

Make/Shift: Phase 1 Evaluation Case Studies Introduction

April 2026

This document sets out the purpose of the case studies and an overview of Make/Shift's model.

As part of the work undertaken for the Phase 1 Evaluation Report of Make/Shift, RMR developed six case studies (see list below).

This document accompanies those case studies, providing an overview of Make/Shift's model and approaches for those who have not read the full evaluation report or who are not familiar with the programme's work.

The case studies

- **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 Movers and Shakers Community 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 share 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.

Each case study is broadly structured as follows:

- **About** describes the strand of activity or project(s) that were undertaken.
- **Approaches** compares how the subject of the case study matches Make/Shift's stated ways of working.
- **Outcomes** discusses the most significant results of the work, categorising them by the core elements of Make / Connect / Shift.
- **Learnings** presents the lessons for any organisation or individual who might want to develop similar work to that described in the case study.

In the case studies, we examine how the work undertaken reflects Make/Shift's approaches and which outcomes they deliver on.

In doing so we share a broader picture of Make/Shift's impact across both time and multiple projects.

The iterative nature of Make/Shift’s work means one outcome may later enhance the effects of another – so that movements may occur at different points in the cycle: one outcome leads to a greater value in applying another approach, and then to another outcome – nothing is linear. The case studies themselves overlap in outcomes and approaches used.

Gaining the most understanding and learning from the case studies requires an understanding of both Make/Shift’s approaches and outcomes. Therefore, below is a brief explanation of their model.

The Make/Shift model

There are three core principles at the heart of the Make/Shift:

- **Make**, creating opportunities for neighbours to meet and make on their doorstep, building confidence to get creative and supporting people to unleash their inner maker.
- **Connect**, bringing people together in new ways, activating new relationships and collaborations and supporting people to try new things together.
- **Shift**, testing new ways of working and learning together, which shift more power and resources to communities to make decisions, take action and make change together in the places they call home.

Approaches and outcomes are then grouped under these three heading (see below).

Make/Shift’s approaches – the inner circle of the Sundial (see figure 1) – are principles that lead to the organisational-level outcomes of Make / Connect / Shift.

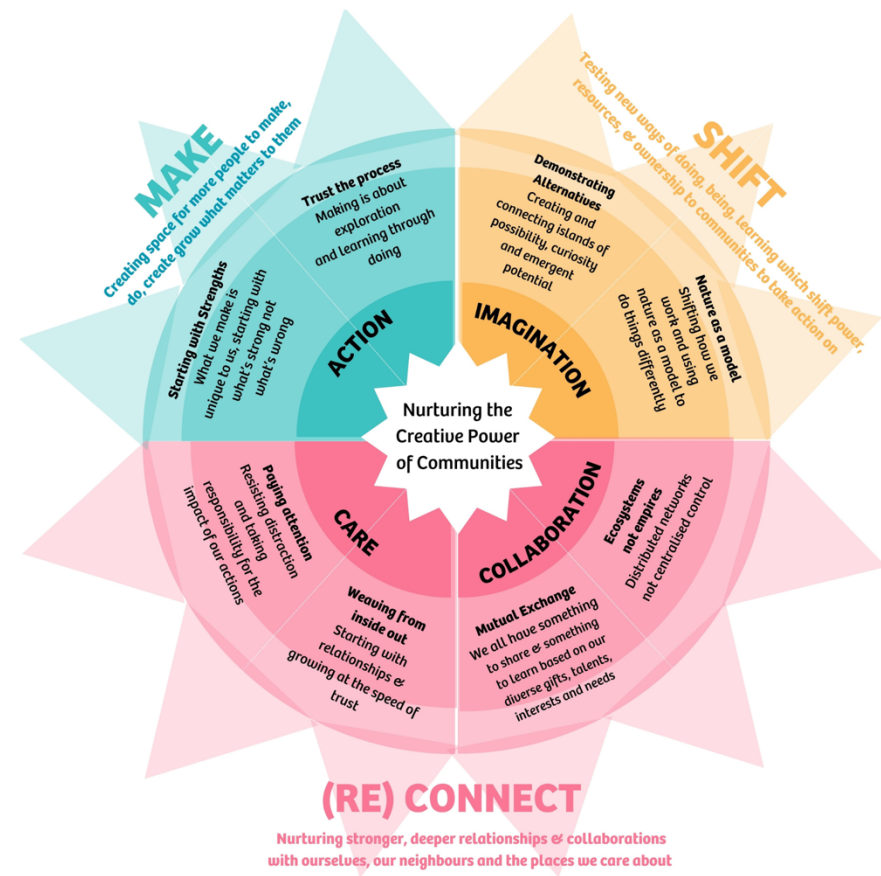


Figure 1: The Make/Shift Sundial

The overall evaluation outcomes are based on the Story of Change created by RMR for the evaluation, and sit below Make, Connect and Shift.

Below we provide a table setting out the Approaches and Outcomes.

Outcomes

MAKE

We have been and valued being makers

- Prepared to have a go
- Value creativity
- Recognise their role in developing creativity
- Recognise the value of arts and culture for making change

CONNECT

We have connected with others and seen the value in this

- Sense of social connection
- Sense of stewardship of place and nature

SHIFT

We have shifted power, resources and perspective

- Ignited curiosity and shifted perspective
- Confidence to make a difference and lead on change
- Increased knowledge and skills to resource and run projects
- Shifted perspective and value community ideas
- See the value of bottom up and collaborative ways of working
- Believe in the approaches of M/S and the value of arts and culture for making change
- Tested and can articulate what approaches work in achieving M/S aims
- Evidenced the value of M/S work to secure future resources
- Be part of a network that has resources to thrive which is used to shift power to a grass roots level

Approaches

MAKE

- Starting with strengths: What we make is unique to people and place, starting with what's strong, not what's wrong
- Trust the process: Making is about exploration and learning through doing (*don't obsess over outcomes – know what's 'good' will become clear*)

CONNECT

- Listen deeply: Resisting distraction and taking responsibility for the impact of our actions
- Weave from inside out: Putting relationships first and moving at the speed of trust (*a bottom-up approach that focuses on trust*)
- Mutual exchange: Sharing and learning from each other based on our diverse gifts, talents, interests and experiences
- Ecosystems not empires: Being part of distributed networks rather than building centralised control (*non-hierarchical and connected*)

SHIFT

- Demonstrate possibilities: Testing and sharing different ways of organising, proposing alternatives and unlocking potential
- Learning from nature: Using nature as a model and mentor to help untangle ourselves from solutions that are keeping us stuck

The full set of 2025/26 case studies are available from <https://rmresearch.uk/makeshift-reports/> – along with the full and summary evaluation reports and other supporting documentation.