



Make/Shift: Phase 1 Evaluation

Appendix 1: Methodology and data sources

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Evaluation approach

The methodology for the Make/Shift evaluation was developed to fit with:

- RMR principles
- Make/Shift values
- the practicalities of the delivery model which Make/Shift followed

Starting the relationship with nearly 10 years of experience of evaluating and supporting CPPs across the country, we recognised that there was a need to be flexible with approaches and methods and be prepared to adapt alongside Make/Shift's delivery. Furthermore, we recognised the need for the independent external evaluation to form part of the dialogue between Make/Shift and funders, strategic partners and the rest of the sector as good practice is shared.

The RMR principles which particularly guided the approach are:

- Working alongside and co-designing the evaluation with significant stakeholders in the process
- Ensuring that the evaluation was as much about learning and changing as about giving an external valid view at the end
- Recognising that expertise, particularly in gathering and reflecting on data exists well beyond a small circle of professional evaluators



Developing and telling the 'Story of Change' for the programme

Fitting with Make/Shift's asset-based approach, we aimed to co-develop every part of the evaluation – from design of the Story of Change to analysis of findings – with those most involved in the delivery, including participants. We also aimed to tell the story of the evaluation aims as accessibly as possible, including accounting for neurodivergence and other access issues.

Initial design included multiple touchpoints for review and adaptation of the evaluation framework which were needed in order to follow the commitment to Make/Shift's approach of 'trust the process' which means that clear outcomes aren't set.

Working with Make/Shift we used a scoping activity to develop a Story of Change and Evaluation Framework which we have reviewed during interactive workshops with the wider team and partners.

It is also important to us that we appeal to a range of learning and processing styles. For example, we developed a series of Story of Change versions, all with the same core content, but presented in a variety of styles to suit different learning styles. Make/Shift likewise have versions of their 'Sundial' that show different levels of information, in varying ways. You can read about the Story of Change process further in the Make/Shift blog:

<https://www.wearemakeshift.uk/stories-of-change/>

Methods included:

- Development and review of a Story of Change for Make/Shift using a workshop approach
- Support to the Make/Shift team to build in high quality approaches to monitoring and other audience data collection, including more light touch creative approaches, which are now widely used by the team with data shared with the evaluation
- Regular team reflection workshops, reflection workshops with delivery areas
- Attendance and reflection sessions with Consortium partners
- Attendance at many Make/Shift events and partner sessions
- Interviews and observations with participants and partners
- Reflection discussions with team members, including regular learn and reflect sessions with the Director during some key periods.

There were several evaluation challenges over the Phase, in particular long-term sickness and high turnover in the evaluation team, reducing capacity at the highest level, and impacted on connections into the area.

The ongoing issue of low numbers for data collection via the delivery and a regularly changing set of principles, delivery plans and much of the planning of delivery and approach developed in informal sharing between Director and delivery partners (e.g. by text message) also meant access to data, and information which could help shape data collection planning was problematic.



The solutions proposed and discussed under 'Wayfinding' development raised hopes for maximising the value of the evaluation, but significant delays in implementing these mean it is still too early to tell how they might work.

Working with Make/Shift we used a scoping activity to develop a Story of Change and Evaluation Framework which we have reviewed during interactive workshops with the wider team and partners.

We then carried out direct data collection (see below) and offered mentoring and support to Make/Shift with their own data collection. Due to rounding errors, percentages contained in the report may not always total 100%.

Supporting Make/Shift data collection

As evaluators it is important to us to embed learning for understanding and longevity of approach. To this end we supported the Make/Shift team to develop and use high quality approaches to monitoring and other audience data collection, including less traditional and more light touch and creative approaches that are now used more widely by the team with data shared with the evaluation.

Through mentoring and training we supported Make/Shift to learn and implement survey platforms Illuminate and Impacts & Insights – Culture Counts, which they have continued to use successfully the past two years. These surveys were filled in by audiences at public events and by programmers/organisers. Earlier in the phase

we also worked with Make/Shift to adapt these surveys for more creative evaluation methods, such as presenting the questions on an evaluation wall at the Golden Glue awards.

Data collection approaches

Observations

Over the phase, one of the most beneficial sources of data for us has been observation at events, which has given us a rich understanding of who Make/Shift are, what they do, and who they work with.

Interviews

We expanded our use of interviews over the course of the phase. We explored the themes that were emerging from the data through in-depth, one-to-one interviews. These were carried out with a variety of stakeholders including team members, event programmers and wider stakeholders. We analysed and categorised our findings to align with the Make/Shift principles and intended outcomes in the 'Sundial' (see below).

Reflections

- Story of Change review sessions – which hopefully will evolve into 'Wayfinding' sessions – whole programme – partners, keen participants, co-creation of understanding and beginning to steer the direction of the programme as a whole.
- Attendance and reflection sessions with Consortium partners



- reflection workshops with delivery areas

We continued to facilitate team reflection sessions, typically around Arts Council England reporting, which offered the team a chance to pause and reflect on their progress and the journey. We explored with them what had gone well, what could be changed for next time and what they all learnt in the process.

We also conducted a number of one-to-one reflections with the Director, Rachel, to draw out learning for the whole programme. However, these were abandoned during the 2025-26 year as the team felt they weren't useful enough and they aimed to do their own reflection. No reflection notes have yet been shared with us from these sessions.

Analysis approaches

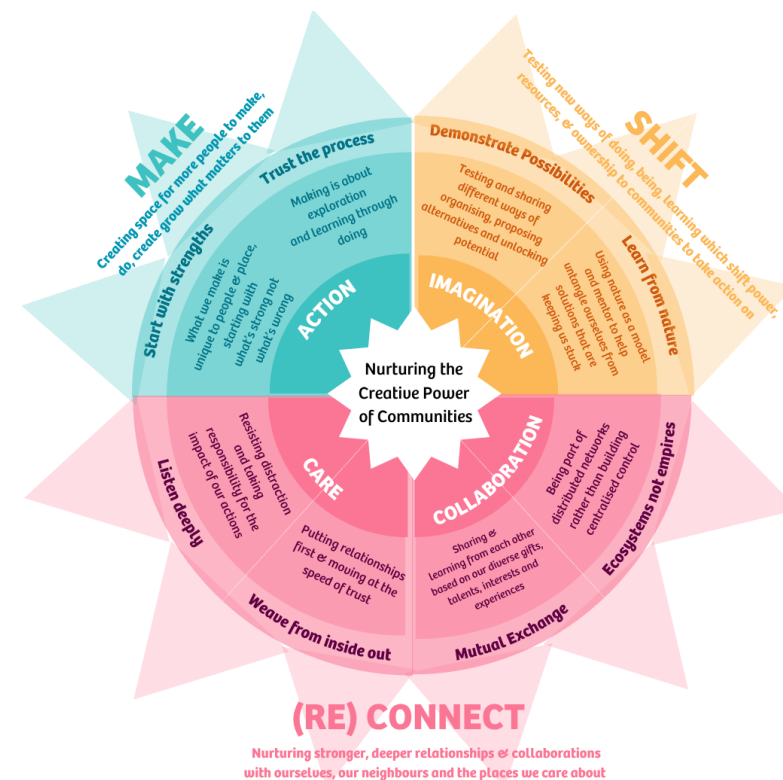
We supported Make/Shift's recognition that the way in which things are done – the process, is as important as the outcome – the product. This is strongly reflected in our analysis of Arts Council England Research Question 2 which implicitly separates these two out. We have supported and reflected on this challenge within definitions of quality.

Furthermore, we also aimed to prioritise understanding and evaluating Make/Shift's 'success' as based on the depth and quality of the process, rather than reverting to consideration of outputs.

To do this we drew upon RMR Director, Ruth Melville's research on evaluation and practice within the arts, as well as national critiques and challenges of evaluation. The challenges of doing this are reflected on within a blog, (see

<https://www.wearemakeshift.uk/1676-2/> for transparency and to recognise that we aren't experts at this: we are co creating an approach with the people who choose to get involved in the Make/Shift process.

Make/Shift developed a visualisation of their approaches and intended outcomes in the form of a 'Sundial'. This forms the basis on which the analysis of approaches – 'how Make/Shift aims to



work' is carried out within the evaluation, and particularly within the Case Studies.



Case studies

To accompany the evaluation report we present six case studies that will be available at: <https://rmresearch.uk/makeshift-reports/>.

These are:

- **Case Study 1: Flows** investigates the financial movements emerging from testing alternative ways of distributing funding in local communities, and the different types of value generated.
- **Case Study 2: Movers & Shakers** explores the development of the Community Movers and Shakers Fund.
- **Case Study 3: Neighbourhood Creative Agents** looks at how Make/Shift develops local residents as creative leaders in their own neighbourhoods.
- **Case Study 4: Opening up collectively** considers the devolution of decision-making through an online platform that lets community groups manage money in a transparent way.
- **Case Study 5: The power of storytelling to connect** shows how 'narrative' can be used to tell the stories of individuals, communities and places – and in doing so create connections.
- **Case Study 6: Wayfinding – Experiments in iterative learning** reflects on experiments with different forms of iterative learning – how they weave together feedback loops to continually inform programme decisions.

Data sources

Our evaluation was designed to use a range of quantitative and qualitative methods to provide a robust appraisal of Make/Shift progress this year and validate findings in both a numerical and narrative way.

As noted in the report, quantitative data responses have been relatively low, though postcode data in particular was largely improved on last year.

The table below sets out our data sources and their sample sizes for each year in the phase, as well as the total.



Data source	Description	23-24	24-25	25-26	Total
Engagement and demographic monitoring data	Data collected by Make/Shift team at events, demographic information of audience/ participants for submission to ACE for quarterly and yearly reporting	60 responses	249 total responses	203 total responses	512 total responses
Indices of Multiple Deprivation & Audience Spectrum postcodes	Data analysis by RMR team and The Audience Agency of postcodes collected by Make/Shift team at events this year	53 and 72 valid postcodes respectively	722 and 697 valid postcodes respectively	308 and 490 valid postcodes respectively	1,083 and 1,259 valid postcodes respectively
Impact & Insights surveys – Illuminate complaint community and artist led surveys using the Culture Counts platform	Programmer prior surveys – completed by programmers before events	7 responses	11 responses	5 responses	23 responses
	Programme post surveys – completed by programmers after events	6 responses	11 responses	5 responses	22 responses
	Audience post surveys – completed by audience members after events	23 responses	36 responses	21 responses	80 responses
Other event feedback	Interactive feedback wall – questions on posters with stickers at event	Used at 1 event	Used at multiple events	Used at multiple events	Range of demographic and feedback data



	Virtual Reality feedback experience – series of VR activities allowing audience to feedback about Make/Shift programme by drawing or writing their feedback	5 Virtual Reality activities	N/A	N/A	5 Virtual Reality activities
	Social event feedback	20 responses	N/A	N/A	20 responses
Interviews	1-to-1 interviews with partners and stakeholders by RMR team	20 interviews	7 interviews	11 interviews	38 interviews
	Analysis of A/V secondary data (interviews, videos etc) with partners	3 interviews	11 audio	12 interviews	26 total
Observations	Observations at Make/Shift events by members of the RMR team	4 observations	8 observations	TBC	TBC
	Observations at consortium meetings	4 observations	3 observations	TBC	TBCI
Reflections and reviews	1-to-1 reflection sessions with Director	10 sessions	5 sessions	1 session	16 sessions
	Make/Shift team reflection sessions	3 sessions	4 sessions	2 sessions	9 sessions



	Make/Shift blogs analysed for reflections - https://www.wearemakeshift.uk/category/blog/	9 blogs	7 blogs	3 blogs	19 blogs
	Story of Change sessions and review sessions	3 sessions total	1 session	0 sessions	4 sessions total
	Project review and reflection	1 session	2 sessions	2 sessions	5 sessions
Additional data	4x Creative Listener blogs, 1x Podcast with Social Change Nest				