professional and personal – is an all-consuming endeavour. Opportunities to pause, consider and plan for better are rare and precious. At the start of our B Corp journey, the certification process forced us into a period of robust self-reflection. Preparing this Impact Report has done the same. It tracks our first full calendar year as a B Corp: 1 January to 31 December 2022.

Looking back at 2022, we're proud to see that our geographic reach has spread further across the country – with more than half of our projects now sited outside London. Our commitment to socially-engaged processes has continued, with over 5,400 people having engaged with our projects across the year through events, workshops and surveys.

We're delighted to have supported our local authority clients in securing £78.3m to deliver impactful projects in their places through strategic thinking and feasibility work. The 'little things' are no less important. This report spotlights projects through which impacts or innovation has been

delivered in 2022 including the conclusion of our RE—SET—GO initiative supporting diversity in architectural practices, the people-friendly transformation of an industrial estate in Waltham Forest and delivering lively nightmarkets and youth programming with partners in Bexleyheath.

There is an amount of introspection involved in this process too. We've been looking at practical ways that we can improve transparency, accountability and fairness for our team, supported by our *Head of People*, a new role for 2022.

B Corps are businesses that meet the highest independentlyverified standards of social and environmental performance, transparency, and accountability. As a B Corp, we are part of a global movement of companies using business as a force for good, with over 1,500 now certified in the UK, and 4,000 across the world. When we certified as a B Corp, we were assessed for our impact across five pillars. We scored 85.9. The average organisation seeking to certify scores 50. This Impact Report is structured according to the five pillars within the B Impact Assessment:

- Community: Developing vibrant and strong communities
- Customers: Achieving high impact and value
- **Environment:** Championing planet and resource protection
- Workers: Fostering inclusive workplace culture
- Governance: Ensuring accountability and transparency

Since certifying as a B Corp, we have watched where we have been strongest and where we need to improve. Now we are prioritising a set of indicators – including those beyond B Corp standard measures - to publicly commit to tracking and improving our impact.

We hope you enjoy reading it, and will continue to follow our drive to deliver better for our clients, our team, our communities and for the planet.



Working across the UK, exclusively for the public sector and charities

Our clients and collaborators have been committed to delivering meaningful change in the places where we've worked in 2022.

The focus of our activity has been in London, town centres in the wider south east and a cluster of projects in the north west. Our work also brought us to the West Midlands, Bristol and coastal locations of Margate, Ramsgate, Folkestone, Southend-on-Sea, Brighton and St Ives.

In 2022 we have audited 478 hectares of industrial land supporting 226,000 jobs, mapped 2,227 spaces that host and support cultural and creative activities including artists' studios, music venues, workspaces, manufacturing facilities, and led positive change in 48 high streets and town centres.

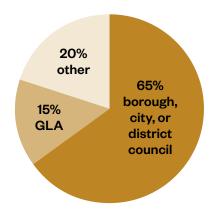
Our first Impact Report looks across 2022 and 61 projects which include:

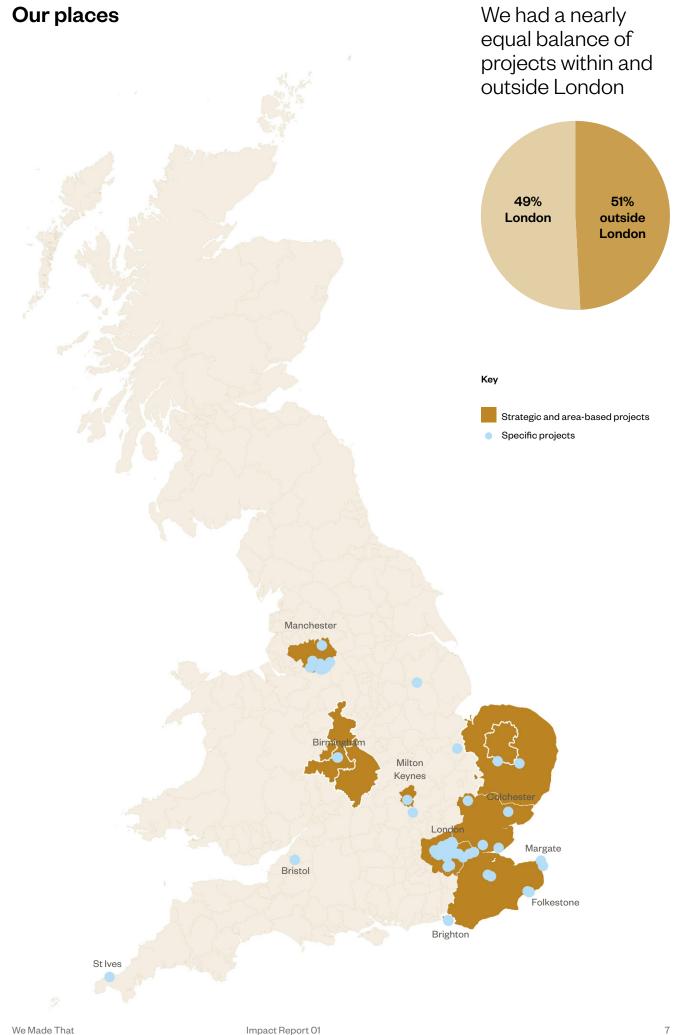
16 urban research studies

25 strategies and masterplans

20 public spaces and buildings

100% of our clients were public sector, third sector, and charities







1. Community

Developing vibrant and strong communities

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, benefiting all stakeholders and broader society.

Impact is evaluated through how we contribute to the economic and social well-being of the communities in which we operate. Best practices explore initiatives and policies directed at community impact, including embracing supplier relations, social engagement, charitable giving, and supporting strong, diverse communities.

What we're doing to increase our impact

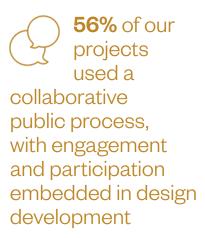
We're enthusiastic about the value of harnessing local interest and engagement in order to shape the built environment. Integrating co-design by involving stakeholders directly in strategy and design development processes is an important part of this.

We've been expanding our working processes to include co-commissioning, where we've worked with talented partners to secure local skills and services on projects, as well as involving others in direct delivery, such as physical testing or building, and hands-on involvement in operations. This includes

working with POoR Collective and Bohemia Place Market in Bexleyheath, and a wide expert team in Hackney Central. Both projects have included targeted activities to empower young people to participate in urban change.

We've also been working with collaborators to integrate impact frameworks in our strategies that are informed by Theories of Change – these are proving vital in 'locking in' value to all stages of our design and delivery projects, and keeping our clients accountable for future change. This has included developing place-specific indicators of change to embed into the project process and delivery.

In 2022:



124 events
and
workshops
captured the
priorities of a range
of local stakeholders







Mackney Central Town Centre Strategy

Empowering actions for a greener, safer and more inclusive town centre

Hackney Central is changing, and through this change it's crucial to ensure that the town centre remains a place for everyone – a place that recognises its past and present whilst looking ahead. With the aim of making Hackney Central fairer, safer, and more sustainable, we've created a strategy which lays out a vision and delivery plan to steer the town centre over the next 10 years.

The London Borough of Hackney commissioned We Made That in collaboration with a multi-disciplinary team to develop this strategy to steer Hackney Central's development. The

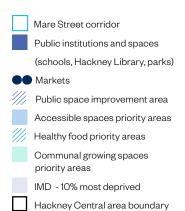
exceptional team includes socioeconomic and regeneration experts PRD, engagement specialist and anthropologist Maayan Ashkenazi, heritage advisors Authentic Futures, ecology, green infrastructure, and sustainability experts Green Infrastructure Consultancy, and quantity surveyors Stockdale.

Recognising and building on Hackney Central's unique culture, diversity and heritage, the strategy responds to grand challenges of inequality and the climate emergency. It is supported by a detailed Impact Framework, which will allow stakeholders to track whether intended progress is being made.

The strategy was informed by an extensive period of research and engagement with the local community and stakeholders, involving over 1,500 participants. A thorough review of the spatial, social, and economic characteristics of Hackney Central was undertaken, followed by a variety of codelivered engagement events, conversations, and surveys to identify which challenges should be prioritised through the lens of local knowledge. Community members raised concerns over inequality, affordability, safety, economic opportunity, sustainability, the existing quality of the public realm, traffic, pollution, and lack of active travel options across the area.

The strategy champions projects that can be achieved through collective action between the public sector, private sector, and the wider community. Proposals include a review of Hackney Central's existing affordable and healthy food landscape, public realm improvements to the Town Hall Square, and improved wayfinding around Hackney Central Station.

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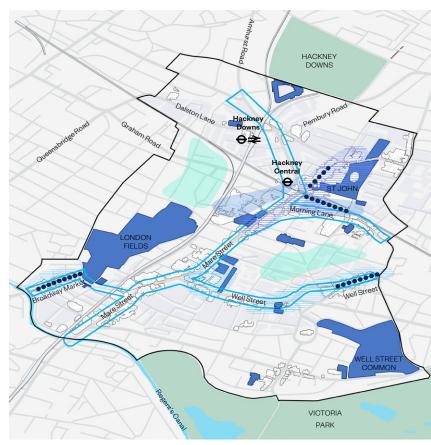


The strategy has already led to a successful bid to the Levelling Up Fund, resulting in over £19m of investment to support walking and cycling, improvements to heritage assets like Town Hall Square, and delivery of new and improved community and market space in under-used or vacant spaces in the centre.

Through this project:

1500+ people engaged

5 co-delivered public and neighbourhood events



Wellbeing for All strategy: Support the spaces, services and local networks that enable Hackney Central's communities to feel healthy, safe and cared for

"Hackney Central is the beating heart of the borough and this successful bid is a win for the thousands of people who have told us about their priorities for the area. It will help us in ensuring that it continues to grow in a way that benefits residents by offering a greener, safer and more inclusive town centre." — Hackney Council

26 sessions with local community and business groups

19 different Hackney Council departments engaged £19m Levelling Up Funding secured

30+ projects and a delivery plan to make it happen

Prototyping public realm through inter-generational working

Bexleyheath town centre serves as an important hub for several communities of varied backgrounds. Pressures resulting from their differing needs causes tension between these groups. Through workshops, events and design, we've been bridging the gap between communities and empowering oftenmarginalised, young people in Bexleyheath.

We Made That were appointed to lead a team to deliver Bexleyheath's High Streets for All programme. The team included POoR Collective leading on the prototyping of public realm interventions with local young people and Bohemia Place Market curating a programme of night markets. The team's work has contributed to Bexleyheath's high street recovery and delivery plan. Using a live, dynamic, experimental approach,

the project reflects locallydetermined priorities.

Bexleyheath Broadway is home to a large shopping centre - until 2pm the majority of users of this space are retired local residents, but as the hour shifts to 3pm there is an influx of students hailing from the 5 local secondary schools beginning their commutes home. Many of the students choose to spend time in the shopping centre before making their way home, partially due to the lack of youth infrastructure in Bexleyheath.

In reaction to their presence, many of the elderly residents choose to leave the town centre before the students arrive, which in turn has an impact on the local businesses. Racial undertones also haunt this dynamic, as most of the elderly residents are white. The students, on the other hand, are of Afro-Caribbean descent,

which further adds to the tension in the area.

Recognising their differences and joint needs within the town centre, the team ran a series of Inter-generational Co-design workshops designed bring these two groups into the same space to build solutions together. Through 4 fantastic workshops, the participants proposed a series of improvements that ranged from inter-generational community events to design proposals, such as new seating areas.

A key proposal forged through the workshops was a new test route to mitigate the influx of young people in the Broadway by encouraging students to take alternative routes to the Broadway. Using wayfinding flags and prototype street furniture, this test route passed key public infrastructure, such as the local parks, filtering the volume of students heading directly to the Broadway after school, whilst encouraging them to discover and make use of the public infrastructure available to them.

Through the night market programme, the team was also able to challenge perceptions of Bexleyheath town centre, including hosting a Young Entrepreneurs' stall and a Young Curators' night which included a talent show and local artist performances.



Trialing new night markets on the Broadway in Bexleyheath



Inter-generational workshop at Saint Columbas Catholic Boys School



Expanded trading hours in this suburban high street invites thousands of new visitors to Bexleyheath town centre



5 night markets delivered

14 youth workshops

59 students aged between 11-18 years old engaged 8 older residents engaged in the intergenerational workshops

3,000 recorded attendees at the first night market



New indicidental public realm adaptations

"By working collaboratively and building a network of stakeholders including local community groups, schools and businesses we were able to test various approaches and design possible solutions to some of the challenges faced."

— Neal Hawkley,Bexleyheath TownCentre Manager

2. Customers

Achieving high impact and value

The "Customers" pillar centres on delivering value and promoting public benefit. It means increasing our trust and consciousness of driving positive impacts for society and the environment through our services and the people who benefit from them.

Impact is evaluated through how we focus on services that support greater good and if those services are targeted toward underserved populations. Best practices include tackling social challenges, improving health outcomes, creating economic opportunity for individuals or communities, promoting the arts and sciences, or increasing the flow of capital to purpose-driven enterprises.

What we're doing to increase our impact

We've been supporting local authorities across the country as the government invests in regeneration through programmes such as Levelling Up Fund, Towns Deal and Future High Street Fund. Engrained challenges - significant and longstanding issues of deprivation, legible and increasing inequality and gentrification - can still be found in so many places. We've been providing incisive analysis and ambitious proposals as local authorities make extra efforts to ensure that the benefits of this regeneration spending are felt where they are most needed.

We've deployed approaches

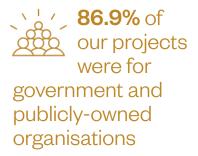
gained through work in developing the Greater London Authority's Social Integration Measurement Toolkit and wider experience from Co-founding Partner, Holly Lewis's national perspectives as a High Streets Task Force Expert. In 2022 she was appointed by the Mayor of London, Sadiq Khan, to a refreshed and diverse panel of Mayor's Design Advocates who support the Mayor's vision of "good growth" and ensure that new buildings and public spaces will benefit all Londoners and will aid the capital's recovery from the pandemic.

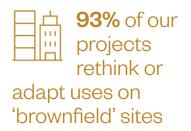
Across 2022 we've supported policy makers, place makers, service providers and communities themselves to play

In 2022:









a meaningful role in enhancing relationships, equality and participation across their towns and cities. Our evidence, insight, strategies and design proposals have secured significant funding to deliver impact and value in the places that need it.



To Folkestone Place Plan and Priority Projects

A mission-oriented approach to guide future investment

The Place Plan for Folkestone Town Centre sets out a vision to guide the town centre's evolution for years to come. Informed by a comprehensive community engagement process, the Place Plan and its resulting projects are intended to build on current strengths and guide a trajectory that responds to contemporary challenges.

The Folkestone Place Plan set a 'Grand Challenge': To overcome decline in Folkestone's town centre by embracing opportunity, addressing the climate emergency, celebrating what's already great and bringing the town's communities together. Six 'missions' set out the route to responding to

the Grand Challenge. These directly addressed specific issues from a detailed appraisal process, and correspond with specific proposed actions and interventions, with clear, targeted impacts.

Folkestone truly is 'a town of two halves' with pockets of severe deprivation around the centre and to the northeast of the town, alongside some of the least deprived areas nationally. This has resulted in a stark disparity in health, well-being and quality of life outcomes between local people. The Place Plan and its resulting delivery projects seek to address these inequalities by supporting active travel, creating a high-quality environment that supports civic pride and reverses

years of disparity in investment by transforming the fortunes of the town's primary retail areas.

The engagement process for the Place Plan made a commitment to listening to the full spectrum of Folkestone's communities. to ensure that the Place Plan was guided by the views and priorities of strategic and delivery partners, businesses, community stakeholders as well as the wider public, residents and visitors. This included 19 public workshops and events, 170 participants in detailed 1-to-1 and group conversations, and 361 attendees at public webinars and events.

The Place Plan provides an opportunity to think about 'place' and the type of outcomes which can be achieved within Folkestone Town Centre. Much of this can be achieved through the delivery of physical actions; improving public realm, active travel and enabling exciting things to happen in the town's buildings.

The Place Plan is, however, also an opportunity to think about fundamentals of how people interact with a place, the sense of ownership people have of their town centre and the quality of experience they have when they are there. Getting this right will help to embed the physical interventions proposed within the Place Plan and will ultimately support better economic, social, and commercial outcomes.

The Place Plan secured £19.7m from the Levelling Up Fund for supporting the creation of a new public green space in the heart of Folkestone, with an improved bus station as the gateway to the town centre, improved active travel links from the train station, and a new hub to attract business and local enterprise.

"Our aim is to level up the town centre and build on the success of the Harbour Arm and Creative Quarter. We want to encourage higher footfall in our core retail area of Sandgate Road and Guildhall Street and support businesses and attract inward investment. As a council we have already demonstrated what we can deliver in the district to make people proud of the place they live in and at the same time meet the government's green agenda."

— Ollr David Monk, Leader of Folkestone &

 — Cllr David Monk, Leader of Folkestone & Hythe District Council



Transformation of Bourverie Square now has secured funding

Through this project:

£19.79m Levelling Up Funding secured

3,800 m2 of green and blue space to be improved 21,000 m2 of public realm to be enhanced

1,600 m2 of community space to be created

3,200 m2 of new office and retail space to be delivered

1,700 m2 of dilapidated buildings to be improved

3. Environment

Championing planet and resource protection

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. Best practices include addressing environmental challenges and adopting circular economy principles, achieving net-positive environmental impacts, and contributing to global efforts to combat climate change and protect natural ecosystems.

What we're doing to increase our impact

We recognise that climate breakdown and biodiversity loss are the most serious issues of our time and we are committed to operating our business in a responsible manner with respect to both people and the environment. We have appointed a specific member of our team as 'Climate Champion' who leads on planning our approach, reviewing our actions, improving and updating our systems and

supporting specialist training of team members.

We have been developing an internal Environmental Management framework that will help us set, measure and monitor practice-based objectives in order to achieve regenerative outcomes. This draws on the B Impact Assessment, is complemented by tracking against the UN Sustainable Development Goals, and is shaped by expert support from external specialists such as

In 2022:





3 expert workshops

investment through ReLondon Build Back Better

16 climate focused knowledge sharing events/training attended



1 new partnership established

to support our environmental innovation

ReLondon, Architects Declare Practice masterclasses and Architects Climate Action Network.

We believe tackling the climate emergency provides additional focus on much needed ecological regeneration, increased biodiversity and decarbonisation principles. Our projects often integrate Sustainable Urban Drainage Systems, seek to improve access to public transport, promote healthy streets and support walking and cycling infrastructure which creates cleaner, greener and overall healthier places.



Expanded public uses in an existing industrial setting include adaptations for climate resilience

"Now, more than ever, residents have developed a new appreciation for their neighbourhood, while getting to know the nearby shops, cultural hotspots and high-quality green spaces that has always been on their doorsteps." — Stewart Murray, Strategic Director for Economic Growth

CO Lockwood Way Industrial Estate

Adapting for new uses and creating environmentally sustainable public realm

This project improved the **Lockwood Way industrial** estate in Blackhorse Lane, transforming the area into a social hub for local businesses and expanding much-loved tap rooms on the Walthamstow Beer Mile. It includes a canopy structure, movable 'forklift furniture' and building frontage improvements to provide a series of safe, sustainable, welcoming, and inclusive spaces to gather and enjoy the surrounding breweries, fabricators and makers.

Waltham Forest Council commissioned We Made That for the project following the successful delivery of the adjacent Blackhorse Lane improvements in 2014. It proved a fantastic opportunity to build upon the area's heritage to support the new industries finding their way and help local up-and coming talents establish themselves. It also encouraged local businesses who are rarely asked to contribute to their neighbourhoods to be involved in a co-design process to help

shape a more welcoming, inclusive, and sustainable place.

The project has unlocked a number of spaces and uses on the industrial estate, providing better amenity for both workers and visitors. Working with existing tenants, a hostile, car-focused environment was turned into a more family-friendly, open, and accessible space that invites the community in, unlocks new social functions and better supports economic activity. Tenants contributed to the project

through shaping the direction of the project in terms of ideas – advocating for the removal of parking and introducing greening and communal street furniture to activate the yard spaces – and by getting 'hands on' - by providing materials or machinery and by fabricating some of the delivered interventions.

During the early design stages businesses brought up concerns about night-time safety, defective street lighting, broken and inaccessible paving, no trees or greenery and nowhere to sit across the estate. The project addressed this by reclaiming car parking spaces into areas for people and nature. This involved introducing fully accessible paving throughout the estate, doubling the amount of street lighting, introducing rainwater gardens, trees, and cycle racks, and introducing both fixed and movable seating and communal items of street furniture to create a safer, vibrant, active and welcoming space that coexists with the 'working yard' elements of the businesses. The moveable-by-forklift planters and seating means tenants can flexibly programme their yard spaces and 'reclaim the road' at the weekend when there are no servicing or loading requirements. New timber frontages to some of the units has given the estate active frontage and has allowed previously unusable space be unlocked for new social activity, like cooking workshops and studio space. Since completion the tenants have taken ownership over the rainwater gardens and continue to water them, with some planting and growing their own vegetables.

Through this project:

85% of private car parking removed to make way new uses

15 new trees planted

60 m2 of planting introduced on the estate, which previously had no greenery

60 m2 of 'eco-paver' permeable paving installed (made from recycled plastic)

10 cycle storage places added to support active travel for visitors and workers



New 'forklift furniture' that can be moved to enable public events and activities



Outdoor furniture for the breweries' taprooms on the estate



Building frontage improvements and complementary planting and sustainable urban drainage

ReLondon Build Back Better

Bringing purpose to circularity and circular economy

Funded by the Mayor of
London as part of the Green
New Deal, we've been working
to develop, pilot and launch
well-designed and innovative
circular initiatives. We were
selected to gain specialist
advisory support from
ReLondon's 'Build Back Better'
support team to help identify
circular opportunities that will
have the greatest impact for
our business and be a force for
good through our projects.

We undertook a 'circular business review' with ReLondon to better identify where the most impactful and value-added opportunities are within both our and our partners' workstreams. This enabled us to develop a mature understanding of circularity, and to refine the language and knowledge required to apply circular principles into advice in our projects. This included a series

of case study insights into the application of circularity through real life examples and identifying ways to demonstrate the benefits and outcomes of applying circularity to our projects.

These range from ensuring masterplans enable and sustain circular economy behaviours such as sustainable and active travel and local procurement of goods and services, through to identifying buildings for adaptive reuse. ReLondon's input helped us bring purpose to conversations between us and our clients, including in relation to; material flows analysis processes, guidance on how to set and monitor circular targets, and how to quantify and communicate benefits and opportunities.

With this support we have been developing our circular toolkit to help identify circular opportunities, prioritise action, and measure progress through KPls and targets. This includes ensuring consistent, robust measurement of activity, identification of opportunities, and definition of pathways to achieve objectives, including societal wellbeing, social value and good growth by design.

Through this project:

Extended network of circular economy players including all kinds of businesses, public bodies, investors, and leading institutions

Fostering inclusive workplace culture

The "Workers" pillar directs efforts to create positive impacts for our team and enable an empowering workplace. It means advocating for diversity, equity, and inclusion, fostering fair and supportive opportunities for skills and careers growth.

Impact is evaluated through securing workers' rights, wellbeing, and professional growth, as well as positive organisational cultures that benefit employees and the broader community. Best practices in the work environment look at aspects like employee compensation, benefits, training, job flexibility and work-life balance.

What we're doing to increase our impact

We Made That are a majority-female practice co-led by a woman in a male dominated industry. We value the creative potential which individuals from diverse backgrounds, and with differing skills and abilities, bring to our practice and team. We've been working to nurture a team that reflects the diverse characteristics of the places that we work in to help us to better observe, understand and make proposals for those places and their communities.

Despite the built environment's influence on our everyday lives, we recognise that women and Black, Asian and multi-ethnic groups are still under-represented in the professions that shape it.

We want to help correct this bias. Under the leadership of our Head of People, and following the success of our RE—SET— GO initiative, this is an agenda In 2022:





that we continue to pursue including through supporting other organisations, such as New Architecture Writers and Open City's Accelerate programme.



RE—SET—GO knowledge exchange and reflection event held in Southwark



TO RE-SET-GO

Tackling architecture's diversity problem and piloting talent pathways

RE—SET—GO is an accessible, hands-on, paid workplace experience and mentoring programme established with the mission of diversifying architecture practices. The pilot phase of the programme was employer-led and provided more than 130 individuals from underrepresented backgrounds experience, skills and connections to prepare for employment in architecture practice.

Architectural practice has a poor track record when it comes to wider participation and diversity. The RE—SET—GO programme responds directly to

widely acknowledged statistics concerning underrepresentation within the industry. The growth of the architecture sector since 2016 is faster than any other creative industry and there are 26,200 jobs in London, yet only 37% of these jobs are held by women and 7% of all registered architects are from BAME backgrounds. 90% of jobs in the creative economy are done by people in more advantaged socioeconomic groups.

The programme was initiated and led by We Made That, with two other female-led architectural practices based in south London; IF-DO and Gort Scott. The programme is supported by

the London Practice Forum, a collective of 21 leading London architectural practices and cofunders, Stride.

The pilot phase has delivered opportunities for Black, Asian and multi-ethnic individuals and women from the London boroughs of Lambeth, Lewisham, Southwark, Wandsworth through paid work placements, workshops, knowledge exchange events and mentoring.

Afterparti, a collective who explore ideas about contemporary urban space through the lenses of identity and race, have acted as 'critical friends' of the programme.



Afterparti-led workshop

"For cities to function well for the broad range of people who live in them, they need to be imagined by an equally diverse group of designers. RE—SET—GO's work can help to break down the perceived exclusivity of architecture and draw a broader church of young people to the profession. Other industries struggling for better representation would do well to take a similar approach." — Monocle



 $Reflecting \ on \ the \ programme \ to \ ensure \ we \ can \ deliver \ a \ sustainable \ programme \ for \ the \ future$



Welcoming additional voices to test and challenge the programme outcomes

Through this project:

131 talent development outcomes delivered in London boroughs of Lambeth, Lewisham, Southwark and Wandsworth 30 paid work placements delivered

55 attendees at public knowledge exchange event

85 beneficiaries of workshops and 1-to-1 mentoring

79.5% participants identify as female or non-binary

77% participants identify as Black, Asian or multi-ethnic

Ensuring accountability and transparency

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, as well as dedicating time and resources to achieving it.

Impact is evaluated through approaches to equitable governance, balancing the influence of different stakeholders and holding leadership accountable for social and environmental commitments. Best practices include establishing a foundation for ethical decision-making, transparency, fostering trust, and reinforcing collective commitment to positive societal impacts.

What we're doing to increase our impact

Our B Corp status applies the same rigour and attitude to the way in which the practice is run, as well as the projects we deliver. We are committed to evolving how the business operates and addresses our profound economic, societal and planetary challenges. We enshrined this commitment in new company articles of association.

We've expanded our pursuit of innovation, dedicating practice "Champions" to deliver improved impacts in a range of areas including Equality Diversity and Inclusion, Climate and Social Value. These individuals have a number of practice-

shaping and project-supporting responsibilities spanning evidence gathering, support and innovation. We've also forged new relationships with academic and third sector partners to strengthen our foundation for positive impact.

In 2022 we introduced subconsultant questionnaires. This enables us to take evidence-led decisions on our supply chain makeup and identify areas for proactive attention. This has also enabled us to raise with our specialist suppliers where securing team members with different lived experiences is needed.

We also introduced a fully transparent pay and competency

In 2022:

competencies per role under our Transparent Pay and Competencies Framework

£33,000
expert
investment
secured to advance
our social value
impacts



framework to de-mystify pay decisions across the team, provide a framework for fair compensation and to improve accountability in decisionmaking.



Hiring Citizen Researchers to join our team studying culture and community spaces at risk

Social Value Portal Accelerator

Stepping up our social value innovation

Social Value Portal's first Social Value Accelerator Programme represents an important next step in We Made That's work to maximise our social value impact and provide leadership in delivering social value in the built environment.

We Made That has been selected as one of four organisations to build social value maturity through this twoyear programme. It will include training for our team through the Social Value Academy and will provide access to the Social Value Portal's tools to benchmark both our projects and our own additional social value as an organisation. Data on our social value performance will be reported back to us on a quarterly and annual basis, enabling us to validate our commitments and sharpen our

understanding of the scale and nature of our impact. Access to new data on our social value performance and improved fluency with quantifiable indicators will help us prioritise social value commitments to maximise the benefit we deliver.

Social Value Portal provides the expertise behind the most used social value measurement framework, the National TOMS (Themes, Outcomes, Measures), which provides a common language for measuring social value and is widely adopted and endorsed by the Local Government Association. It provides the tools to measure, manage and report both financial and non-financial data in a meaningful, robust and transparent way for all stakeholders.

The programme cohort includes three other organisations making a conscious effort to positively contribute to the wellbeing and resilience of society.

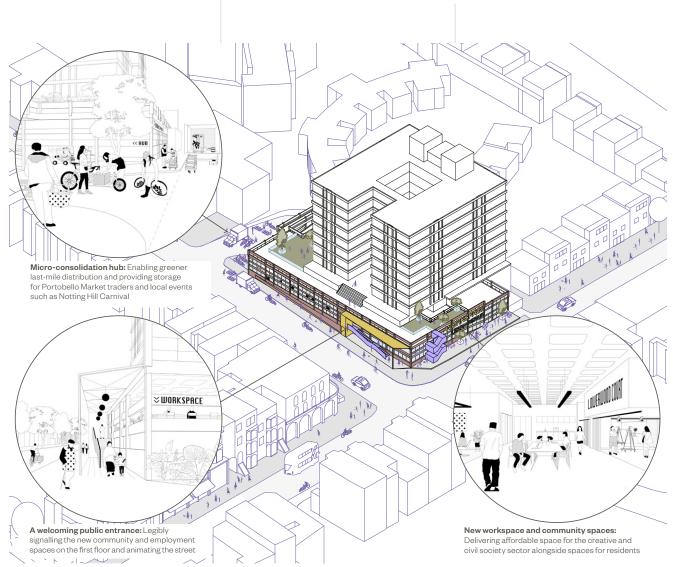
"We had some extremely impressive entries for our first Accelerator programme and I know each one's commitment to improving lives in a number of ingenious, carefully considered and engaging ways." — Guy Battle, CEO, Social Value Portal

Through this project:

173 indicators scoped for assessing social value delivery against

33 key indicators matching our mission and purpose 2 workshop with other social value innovators and expert advisors 4 innovation impact areas that will develop our social value maturity

"Participating in this programme will help us to prioritise the targets we set, structure our performance tracking, and robustly validate that we are delivering on our commitment to make better places for all. We look forward to strengthening the tools and language to communicate this impact and to bring clients and partners along with us." — Holly Lewis, Co-founding Partner, We Made That



Radical transformation of a Council asset by retrofitting an underused car park to deliver a circular, creative and civil society sector hub



Looking ahead

Spatial justice and being better

We've always known we want to be impactful in our actions. We've known we want to be a force for good. We now have sharpened clarity on how we best take decisions that quantify and evidence what 'good' means.

Our work with Social Value Portal continues and has hardened our resolve to pursue fairer and more equitable outcomes. This includes some specific 'innovation impact areas' that are particular to us:

- creating local skills and employment
- supporting responsible business
- enabling healthier, safer and more resilient communities
- safeguarding the environment and responding to the climate emergency

Importantly, these have been developed with expert support through the SVP accelerator programme. These innovation impact areas are anchored to a common, adopted and endorsed language for measuring social value within the public sector.

We have seen that our project development and participation processes allow many voices to contribute to shaping the places where we work. We believe we can bring more progressive approaches to leading community engagement, co-design and co-creation, striving for spatial justice across all projects. This includes expanding our capacity to

facilitate peer-led research projects. This commitment sets us apart within high streets and town centres especially, where the focus tends to be too often on narrow commercial measures of value. With increased urgency to address inequality across the UK, we are supporting local authorities to up their game in creating places that people truly want and need.

We're already expanding our rigour with new academic partnerships in 2023. Through the award of an 'Innovation Scholar' research grant from the Arts and Humanities Research Council UK, we're working with Dr Clare Rishbeth across a yearlong exploration of participatory methods used in urban design practice. Clare is a senior lecturer in Landscape Architecture at the University of Sheffield with a research expertise in migration,

inclusion and outdoor public spaces. Through this role she will be embedded within project teams, contributing to the development of how our projects are delivered through equitable processes and have equitable impacts.

As a team, we'll also be pushing hard to embed climate justice across our working processes, with new tools and resources being rolled out for research, strategy and delivery projects. Our Climate Crisis Toolkit will support sustainable processes and outcomes across the practice.

2023 is already well underway and we'll now be reporting on our impacts annually. We look forward to sharing our reflections on 2023 with you.

Understanding and evidencing impact is at the core of being better, including the economic and social well-being of the communities in which we operate and the role we take in creating high-quality, inclusive project outcomes.

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