

We
Made
That

Impact Report



Certified



Corporation

2025

Civic duty and shared purpose

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.

In 2025, we focused on deepening our approach to public good. Throughout the year, our team has been actively involved in evolving our understanding of shared rights and responsibilities through both our project work and our internal practice initiatives.

We have interrogated how 'Rights to Place' can be embedded into every research strategy, masterplan, public space and building we deliver. Collaborative reflection has ensured that our projects are shaped by a shared commitment to fairness and accountability.

Our team members who contributed to our impact across 2025 included:

Tasnia Alam, Thomas Aquilina, Eve Avdoulos, Hannah Ismail, Niharika Basoae, Seb Burchell, Silvia Commisso, Mark David Flynn, Tom Fox, Oliver Goodhall, Helena Gudmundsdottir, Eleanor Langdale, Holly Lewis, Rachel Lucido, Lee Marable, Cat Mullan, Stavros Oikonomidis, Carla Saunders and Varun Sharma.

Photography: Dion Barrett, Boyle&Perks, Paul Blakemore, Phillip Parnell, Save Soanes Research and Advocacy Team, Jim Stephenson.



Our places



The adaptive re-use of historic Wigan Pier 2 building will create a permanent base for nationally significant cultural education charity, Curious Minds, supporting Wigan's creative renaissance

Expanding rights through delivery

In 2025, movement towards delivery re-gained momentum in the built environment sector, spurred by the government's commitment to 1.5 million new homes, the rollout of the New Towns programme, and strategic reforms to policy. In response, our focus has remained on the "how" of getting things done.

Amidst these shifts in the UK landscape, we have looked to ensure that the national push for growth is fundamentally anchored by both quality and equality in our projects.

Consistency and trust are vital in this fast-moving environment. In 2025, 72% of our projects were with repeat clients. This continues a steady trend of long-term collaboration from previous years. Meeting the complexity of modern regeneration requires a collective effort. This year, 91% of our projects involved partnership working with wider consultant teams, while 85% combined multidisciplinary expertise.

The results of this collaborative approach are visible in the impact of our work. In 2025, 94% of our projects were mixed use. This ensures that new and existing neighbourhoods are vibrant and resilient. Our geographic focus this year highlights priorities such as the revival of high streets and the regeneration of coastal towns. Through the Pride in Place programme, we have developed

frameworks for communities in Bexhill-on-Sea and Clacton to address local inequalities. In the West Midlands, our mapping of cultural infrastructure supports the opportunities created by regional devolution.

In Enfield, our work at Crews Hill and Chase Park is leading the way in defining a new edge-of-city urbanism for London. Meanwhile, in Malmö, Sweden, our work on the Trollhättan 6 city block has demonstrated that radical adaptive re-use is a leading solution for the global climate emergency.

These places have all brought us into closer contact with change-makers. We carry the valuable lessons of 2025 forward, as we work to deliver high-quality and fairer places across the UK.

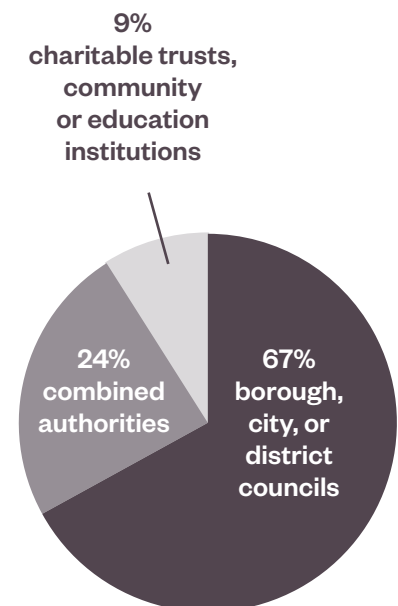
This Impact Report reflects on our work in 2025 across:

8 urban research studies

19 strategies and masterplans

13 public spaces and buildings

7 advocacy roles



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

Our places

Key

- Strategic and area-based projects
- Specific projects



Our 2025 impact at-a-glance



72% of our projects delivered for underserved communities



330 events, workshops and interviews channelled views of communities into our projects



1700+ people engaged directly with our project development processes



91% of our projects were for public sector organisations



72% of our projects were with repeat clients



85% of our projects combined multidisciplinary expertise



59% female team and 24% BAME, 12% LGBTQIA+, 6% disabled



91% of our projects involved partnership working with wider consultant teams



94% of our projects contributed to mixed-use places



864 hours of team knowledge sharing sessions, training and professional development



67 days spent on social and environmental impact improvement



4 roundtables held around the UK working with 24 key cities to explore spatial justice

Foregrounding *rights*

KEY
CITIES
UNLOCKING
POTENTIAL

We
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Delivering Spatial Justice
in UK Cities

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Foregrounding *rights* is a way to see more clearly

2025 brought significant shifts in how we plan and build. The government's announcement of New Towns, reforms to Green and Grey Belt areas, Pride in Place Programme and accelerated devolution have reshaped the landscape for development. Alongside the target of 1.5 million new homes and a new London Plan on the horizon, the question is not simply about how we deliver growth, but for whom and how to do so justly.

This thinking led us to establish the Right to Place initiative, in partnership with Key Cities. Through surveys, interviews and roundtable discussions in cities from Salford to Southend, and Bristol to Coventry, we gathered perspectives from communities, practitioners and local authorities to understand how fairness and accessibility can underpin the design and governance of our urban spaces.

Foregrounding rights is a way to see more clearly.

In approaching our own work, we've begun to ask ourselves a series of questions that centre rights at different points during a project. What are the rights enshrined in the client's brief? What rights have been declared through engagement? And what rights have announced themselves through working processes on a project?



Getting out and about across the UK to listen

Through four roundtables across the UK, we convened local authorities, community advocates, developers and fellow practitioners to explore what spatial justice means in practice. What emerged was not a neat set of solutions, but a series of uncomfortable truths about how we plan, build and care for our cities.

Consider the fundamental right to breathe clean air or access to green space; the **Right to a Healthy City**. For many communities across the UK, these remain privileges rather than givens. In Salford, we confronted a troubling question with representatives from Bradford, Salford and Greater Manchester, we asked: is progress fast enough in our existing places, and are we setting ourselves up to build new homes that will support healthy lifestyles? The answer is complex. Whilst initiatives are underway, new development risks repeating old patterns of inequality. Robust evidence and transparent communication matter, but so does courage. Starting projects to improve health and wellbeing can unravel opposition, yet this cannot prevent us from persevering towards the creation of healthy places.

The language of consultation has become so commonplace in planning that we rarely interrogate what it actually means. In Southend-on-Sea, our conversation exposed a critical distinction: there is a vast difference between community consultation and genuine participation. We were trying to uncover, who really has the **Right to a Voice**? Meaningful engagement takes time, effort and money, which is precisely why it is so often treated as a hindrance to development. Yet the opposite is true. Authentic participation can be an accelerator, generating support that enables communities to thrive in the long term. The challenge is not whether we can afford to engage meaningfully, but whether we can afford not to.

Who are we building 1.5 million homes for? This question, explored across Bristol, Bath and Dorset, cuts to the heart of national housing policy. With £39 billion in funding for affordable housing and plans for New Towns, there is genuine potential for change. But will building more be enough to overcome unfairness in who gets those homes? Our discussions revealed a persistent tension: those with the highest housing need often have the least capacity to engage in planning processes. If we are serious about the **Right to a Home**, good design can make unfamiliar, higher density housing types desirable



— but only if we fundamentally rethink our approach to delivery and confront built-in inequalities head-on.

Perhaps one of the most fundamental rights we explored in Coventry was the **Right to Care**. Building trust within communities cannot be achieved through conversation alone. It is earned through transparency, accountability and action. As public services face growing pressure, we must respond by delivering spaces that support everyday life for everyone. Yet care is not simply a service to be provided. It is a culture to be embedded throughout our urban and social infrastructure. This means creating safe spaces, elevating marginalised voices and ensuring outcomes reflect real needs, not just policy targets.

Breaking out of professional silos emerged as essential but so did accepting risk and accountability as necessary parts of innovation.

These conversations have reinforced our understanding that rights and duties are inseparable. If citizens have the right to healthy, participatory, well-housed and caring cities, then we as practitioners have corresponding duties to deliver them. The insights from these roundtables continue to inform our work across research, strategy and delivery. As new government policies unfold, the challenge ahead is clear: how do we ensure that this moment of transformation delivers spatial justice integral to growth? This impact report documents our ongoing contribution to answering that question.



With thanks to our participants in Salford, Bristol, Coventry, Southend-on-Sea: Angela Aitken, Dr Saira Ali, Chris Askew, Eve Avdoulos, Prof Ele Belifore, Georgia Bird, Kyla Craig, Louise Davidson, Aida Esposito, Tom Fox, Shanaz Gulzar, Rebecca Hales, Sam Hayes, Eve Holt, Kai Jackson, Eleanor Langdale, Holly Lewis, Cllr Matt McCabe, Mike McCusker, Eve Murzyn, Peter O'Hare, Harriet Powell, Emily Price, Clare Ratcliffe, Kelly-Marie Rodgers, Simeon Shtebunauv, Eleni Stathi, Leah Stuart, Andreea Vasilcin, Sarah Wheale-Smith, Anna Wiley, Kirsten Williams.

Our purpose and impact in action



The Save Soanes Research and Advocacy Team joined the studio in the summer, to archive and reflect on their ongoing campaign to secure a long-term future for an ecological education centre in the heart of Tower Hamlets

1. Community

Empowering public voices

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 2025, our work highlighted the Rights to a Voice, shaped by public input. This ensured our focus was on deep community participation, seeking on-the-ground insights about high streets and neighbourhoods, and that lived experience directly shapes decision-making in our project areas.

We held 330 events, workshops, and interviews that channelled the views of communities into our projects. Our methods often brought together the collective voices of and interface between public authorities, developers and residents to co-define priorities in cities and towns across the UK. While interacting with over 1,700 people, we tailored our approach to suit specific local needs. We worked to understand pressing public concerns, ensuring that the Right to a Voice remains a fundamental driver of urban change.

We continued working with local partners and experts to deepen insights into our work to shape the future of high streets

in different parts of the UK. In Clacton and Bexhill-on-Sea we held neighbourhood stakeholder summits and youth workshops to address lack of representation, revive coastal economies and restore community pride. Similarly, through our North Kent Place plans we interacted with residents, businesses and community groups through drop-in events, focus groups and digital workshops to capture a range of voices that help support the case for regeneration, investment and growth.

In Bristol, we designed a Public Art and Cultural Activation Toolkit that promotes public engagement through ongoing collaboration with residents,

artists, and community groups, developers, cultural organisations to co-create projects that transform neighbourhoods with public art and cultural activities.

In London, we continued our approach to gathering lived experiences and inclusive participation at a strategic policy level through our work with the Greater London Authority. We led a targeted workshop that brought together diverse Londoners to share lived experiences on housing and the economy. By deploying tools that helped shape clear priorities on affordability and accessibility, the work provided vital evidence to strengthen the New London Plan.



Bristol Public Art and Cultural Activation Strategy

The right to a creative city

Bristol is setting out an ambitious plan for putting culture and creativity at the centre of locally-engaged place shaping. In collaboration with Bristol City Council and Field Art Projects, We Made That led the development of a toolkit designed to facilitate public art and cultural activation across major regeneration areas, specifically the City Centre and Frome Gateway. The strategy demonstrates how culture can be a cornerstone of urban renewal rather than an afterthought, ensuring that creativity is embedded into the foundation of the city's change over the next decade.

The strategy proposes a 'menu' of public art and cultural

activation ideas that developers can deliver or fund, aiming to maximise and coordinate contributions through a joined-up approach. These opportunities

range from smaller, immediate interventions that enliven spaces to broader, long-term ambitions that require strategic partnerships and co-investment.

“This will enable us as a council to work collaboratively with developers and wider stakeholders to embed cultural heritage, local voices and creativity into new spaces and neighbourhoods that are not only resilient to climate challenges but also equitable, accessible, inspiring and rooted in the communities they serve.”

— Councillor Ani Townsend, Co-Chair of the Bristol One City Culture Board

The content was shaped through extensive collaboration with residents, artists, community groups, and cultural organisations to ensure that projects transform neighbourhoods in ways that feel authentic.

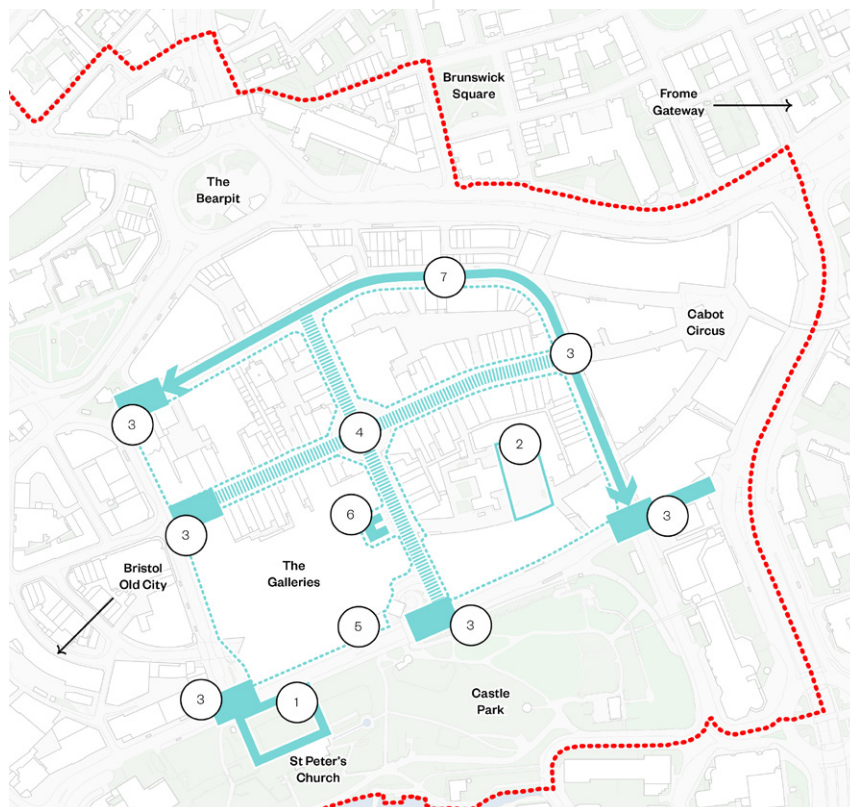
By embedding creativity and culture into the planning process, the toolkit provides practical guidance for developers to de-risk delivery and meet planning expectations while adding lasting social and economic value. It encourages a 'growth through culture' model that nurtures local skills and welcomes visitors. Ultimately, the framework ensures that Bristol's future neighbourhoods are filled with public life and creative activity for everyone, celebrating existing heritage while creating new opportunities for future generations.

Through this project:

6 key strategy objectives defined to align culture with regeneration

3 sets of practical projects ideas, on a 'Menu of Ideas', in Bristol and Frome Gateway

1 toolkit created to provide practical advice and de-risk delivery for developers



City centre smaller projects which have the potential to be delivered individually or as a cluster

Clacton Regeneration Plan

The right for all generations to shape change

This 10-year Vision and 4-year investment plan establishes a strategic framework for Clacton-on-Sea, addressing persistent challenges in health, employment, and town centre vitality. Supported by £20 million in Pride in Place investment, the plan responds directly to priorities identified by over 600 residents and 70 local businesses. We Made That led the development of this

framework on behalf of the Clacton Town Board, working alongside local partners and community voluntary services to restore community pride and revive the coastal economy.

The plan is organised around three interconnected themes: Safe and Lively, Prosperous, and Healthy. A core component of the engagement process was the establishment of a Youth Board,

involving young people aged 14 to 17. By giving younger generations direct control over investment decisions through a participatory budget, the project addressed the right of all generations to influence the evolution of their hometown. This engagement revealed clear priorities: a better town centre experience, visible safety improvements, and diverse leisure facilities that operate year-round.

Working with PRD and Community Voluntary Services Tending, the framework adopts a phased delivery approach, combining tactical responses and quick-win projects, such as sports grants and heritage restoration with long-term strategic studies on housing and workspace. By aligning with existing large-scale investments

and regional funds, the plan ensures that regeneration efforts are coordinated and impactful. Success is measured through increased footfall, reduced health inequalities, and empowered young people, positioning Clacton to leverage future investment while building community confidence through visible, inclusive transformation.



Through this project:

£20m Pride in Place investment guided by 600+ local voices and 70 businesses

14-member Youth Board established with direct control over participatory budgets

10-year vision created to tackle health inequalities and economic growth

5 long-term outcomes defined to measure success in safety, skills and town centre growth

“Feedback from residents and businesses has shaped the direction and proposed interventions; a process which will be embedded as delivery gets underway to keep everyone involved focused on what is important to those who live and work here.”
— George Kieffer, Chair, Clacton Town Board

2. Customers

Celebrating local identity

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 underserved populations.

In 2025, our work looked to embed local identities, heritage and culture into projects and strategies that would deliver benefit for underserved communities, and safeguard community and cultural assets for the future. Much of our work cultivated opportunities to develop a greater sense of local pride, belonging and community ownership, delivering benefit for communities where communities feel marginalised from conversations about the future of their local area.

We worked with local and regional authorities and charities to develop plans and funding cases for the Pride in Place programme, and to develop plans to revitalise under-used cultural assets and safeguard their benefits for community and cultural activities.

This year, we have worked on strategic exercises to prioritise which spaces should be developed to best serve communities, and worked on specific buildings and town

centres, to make these strategic priorities a reality. By putting community needs first, and understanding the distinct cultural identities of a place, we ensure that urban development achieves economic and environmental objectives while strengthening the social fabric of the built environment.

The projects showcased in this pillar represent a breadth of client groups. Shared between them is a desire to drive and shape the future of their places.

With programmes such as Pride in Place seeking to support long-term community stewardship, these projects offer models for different forms of representation and action-planning with the ability to drive strategic change, as well as to deliver specific, targeted projects.

The right to reflect local pride

Building on prior mapping of cultural spaces in the West Midlands, in 2025 we returned to the region to carry out focussed cultural infrastructure opportunities studies in the Black Country boroughs of Dudley, Sandwell and Walsall. Commissioned by the West Midlands Combined Authority with Arts Council England support, this study mapped existing and underutilised cultural spaces, defined strategic opportunities, and developed a pipeline of priority capital projects and practical delivery pathways to strengthen cultural participation, skills, jobs and the visitor economy across the boroughs.

Working with Tom Fleming Creative Consultancy, we

engaged key stakeholders across Dudley, Sandwell, and Walsall's town centres and cultural clusters, to understand how the areas' rich culture, diversity, and industrial heritage can be leveraged to create an asset-based approach to developing cultural spaces. From aligning with Pride in Place funding objectives, to hearing from grassroots spaces, and industry-leading hubs, the work positioned culture as a driver of inclusive growth.

Through this project:

3 Black Country boroughs covered by a unified strategic infrastructure study

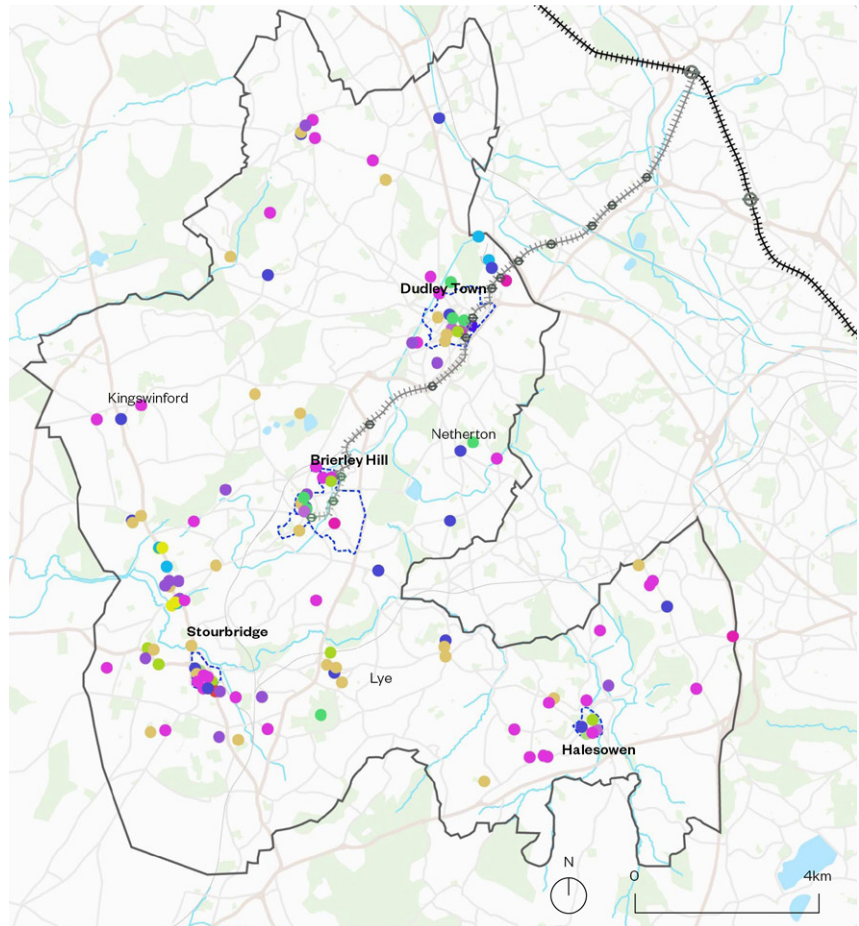
A clear framework of strategic opportunities in each of the areas underpins a prioritised pipeline of projects: from the Red House Glass Cone in Dudley, to Walsall New Art Gallery, and Smethwick Town Hall in Sandwell. These reflect the distinct identities and opportunities of each of the areas, and celebrates the success of existing spaces, from the cutting-edge Black Country Living Museum, and the Stourbridge Glass Quarter.

17 key projects identified to unlock culture in communities



Wednesbury Day. Image credit: Phillip Parnell

“These cultural infrastructure opportunity frameworks provide each set of partners with a robust evidence base, clear project pipeline, and strategic next steps to unlock the potential of their cultural assets as drivers of social and economic growth — both locally and across the region.”
— Eve Avdoulos, Senior Associate



Dudley has 156 existing spaces for culture

Wigan Pier 2

The right to make room for the future

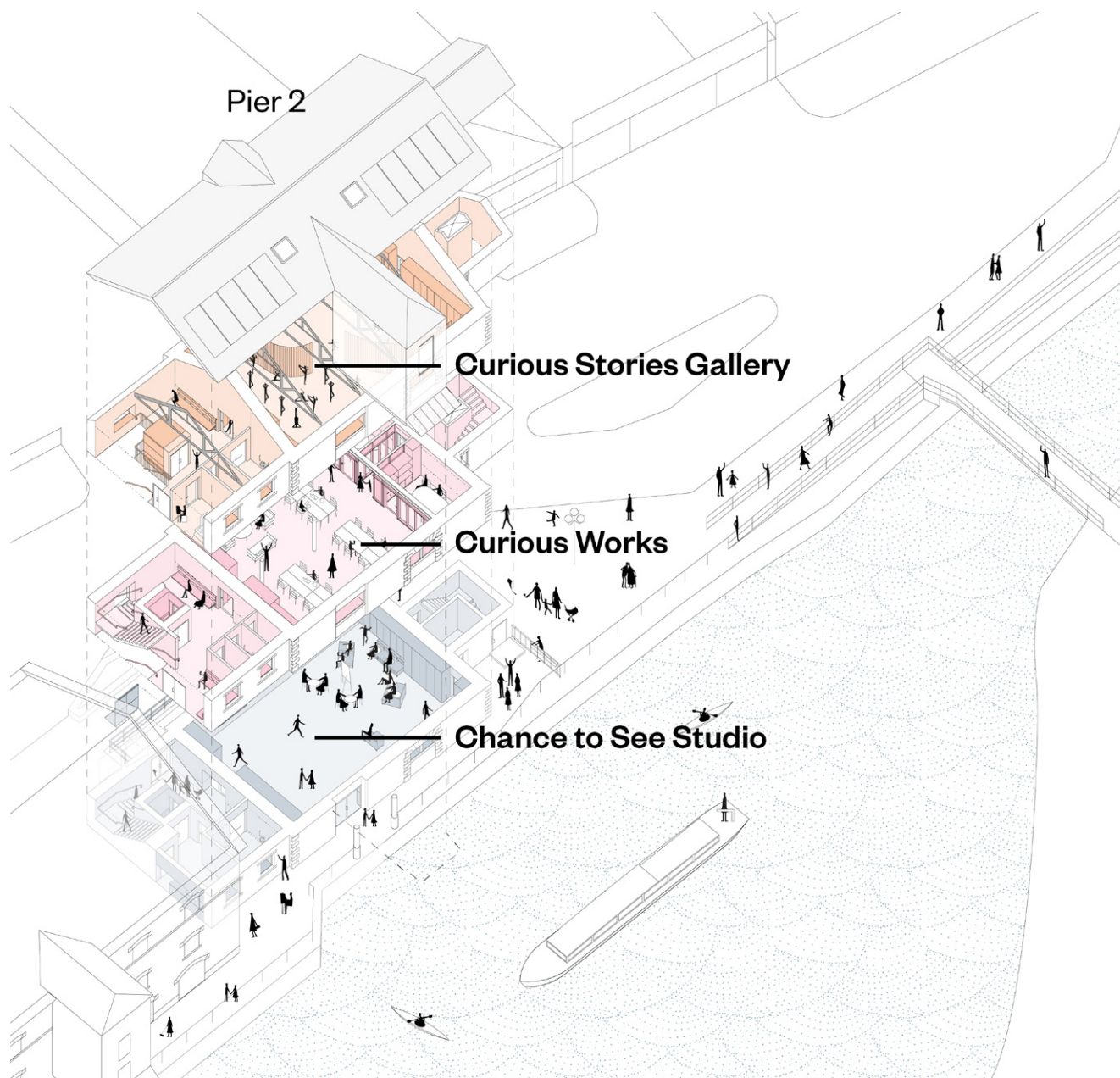
We led on the adaptive re-use of Wigan’s historic Pier 2 building, bringing a cherished local building and heritage asset back into sustainable use after standing vacant for over fifteen years. The project will provide a permanent home for Curious Minds, a nationally significant Wigan-based charity that champions creative learning and cultural education across England. Having secured planning permission, the space is expected to be operational in 2026.

The project builds on Wigan’s distinguished history in cultural education. During the 1970s and 1980s, initiatives like the Drumcroom Education Art

Centre, the Artists in Wigan Schools Scheme, and Pit Prop Theatre’s radical theatre-in-education work set national benchmarks. These programmes embedded creativity into community life, with every student participating weekly in music, drama, and visual arts, fostering collaborations between educators and artists that cultivated generations who valued cultural expression.

Curious Minds’ new home continues this tradition of innovation, providing infrastructure for the next chapter of cultural education leadership from Wigan. The transformed building will house

three distinct but interconnected spaces: a studio for direct work with children and young people, a collaborative workspace for teaching artists, and a flexible, light-filled gallery space for exhibitions, professional development, and digital collaboration. Working with Donald Insall Associates, The LK Group and MAKE, the adaptive re-use of the existing building prioritises environmental sustainability, accessibility, and longevity of use, demonstrating how purpose-driven development can serve both built environment and community needs.



Through this project:

15+ years of vacancy ended by bringing the historic Pier 2 building back into sustainable use

3 interconnected cultural spaces created: a youth studio, a collaborative workspace and a public gallery

“Working with We Made That team has been a genuine pleasure. Their deep expertise in creating physical spaces for culture, combined with the care they take to really listen, has shaped a design that reflects our ambitions perfectly. They guided us expertly through the planning process, bringing patience, insight, and reassurance as we navigated capital development for the first time. What they produced goes far beyond a response to a brief. It captures our organisation, our values, and our long-term vision.” —
Derri Burdon, CEO, Curious Minds

The right to a lively neighbourhood

We led a multi-disciplinary team to develop a Place Plan for Bexhill-on-Sea, establishing a 10-year vision and 4-year framework for investing £20 million of Pride in Place Programme funding in the seaside town. The plan addresses deep-seated inequality while building on the town's cultural legacy, creative economy and coastal identity to create opportunities for all residents to thrive.

The project responds to significant challenges faced by this coastal town, where the Sidley neighbourhood ranks within the 10% most deprived areas nationally. Through extensive research and engagement with local stakeholders, the team identified acute local concerns around low

productivity, stagnant business growth, vacant shopfronts, limited youth opportunities and barriers to movement across the town.

The resulting vision takes a holistic approach to developing thriving neighbourhoods, amplifying what makes Bexhill a distinctive place. The plan establishes three strategic moves: celebrating Bexhill's heritage and places of arrival through a welcoming public realm and town centre experience; creating opportunities through improved skills pathways, workspace and housing provision; and connecting communities with the coast and natural assets through better active travel and public transport.

We provided the town's Neighbourhood Board with a clear action plan for delivery through targeted intervention including a vacant units programme to activate empty shopfronts; establishment of a Youth Voice structure to embed young people in decision-making; housing retrofit training programmes; and enhanced public realm around key heritage assets including the De La Warr Pavilion, to steer inclusive development over the next 10 years.



Image credit: Boyle&Perks



“We do not want to ‘reinvent the wheel’ but to build on existing ideas and plans drawn up over the years, what we have learned from our engagement with residents, businesses and community groups and up to date statistical data. The Place Plan supports this approach, providing vital insight in a powerfully visual and digestible format, designed very much to be shared, with the potential for far reaching benefits.” — Abi Newbury, Chair, Bexhill Neighbourhood Board

Through this project:

£20 million in Pride in Place Programme funding guided by a new 10-year strategic vision

25 projects assessed against Pride in Place objectives

14 projects identified as priorities for the first four years of investment

3. Environment

Scaling regenerative outcomes

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 2025, we were again selected as a ‘frontrunner’ in the Regenerative Architecture Index by Architecture Today and UK Architects Declare. For the second consecutive year, this repeat recognition reinforces our conviction that regenerative practice isn’t just about individual projects but requires fundamental changes to how we operate as a business, engage with communities and contribute to wider systemic change in the built environment sector.

We need more bold practices moving beyond ‘less harm’ and towards genuinely regenerative outcomes. Our commitment to the climate emergency is embedded across all strands of our work, from research to delivery. In 2025, 81% of our projects continued to rethink or adapt uses on ‘brownfield’ and ‘grey belt’ sites. A landmark example is our work on Trollhättan 6 in Malmö, Sweden. Supported by our role

within a team led by Kjellander Sjöberg with Förstberg Ling, this mixed-use urban quarter demonstrates how the careful re-use of an existing office block and car park can support a bold sustainability agenda while highlighting historical port heritage. Meanwhile more locally, our work at Crews Hill and Chase Park in Enfield has demonstrated how a new settlement can also deliver nature recovery. The area is one of two places in London

on the list of potential New Town locations.

Collectively as a team we spent 67 days in 2025 on social and environmental impact improvement. Our structured ‘climate champion’ role continues to make sure that environmental responsibility is foregrounded in client discussions, and actions that positively impact the climate are integrated at the earliest stage.



CO Crews Hill Spatial Framework and Chase Park Masterplan

The right to a good home

Large scale development in the green belt is a new challenge for London, and one that will play an important role in meeting the city's unprecedented target of 880,000 new homes over the next 10 years. Our work at Crews Hill and Chase Park in Enfield has been leading the way in defining a new edge of city urbanism for London. Demonstrating how a new settlement of over 21,000 homes can also deliver nature recovery and a lively mix of uses, the area is one of two places in the city on the list of potential New Town locations. In addition to informing the New Town status, our work on the Crews Hill Spatial Framework is supporting local plan policies and, through the Chase Park Masterplan SPD, setting in place the guidance

to move the sites through to delivery.

Engagement has been central to shaping this new form of

urbanism. We hosted a range of targeted activities across Enfield to understand what residents in housing need would expect from new neighbourhoods, ensuring

“Our work at Crews Hill and Chase Park for Enfield Council demonstrates how settlement-scale development can enhance rather than compromise biodiversity. The project sits within a wider council-led landscape strategy addressing flood risk, rewilding farmland and improving ecological value – particularly important given England’s position as one of the most nature-depleted countries worldwide.” — Tom Fox, Senior Associate

proposals are meaningfully shaped by the community. Located around an underutilised station, the site includes 'grey belt' land such as light industrial uses, warehousing, and garden centres. We carefully studied how agricultural green belt land could also be developed to give the settlement the critical mass needed to provide schools,

services, and infrastructure. The project benefits from a wider council-led landscape strategy to address flood risk, rewild farmland, and improve ecological value. This provides the 21,000 homes with essential access to parkland, river valleys, and open spaces, ensuring a high quality of life for all residents.



Through this project:

21,000 new homes planned within a framework of nature recovery

Strategic alignment with New Town status requirements for London

Integration of borough-level flood risk and rewilding strategies

Opportunity for biodiversity enhancements throughout Crews Hill placemaking area:

-  Enhanced buffer to M25
-  New valley parks along existing brooks
-  Retained/ enhanced SINC along railway
-  Green links
-  Proposed development parcels
-  Proposed/ enhanced open space

 Malmö Trollhättan 6

The right to radical re-use

The redevelopment of the Trollhättan 6 city block transforms a waterfront site in Malmö into a vibrant mixed-use urban quarter. Working as part of 'Team Superlokal', led by Kjellander Sjöberg with Förstberg Ling, We Made That helped to shape the strategy for this 0.5-hectare site that integrates workspace, housing, and community amenities for Skanska and Riksbyggen, Sweden's second-largest housing co-operative. The project

champions radical resource conservation by preserving the structural elements of an existing office block and car park. This adaptive re-use strategy minimises foundation requirements and avoids material waste, balancing development opportunity with the site's cultural history and maritime heritage.

The project follows the LFM30 roadmap for climate-neutral construction, targeting an embodied carbon performance

of 166–170 kgCO₂e/m² GFA. This represents a 74% reduction compared to the UK residential average, proving that adapting what exists is the most effective way to meet ambitious climate targets.

Social wellbeing is prioritised through flexible ground-floor spaces that can accommodate independent businesses, cultural venues, and restaurants, creating a hive of activity along the quayside. A green courtyard

provides essential communal outdoor space for residents and workers, framing views over the harbour. By connecting the urban fabric of Nordenskiöldsgatan to the waterfront, the design knits into the emerging 'blue campus' context, where a history of maritime industries is evolving into knowledge-based economy. This exemplary model of hybrid architecture ensures that the site supports local entrepreneurship and community needs while maintaining long-term viability.

Through this project:

74% reduction in embodied carbon compared to the UK residential average

18,000m² of mixed-use space unlocked through adaptive re-use

“With a clear architectural character rooted in the site’s heritage, the team has balanced development opportunity and cultural history with the delivery of new housing and workspace. The renewal of the existing office building will revive the streetscape by opening up the block and providing space for new businesses on the ground floor to strengthen urban life on Universitetsholmen.”



4. Workers

Working within and without

The “Workers” pillar directs our efforts toward 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.

In 2025, inviting in ‘Research in Place’ residents, alongside increasing our time spent on training and development has supported our shared development and continuing to embed principled approaches into our projects.

Our commitment to a supportive environment helped members of our team to progress into newly created roles, to gain promotions, and to progress in their careers. We have continued to evolve our processes for training and development, involving 115 days of team knowledge sharing, as well as steer internal change through the Employee Forum. Through our Practice Pin Ups and Show ‘n’ Tells, we share skills and learning with each other and invite inspiring voices from outside the practice to learn and share with us.

Developing our ‘Research in Place’ residencies has helped us collaborate and learn with partners outside the practice in new ways, reflecting on new approaches and critical perspectives through the process.

“It’s exciting to keep working on impactful and interesting projects and help shape the future of places and communities we work with, through my new role as Associate.

Fostering a collaborative and positive working environment is a key priority for me, and I look forward to work with the wider team to deliver impactful urban strategies and masterplans.” —

Silvia Commisso, one of two promotions to Associate in 2025 alongside Mark David Flynn

The right to share

Cities are never neutral — they reflect power, privilege and policy. Who has the 'rights' to a place? How might communities share contested spaces equitably? In 2025, we invited researchers asking critical questions about spatial justice and who cities are for, to apply for 'Research in Place' residencies. The residencies offered dedicated time and space to advance independent work on themes of rights, spatial justice, cities and regeneration as part of our 'Right to Place' initiative. The applications and interest we received reflected the diversity and passion of grassroots, creative and academic approaches to these questions.

The Save Soanes Research and Advocacy Team joined the studio in the summer, to archive and reflect on their ongoing campaign to secure a long-term future for an ecological education centre in the heart of Tower Hamlets. Through conversations at the studio and in the Soanes Centre, we thought together about

tensions between the roles of different grassroots, community, and council actors in the same terrain, and how power might be contested or shared to safeguard the future of centre. Later in 2025, we were joined by Joanna Dong, an independent PhD researcher and creative producer with FeastFest, whose ongoing work explores ways of engaging developers and communities with the cultural and food heritage of the Royal Docks, to develop participatory and joyful approaches to regeneration. Encountering these diverse projects has been rich

in shared learning and led us to critically reflect on our own practices in productive ways.

“This isn’t just an opportunity to study the topic from a distance, but to ground my early research in real, living dialogue.” —
Joanna Dong



On-site workshop between We Made That and Save Soanes Research and Advocacy Team in Tower Hamlets



Through this initiative:

2 'Research in Place' residencies launched at our London studio

60+ applications received for the two rounds of residencies

3 practice pin-ups organised on-site with researchers



“Over the past ten years I’ve worked on the delivery of streets, spaces and strategies - ranging across the scales from newspapers to street furniture, kiosks, buildings and town squares. I’m looking forward to continuing to work on projects for the public good in my new role as Associate” —
Mark David Flynn,
Associate

 Mark David Flynn and Silvia Commisso Promotions

The right to be recognised

In 2025, Mark David Flynn and Silvia Commisso were promoted to new Associate roles, taking the next step in their journey at We Made That. Both bring a wealth of experience and have consistently brought creativity and dedication to their work in architecture and urban design. Their leadership and commitment to delivering projects for the public good have had a lasting impact across the UK and beyond and is recognised

in new roles which support them to embed their approach further across the practice, and through our work with public sector clients.

Mark celebrated a decade with the practice this year - a major milestone that reflects his dedication to designing and delivering a number of public realm, high street regeneration and influential placemaking

projects across the years and his impact in supporting colleagues progress along the way. Silvia brings extensive experience in urban design and placemaking strategies across the UK and internationally. She has stepped into this new role as Associate at We Made That with her passion for community-led urban design, creativity, leadership and dedication making a meaningful impact on our team and projects.

5. Governance

Governing for justice

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.

In 2025, we intensified our commitment to equitable governance by embedding spatial justice into the core of our work. This involves the continued pursuit of a business plan that serves the public good and pushes for partnerships that promote long-term value growth both internally and externally.

We remain an accredited partner of the Mayor of London’s Good Work Standard, ensuring our workplace is fair, inclusive and transparent. Our internal governance is designed to ensure that social and environmental commitments are not mere policies, but are active practices that hold leadership accountable.

Our advocacy for higher industry standards continues through our team’s appointments to influential design panels nationwide, including the Lewisham Design Review Panel, Salford Design Review Panel,

Design South East Panel and as Mayor’s Design Advocates. These roles allow us to support excellence in placemaking across the country while bringing those learnings back into our own practice.

We also maintain our resolve for impact through social value commitments and pro-bono contributions, for example, the New Architecture Writers (N.A.W.), supporting a free programme for emerging and under-represented design writers of colour. We conducted and supported student work experience and

youth workshops as integrated social value in projects from Weston-super-Mare to Newham in London, as we ensure our governance structure supports the next generation of professionals and reinforces the right of every citizen to have a stake in their city’s future.



〰 Rights to Place: Delivering Spatial Justice in UK Cities

The right to speak out

We published a new report that explores how the built environment can advance fairness and inclusion across urban communities. Throughout 2025, We Made That partnered with Key Cities to examine spatial justice across the UK. Through surveys, interviews and roundtable discussions in cities from Salford to Southend, and Bristol to Coventry, we gathered perspectives from communities, practitioners and local authorities to understand how fairness and accessibility can underpin the design and governance of urban spaces. The result is Rights to Place: Delivering Spatial Justice in UK Cities, a report that establishes five essential rights

as a practical framework for advancing spatial justice.

The report identifies five interconnected rights that operate at multiple scales:

the Right to a Healthy City, guaranteeing spaces that support physical and mental wellbeing; the Right to a Home, asserting that housing is a fundamental human need,

“Spatial justice is not an abstract concept. It is about who has access to safe housing, clean air, green spaces, and the power to shape their surroundings. It is about recognising that the built environment reflects and reinforces inequalities, and that we must act deliberately to dismantle them.” — Councillor John Merry, Chair of Key Cities

not a commodity; the Right to Care, recognising that cities must be designed to facilitate collective care; the Right to Difference, celebrating diverse ways of inhabiting the city while confronting systemic inequalities; and the Right to a Voice, advocating that communities most affected by urban policies have genuine power and agency in determining their future.

These five Rights to Place offer a starting point for tangible change in how we plan, design for, and transform our urban places. They open up conversations about what good cities should look like. The report concludes with five calls to action that provide practical starting points for policy

officers, elected leaders and built environment practitioners working towards just and equitable cities:

1. Monitor health outcomes across all neighbourhoods
2. Diversify housing delivery models
3. Integrate care infrastructure into all neighbourhoods
4. Understand and address difference across communities
5. Adopt innovative participation models

Download the full report to explore the detailed case studies, evidence and recommendations shaping this framework for spatial justice.

Through this project:

24 Key Cities collaborated

4 roundtables held around the UK

14 practical case studies showcased

5 calls to action published



Image credit: Dion Barrett

The right to be heard

In 2025, we went a step ahead in our social value offer for projects by including young voices as a central component of our project governance. We provided several mentoring workshops that provided young people the confidence to step toward the built environment professions and pathways. In Weston-super-Mare, we delivered a week-long work experience programme for students from Winterstoke Hundred Academy. The students developed concept designs for vacant units at Marine Lake, considering the site's Victorian heritage and tidal challenges, followed by a mentoring session focused on architectural accreditation routes, portfolios, and CV building. This hands-on experience provided tangible professional development for local youth while addressing local regeneration challenges.

Similar initiatives were integrated into our masterplan and strategy work across the UK. At Chase Park in Enfield, we held workshops with twenty 16-17 year olds Enfield Youth Council

Through these initiatives:

50+ young people engaged and mentored through the work experience placement and workshops in Weston-super-Mare and London

members to understand how their needs change over a 50-year lifetime, identifying priorities for climate resilience and safety in their neighbourhoods. This session was super important in understanding longer term priorities, and what young people perceive as the 'must get rights' for future generations.

“I want immigrants and refugees to feel welcome and safe in a neighbourhood.”
— Member of the youth council

In East Ham, youth club workshops at Bonny Downs engaged fifteen 12-17-year-olds in defining what they liked and disliked about their high street, resulting in clear calls for better cultural programming and safe community spaces. In Canning Town, our team hosted several sessions for

20 teenagers at the Youth Council with identified priorities for climate and inclusivity to be embedded into Enfield masterplans

T-level students at the London Design and Engineering UTC for workshops on circular economy principles, sustainable transport planning and career mentoring. By embedding these activities into our projects, we ensure our governance serves a wider public good, empowering voices of the youth and beyond, to shape the future of their own neighbourhoods and make sure that those with the highest need have the capacity to engage in the planning process.

“Climate change will be a great problem, so building green public spaces, planting more trees and promoting recycling will be super important.”
— Member of the youth council

2 Climate, circularity and career mentoring workshops delivered to T-level students in Canning Town, Newham

Looking ahead



Foreword

Cities are where the challenges of our time converge, and where the solutions must be forged. Over the past year, Key Cities has been proud to collaborate with We Made That on this vital exploration of spatial justice. This partnership brings together the lived realities of our member cities with the design expertise and research rigour of a practice committed to shaping places that work for everyone.

Spatial justice is not an abstract concept. It is about who has access to safe housing, clean air, green spaces, and the power to shape their surroundings. It is about recognising that the built environment reflects and reinforces inequalities, and that we must act deliberately to dismantle them.

Key Cities represents a diverse network of urban centres across the UK – places of innovation, resilience, and ambition. While there are challenges, such as complex social, economic, and environmental pressures, rising housing costs and widening inequalities, they remain test beds for new ideas and bold leadership. From community-led housing in Bath & North East Somerset to clean air initiatives in Bradford, our members are demonstrating what is possible when local leadership is empowered to act boldly.

Together with We Made That, we have hosted a series of roundtables across the country, alongside a survey of Key Cities members. These conversations and insights have collectively shaped the findings and recommendations in this report, grounding them in the lived realities of our urban communities and the expertise of those working to improve them.

We call for five Rights to Place: the right to a home, the right to care, the right to a voice, the right to a future, and the right to a place. These offer a practical, grounded approach to advancing spatial justice, rooted in real-world experience and the belief that cities must serve not just the privileged few.

We need built environment local authorities, and community groups, to co-design, and to champion. It is clear: let us steward diversity, and aspirations.

A starting point for change is to ensure that the right to a home is not a promise.

Merry Chair, Key Cities

Building the world as we'd like it to be

Against intense pressure to deliver, we're proud that we still found space and time as a team for reflection. This year of focusing on Rights to Place has made us firmer in our commitment to equitable practice.

We are grateful to every client, collaborator, community member and colleague who shaped our work in 2025. The task ahead for 2026 is demanding. We approach it with clear purpose, and with energy.

Across research, strategy and delivery, we have tested and refined a core belief: that the places we shape must be anchored in rights, not just targets. Through the Rights to Place initiative, through roundtables and residencies, through youth workshops and regeneration frameworks, that conviction has taken practical form. The question we asked ourselves at the start of the year, what rights are enshrined in the work we do, has given us a sharper lens through which to evaluate not just our projects, but our practice.

The scale and pace of change in the built environment sector has, if anything, accelerated. New Towns, Green Belt reform, local government re-organisation, and the national push for 1.5 million new homes represent both enormous opportunities

and genuine risks. Growth without equity is not progress. The urgency of delivery cannot become a justification for bypassing the communities most affected by change. Our work this year, from Clacton and Bexhill to Enfield and Malmö, has reinforced that meaningful participation, careful design and genuine accountability are not obstacles to delivery. They are conditions for it.

What has emerged from 2025 is a framework for better questions. The five rights we identified, to a Healthy City, to a Home, to Care, to Difference, and to a Voice, are not abstract ideals. They are practical tests that we intend to apply with greater consistency and rigour across every brief we take on in 2026. They correspond to duties: ours as practitioners, and those of

the clients, communities and institutions we work alongside.

The built environment reflects choices, values and priorities. Our work is a contribution to making those choices more just, more considered and more genuinely responsive to the people who live with their consequences. We are optimistic about initiatives like Pride in Place and their ability to reflect local needs. Likewise, the edge-of-city urbanism implicit in Green Belt reform presents an exciting opportunity for new types of places that rise to contemporary challenges. We look forward to exploring these further in 2026.

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