



Make.



Annual Report

2020 - 2021

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Chairpersons Foreward

Thank you to all the team and for the exceptional leadership of Liam and Kirsten in successfully navigating this year. Amid the usual operational pressure and the unprecedented context of the pandemic, the team have reflected on last year's business in order to bring you an annual report. I hope you enjoy reading it and finding out more about the great work that Make does.

Not surprisingly, Make's finances have been challenged this year, but we remain optimistic about achieving a more solid position going forward. Our governance arrangements are now on a sure footing, and whilst we have embedded good practices such as regular risk review, we want to do more so that we are best placed to meet the anticipated challenges ahead.

Our services have adapted this year and our estate improved. It's very impressive to see Make grow in breadth and depth, and this bodes well for the year ahead. I would like to express my thanks and admiration to all the people who make Make. We have never had a year like this one. We have lost friends and colleagues, been exhausted, lonely, frightened; and we have stuck together, cared for each other, laughed, adapted, and worked incredibly hard.

Thank you to Kirsten and Liam, our board members and staff, our amazing community of residents and all those who have supported and engaged with Make this year. I'm looking forward to working through the next year, together.

Kate Lucy



Chief Executives Foreward

At the start of the year we set ourselves an ambitious five year plan that would see Make establish a strong foundation, ready to propel us into a fantastic five years ahead, helping people turn their passions into prosperity.

We could never have predicted that a global pandemic would lead to one of the most challenging years in living memory and that every aspect of our lives would change in some way. But it wouldn't be right to ignore some of the revelations that happened along the way. We may have finished the year in a cold winter, national lockdown, but we're warmed by the knowledge that Make has helped so many people manage their way through this pandemic to survive; and in some cases thrive.

Over the year Make has over delivered on enterprise programme targets, supported residents into improved economic status, and even expanded our own team. We've delivered a groundbreaking and unique festival of ideas in Bootle with Sefton Council and Kindred, raised funds through a crowdfunding campaign to help our community and even talked directly to the government about the challenges faced by the creative community in the Liverpool City Region.

Additionally, Make CIC has seen an overall improvement in the organisation's finances, despite the massive strain caused by the pandemic. We've moved closer to the organisation's financial sustainability targets and have a solid plan to manage the tail-end impact of the pandemic, which is likely to be felt well into 2022.

The year was challenging, but we made it through and we helped a lot of people along the way. What more could we ask for?

Liam Kelly



In numbers

**2,000**

People attended events,
in-person and online

**300**

People attended 50
classes

**1**

New member of staff
joined the team

**1.5m**

Societal value
generated

**60,000**

Bees made 111 pots of
Hamilton Honey

**50**

Sales on Etsy since
opening in the summer

**16**

New members joined
the workshop

**19**

Events took place
despite covid-19

**2,040**

Raised by Solidarity
crowdfunding campaign

**36**

New residents
joined Make

**2**

Community composters
reducing food waste



01

Make overview




Make CIC's vision is to see people turn passion into prosperity

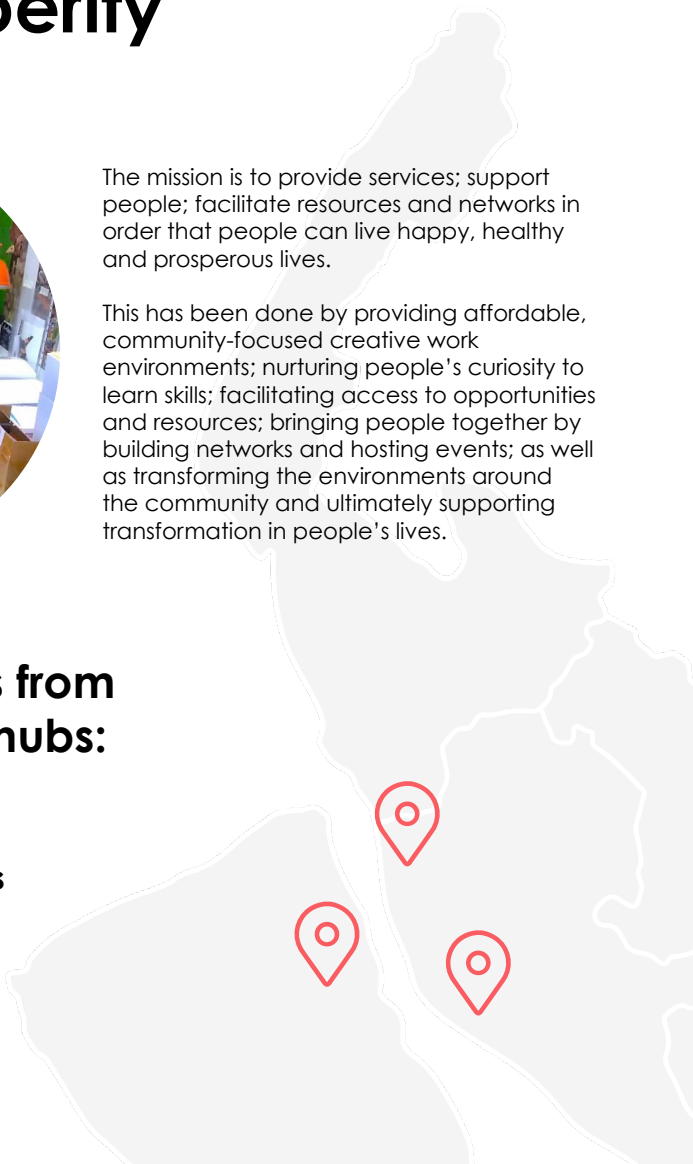


The mission is to provide services; support people; facilitate resources and networks in order that people can live happy, healthy and prosperous lives.

This has been done by providing affordable, community-focused creative work environments; nurturing people's curiosity to learn skills; facilitating access to opportunities and resources; bringing people together by building networks and hosting events; as well as transforming the environments around the community and ultimately supporting transformation in people's lives.

Make operates from three creative hubs:

-  **Make Baltic**
-  **Make North Docks**
-  **Make Hamilton**



The team

Executive Directors



Liam Kelly
Director, CEO

Kirsten Little
Director, COO

Non-Executive Directors

Kate Lucy

Director, Chairperson

Jane Leah

Director, Brand & marketing professional

Scott Lingard

Director, Chartered accountant

Staff

Charlotte Harkins

Operations Manager

Rosie Ashton

Education Manager

Niamh Mitchell

Events Assistant

Emma Goult

Office Coordinator & Executive Assistant

Eddy Kelly

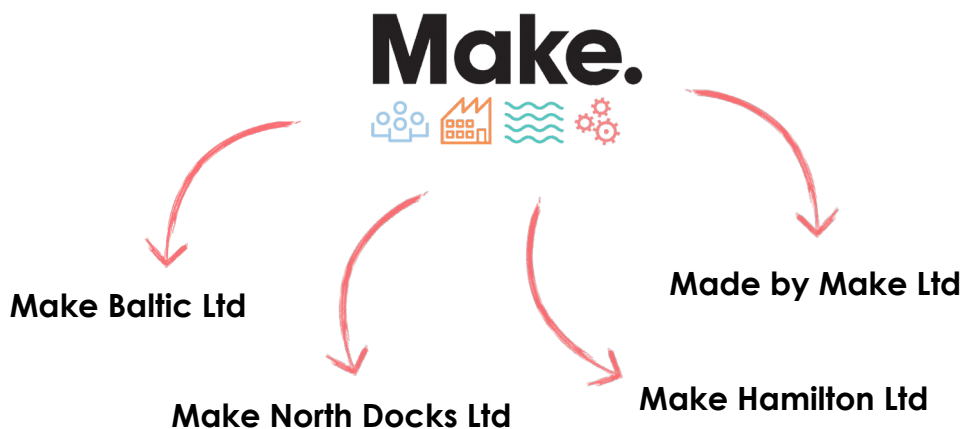
Custodial

Amy Higham

Marketing & Communications Assistant

Make CIC's corporate governance

Make is a group of legal entities which trade as a group. Three limited companies operate the three hubs with a fourth company, Made By Make Ltd, dedicated to commissioned work. All four are wholly owned subsidiaries of Make CIC, which is an asset locked community interest company.



Make as a Community Business in 2020-2021

Make operates as a community business. It exists for the benefit and interests of its immediate maker community and the wider community surrounding it.

Make is locally rooted

We are responding directly to the needs of the areas where Make operates. In 2020-21 Make operated three hubs responding to community needs in different ways. In Birkenhead, through our community garden, we teach members of the community how to grow food in urban environments.

Trades for the benefit of the local community:

Through our trading activities we are able to self-fund community projects. In 2020-21 Make established community composting for local businesses and residents to reduce food waste.

Is accountable to the local community

Through the community committee, members are able to have a voice in the business' direction. Additionally, Make is accountable through an annual general meeting of stakeholders. In 2020-21 further accountability and input from our community of interest was achieved through regular consultations, surveys, feedback sessions, meetings and socials. Due to social distancing, Make CIC's last AGM was held via Zoom on the 8th October 2021.

Has broad community impact

Make CIC engage with a variety of groups in our community and monitor the impact of our work against a range of needs. Our mission is to help people turn their passions into prosperity. Make has a particular focus on supporting arts, culture, craft, making and creativity. In 2020-21 Make CIC established the "Lee Kent Residency" to support a young up-and-coming creative in memory of Lee, a young resident of Make's who passed away in December 2019.

As a majority women-led organisation, Make has an additional focus on supporting women. In 2020-21 Make CIC supported 13 women through the Enterprise Hub Skills programme to overcome challenges created by the COVID-19 pandemic.

Make CIC's public benefit in 2020-21

Make CIC is not a registered charity, but does exist for public benefit. As a community interest company, Make is accountable to its community of interest, run by a non-executive board to deliver a plan that provides significant public benefits to the Liverpool City Region.

Make CIC primarily exists to support the development of arts, culture, craft, making, enterprise & environment.



In 2020-21 Make delivered its public benefit by providing affordable and accessible creative workspace, artist studios, workshop resources, and support services.

This includes free-to-use mental health services for Make's beneficiaries struggling because of the COVID-19 pandemic.

Make CIC as a social enterprise in 2020-21



Delivering public benefit through trading means that Make CIC exists as a social enterprise. The core activities of Make CIC are achieved through trading, but significant investment is made in the community through the use of grants.

As a community interest company, Make CIC is owned by itself, is accountable to the community, and exists for the benefit of its community of interest. As a trading social enterprise Make uses the profit it generates for this purpose.



Make CIC is also accountable to the Office of the Regulator of Community Interest Companies.

Make CIC as an arts & culture organisation in 2020-21

Make CIC believes in the power of arts, culture and creativity to regenerate places and benefit people's lives. Make CIC is an arts & culture organisation at its core. Around 70% of Make's beneficiaries work within the art and culture sector.

In 2020-21 Make CIC supported arts & cultural development through its public benefit work, trading activities, and self-funded programmes.

Despite the pandemic Make was able to achieve and deliver:

- Ukranian Hubs Network hosted at Make North Docks
- Echo Environments Awards Evening
- Left Bank Collective
- Anti Steel Exhibition
- Hope University Exhibition
- Meanwhile Panel Talk with Arup
- 3 Maker Meet Ups - both online and in person
- Online Creative Crit
- Plugged In: Online Panel Talks - 3 events
- Digital Drink & Draw: Figuring this out
- Keith's Exhibition: 365 days of Green Wood Spoon Carving
- John Moores University: Masters Residency
- Graham Smillie photography exhibition: Shrines and Benches
- Winter Arkade: with 650 attendees and 60 stallholders

Make CIC's beneficiaries

Make CIC has a number of beneficiaries who fall into five main categories



Community

Those who benefit, sometimes indirectly, from the work undertaken by Make CIC in the communities around the organisation's hubs. Such as environmental work and place regeneration.

Customers

Those who purchase products or services from Make CIC and contribute to the societal value generated, and help fund the public benefit activities provided by Make CIC.

Participants

those who take part in Make CIC's programmes and events, including those who are supported through enterprise programmes

Members

Those who have part-use of the resources of Make CIC's hubs.

Residents

Those who have full use of the resources of Make CIC's hubs.



02

Our Impact



Theory of Change

The activities and outcomes that generated the highest societal value in 2020-21 were:

Providing a community creative workspace

Anticipated Change (Effect)

Residents have increased productivity due to moving into space and therefore have an estimated 25% increase in GVA per year



Stakeholders

Residents



Outcomes

Residents have increased GVA

Residents feel increased wellbeing from becoming self employed

Residents

Residents feel increased wellbeing due to being in self employment

Education programme

Anticipated Change (Effect)

Class and Course Attendees learn new skills



Stakeholders

Class and Course Attendees



Outcomes

People learn a new skill

Participants take part in an supportive enterprise programme and experience mentoring

Enterprise programme participants

People started, grew and expanded their businesses. People learned new skills and improved their economic status.

Flexible work space and services

Anticipated Change (Effect)

Residents have a better work/life balance



Stakeholders

Residents



Outcomes

People feel increased Wellbeing due to feeling they can rely on their family

Theory of Change

The activities and outcomes that generated the highest societal value in 2020-21 were:

Mental health provision

Anticipated Change (Effect)

Residents have a better work/life balance



Stakeholders

Residents, Staff, Volunteers



Outcomes

People experience improved mental health

Make CIC as an employer

Anticipated Change (Effect)

Employees of Make, residents and members' businesses gain employment



Stakeholders

Employees



Outcomes

Employees earn more money

Employees go from unemployed to full-time employment

Employees

Employees earn more money

Makes approach to being a social landlord

Anticipated Change (Effect)

Residents feel increased wellbeing because they can ask Make for help since Make act as a Social Landlord and support residents



Stakeholders

Residents



Outcomes

People feel increased wellbeing due to ability to obtain advice locally

Residential socials and networking

Anticipated Change (Effect)

Residents feel like part of a community



Stakeholders

Residents



Outcomes

People experience improved wellbeing from being a member of a social group

Theory of Change

The activities and outcomes that generated the highest societal value in 2020-21 were:

Inclusive event programme

Anticipated Change (Effect)

Event attendees have increased wellbeing from attending a social event



Stakeholders

Event attendee



Outcomes

People experience improved wellbeing from being a member of a social group

Covid19 support

Anticipated Change (Effect)

Residents were supported with rent relief, business support and, grant applications



Stakeholders

Residents



Outcomes

People were able to diversify income, mitigate financial losses and continue to trade through the pandemic





03

Our residents

BALTIC
Make.



Resident testimonials



Click to read

Resident Case study

Brantina Chisango

B'VARI



About

B'VARI is described as handmade unique jewellery, accessories, and clothes inspired by the intricate traditional colourful beadwork, patterns and shapes of the Zulu Tribe in South Africa. Brantina is a resident at Make Baltic in Liverpool's Baltic Triangle and uses the space to design and make her products.

Brantina has been supported through Make CIC's enterprise programme 'Enterprise Hub Skills' to diversify her income during the pandemic. The support has led to Brantina taking on one-to-one tuition which helps bring in more income, taking the pressure off while working on new products for B'VARI.

It's great to have different disciplines working around you because you bounce off each other and get ideas. Everyone there is so friendly too. And Make is really good at supporting small businesses.

Enterprise Hub Skills

Enterprise Hub Skills is led by the Women's Organisation and delivered by multiple partner organisations across the Liverpool City region. Make CIC delivers the programme by offering one-to-one mentoring to its members, residents and wider network; helping people access opportunities, collaborate on projects and receive advice and guidance on setting up or managing their businesses.

Make CIC works with people across its three sites who are at various stages of running a creative or social business. From those who are just starting out to others who need more complex support with development of their business. The programme aims to enable people to turn their creative pursuits into thriving businesses and offers tailored support to each individual.

The program is open to everyone, however there is an emphasis on helping women to improve their labour market status. Over the course of the funded three years Make aims to support 133 people and to evidence improved labour market status for at least 20 women from that cohort.

Make started running the programme in January 2020 and during 2020 registered and mentored 20 people, 12 of whom were women, with six having improved their labour market status with Make's support.

2020 was the year of multiple lockdowns and considerable hardship for people running their own businesses. Make supported the Enterprise Hub beneficiaries through the pandemic with help in diversifying their income streams, learning new skills, taking their businesses online, collaborating with new partners, creating new content and accessing funding. All with the aim of building confidence and resilience.





04

Project work



Project work

Bootle Festival of Ideas



161

people attended the
Bootle Festival of Ideas,
over the course of six
events.

74

Online

87

In person

98

ideas were submitted
on how to Build
Bootle Back Better

The eight ideas are:

Adventure Boxes

Medea Brewing

Mosaic Motivation

Made In Bootle

Bee's Bench

Bootle Zine Library

A helping Hand

A Carnival Community

The finalist was supported by mentors to produce a poster which gives an elevator pitch of what the idea is, and what else they might need to make it happen.

Each idea will receive a starter-grant, as well as on-going support from Make CIC, Kindred, and Sefton Council to develop their ideas further and bring them into reality.

Project work

Supporting Social Trading Organisations Through the Pandemic



In 2020 the COVID-19 global pandemic led to the UK government ordering a “national lockdown” which included measures such as social distancing, working from home, and the closure of non-essential business venues. This disruption meant many businesses needed support. Make CIC was asked by Kindred LCR to help deliver one-to-one business support for other socially trading organisations; to adapt to the change and in some cases to simply survive.

Many businesses had to transform their services overnight. Some had to cope with new and urgent demands from their communities and beneficiaries. Alongside a handful of other social business advisors, and organisations, Make CIC supported socially trading organisations throughout this period.

Partner quotes

Click to read





05

Financial report



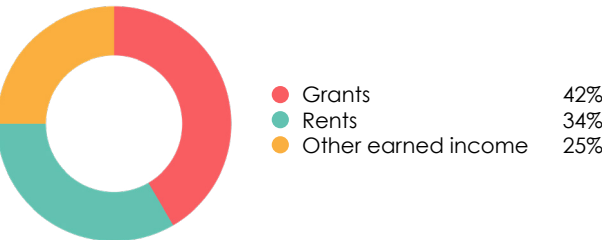
Financial report

The Make CIC group consists of five companies: Make LCR CIC, which is the parent company to four other limited companies – Make Baltic Ltd, Make North Docks Ltd, Make Hamilton Square Ltd and Made by Make Ltd. During the year the companies, as a group, collectively made a surplus of £66,714.

Income for the group comes from a diverse range of sources, and during the year 42% came from grants, 34% came from rents to tenants, and 25% came from other earned income sources, including projects and commissions, events and hires, and educational activity.

Expenditure is carefully managed, with 34% of cost going on staff, 22% going on rents to our landlords, and 30% going on building running, repair costs and other expenditure.

Sources of income



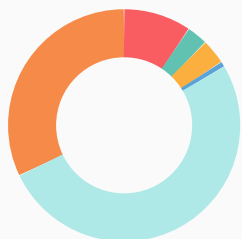
At the end of the financial year on 31st January 2021, the group of companies had fixed assets with a net book value of £51,272, together with £67,033 of cash and other net current assets. This is financed by £148,653 of low interest and unsecured loans.

Despite the turmoil brought by COVID-19, the Make CIC group has seen turnover continue to grow and achieved an operating surplus for the year. The directors are confident that the organisation has the resources to meet future challenges, and consider all the companies in the group to be going concerns.

Summary of the organisation's annual trading income & trading expenditure

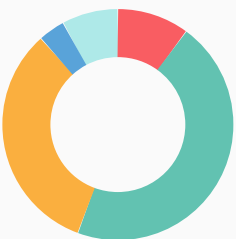


Trading income



Project Grants	9.3%
Events & Hires	2.9%
Education	3.5%
Workshop Membership	0.6%
Rent	51.4%
Projects & Commissions	31.7%
Other	0.4%

Expenditure



Cost of sale	9.9%
Buildings	45.9%
Staffing	32.7%
Consultancy	3.7%
Operating costs	7.8%

Social and Societal Value

Measuring the social and societal value of our work is a central tenet of Make CIC's approach to doing business as a social enterprise. We are committed to positively impacting the lives of our beneficiaries as well as the regeneration and sustainability of the places we operate.

We know our work creates significant value for the Liverpool City Region. This includes GDP, but goes beyond just financial wealth alone. A prosperous region is a happy, healthy, fulfilled and sustainable one.

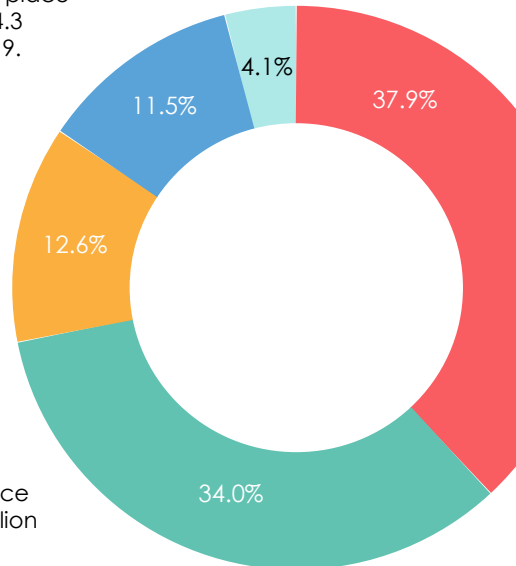
Real Worth study into the Societal Value generated at Make North Docks

Real Worth reported that, of the factors taking place at Make North Docks, Make CIC generated £4.3 million in societal value between 2016 and 2019.

Societal factor view

● Savings & Revenues to stakeholders	1,624,000
● Wellbeing	1,457,000
● Employment	541,000
● Education & training	492,000
● Health	174,000
Total	4,288,000

Real Worth forecast that the factors taking place at Make North Docks alone will create £1.5 million of societal value every year from 2021.





06 The impact of COVID-19



The impact of COVID-19

Summary of the impact of COVID-19 and how Make supported their beneficiaries.

Number of residents supported

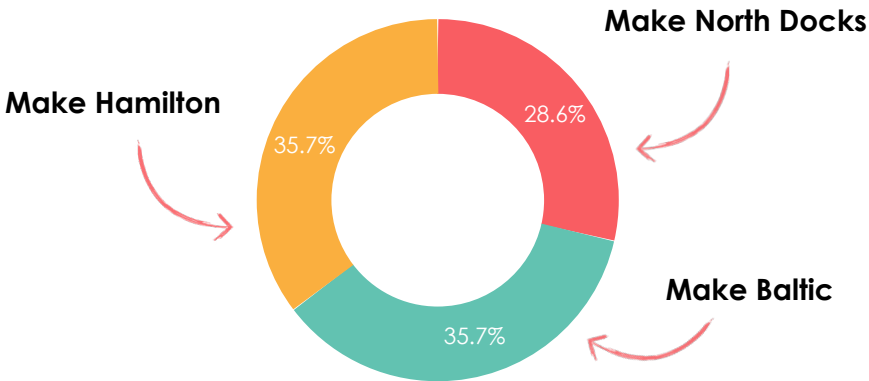
Between February 2020 - January 2021 we have financially supported 12 of our residents via rent pauses, rental breaks, workspace exchange and rent reductions.

Financial Impact for Make CIC

Between February 2020 - January 2021 Make CIC has indirectly offered £8,792.50 to 12 residents who were in need of financial support due to COVID-19 through rental holidays, rent pauses, workspace exchange and rent reductions.

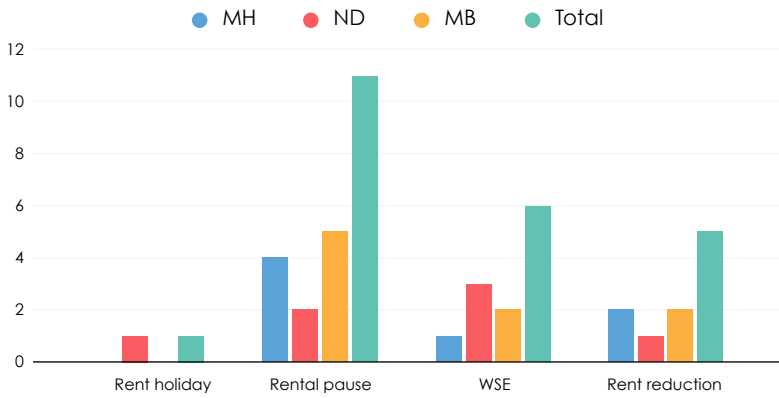
Support vs studio

Number of residents supported



Despite North Docks being our largest studio, it was the studio where residents required the least amount of support. In the case of the Baltic studio, all residents who required support lost their part time jobs which funded their studio spaces. In the case of Make Hamilton, the residents who were supported range from people who were unable to carry out their work under government restrictions and high-risk people who were unable to leave their homes for non-essential reasons.

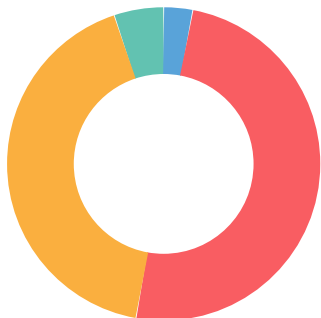
Types of Rental Support



We can see the prevalence of the different types of support compared to the studio spaces in the graph above. Rental pause is the highest in our Baltic and Hamilton Square studios followed by workspace exchange in our North Docks studio. This is perhaps due to our North Docks space being more of a maker space and therefore residents having more skills we can utilise.

Types of Support vs Financial Impact

Rent Holiday	3.2%
Rental pause	49.7%
Workspace exchange	41.8%
Rent reduction	5.4%



We can see that rental pauses take up the majority of the support we were able to offer coming in at nearly 50% followed by workspace exchange which worked great with the residents who wanted to engage with the process but was very time consuming with others.

Membership losses

We lost 13 residents during 2020 as a direct result of COVID-19 whether this is due to safety, loss of income because of lockdown, being high risk or no longer needing their studio. In total this resulted in Make experiencing a loss of 39.5 months' worth of rental income which totals £7,465.00. We experienced the greatest loss in our North Docks and Baltic studios - both losing six residents each.

Membership pauses

We have been put in a situation several times over the last year where we've had to delay the onboarding of the membership offer which has resulted in an approximate loss of £80 per month between March - June totalling £320, working from the assumption that we usually have two consistent members per month. In addition to the delay in onboarding new members we also had to pause current memberships between April - July, November and January. This totals approximately £1,355.



Black lives matter

The death of George Floyd in May 2020 sparked the Black Lives Matter Movement which shone a spotlight on the inequalities that are pervasive in our society. It rightly made organisations question if they were doing enough to overcome those inequalities.

COVID-19 has further exposed the inequality that exists in the Liverpool City Region, with many of those most adversely affected being from Black, Asian and other diverse Ethnic Communities. Make CIC recognises that more must be done to address systemic racism and that Make CIC has the opportunity and resources to do more.

After a moment of introspection – where we listen and learn about what our role may be, and what tangible actions this organisation should be taking on the issue – Make CIC commissioned experts on the subject to work with us to help the organisation reach a definitive and well-informed place.

We have made public our commitment to use our resources to be proactive in creating opportunities.

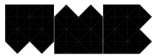
In 2021 we will:



- Publish a plan on what more we can do to fight racism.
- Create opportunities to support creative members of the City Region's Black, Asian and other diverse Ethnic communities.
- Elevate the work of people from Black, Asian and other diverse Ethnic communities
- Publish progress on our BLM actions in our annual reports.

Acknowledgments

We would like to thank everyone who contributed to Make's success in 2020, those who offered support and guidance throughout an unprecedented time and who we couldn't have done it without.



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2020 - 2021

