

Independent Evaluation of **Digital Media Exchange** **(DMEx)**



Liz Kettle
Writer and Consultant



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The report was researched and written by Liz Kettle, Writer and Consultant

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Further information is available at:

www.dmex.org.uk

or by contacting:

Community Media Solutions
15 Paternoster Row
Sheffield S1 2BX

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This is an evaluation of the Digital Media Exchange (DMEx) project in Sheffield. It covers October 2013 – June 2015.

Findings are based on research, meetings and interviews with 21 people including DMEx partners, Digital Media Centre (DMC) staff and the project's beneficiaries. Key findings include:

Background

DMEx was established with the aim of supporting deprived communities and disadvantaged social groups in South Yorkshire to learn and use digital skills for jobs and businesses, and be part of new economic opportunities in a range of digital media.

It follows - and builds on the existing infrastructure from - the previously ERDF funded Sheffield Community Network. The evaluation of SCN and current statistics showed that there was still a need for such a project.

Project delivery

Partnership was a key factor in the DMEx project, with 10 different organisations working together to deliver a range of linked and complementary support.

In just one year of delivery, DMEx achieved a great deal including successfully setting up significant infrastructure and new opportunities for people in Sheffield to work in the digital media industry, and to use digital technology to support new local businesses.

Outcomes

DMEx expanded the potential for local journalism in Sheffield through the launch of a new community television station. It also supported people in different communities to produce a diverse and substantial range of content for community radio, individual websites and social media.

At the same time, DMEx was unique in its offer of combining digital media skills with business development support. This enabled a range of **new pathways for people into work**. These were overwhelmingly on a sole-trader or self-employed basis reflecting the economic reality of the media industry and local economy.

Working for social benefit was a key theme that was embedded in DMEx. Initially there was a lack of clarity about the definition of a social enterprise and how this fitted with self-employed sole traders, but the project resolved this issue to show that many also had primarily social objectives.

As well as individuals setting up businesses, DMEx has also benefited **communities and groups** in Sheffield in a range of ways, from access to a new television station specifically set up for communities, through to directly supporting a number of community groups to use digital media.

There is evidence that DMEx employed effective methods of support in offering free, one-to-one, client-led mentoring and support in a range of locations and with the draw of specialist equipment and committed project staff.

Outputs

The project performed extremely well in relation to three of its formal targets (businesses assisted, businesses created and jobs safeguarded) and reasonably well in the other two targets (social enterprises assisted and jobs created).

Conclusions

A number of lessons can be taken from the DMEx experience, including considering improved referral systems, skill-sharing and targeted promotion in any similar future project.

The findings of the evaluation endorse the development of a future project building on the achievements of DMEx.

Digital Media Exchange (DMEx) was a £1.06 million partnership project, part-funded by the European Regional Development Fund (ERDF). Its overall aim was to promote jobs and enterprise in Sheffield and South Yorkshire by supporting local people to work with a range of digital media.

DMEx built on the infrastructure of the Sheffield Community Network. This was a much larger (£4.6 million) project that was also funded by the ERDF and ran until 2013.

This evaluation reports on the progress and achievements of DMEx during the lifetime of the project, from its inception up until June 2015.

1.1 Aims and Objectives of DMEx

DMEx was set up *“to support digital participation and economic engagement of deprived communities and disadvantaged social groups including young people at risk of exclusion. It will also strengthen community voices, improve access to information and services, build a culture of innovation, creativity and enterprise, and contribute to effective communications and ICT usage¹.”*

The objectives of the project were to:

- improve connectivity to economic opportunities using public access and community-based ICT facilities to remove the digital divide and to tackle social and economic exclusion
- promote social entrepreneurship and a culture of enterprise through support for a network of community-based digital media production facilities in Sheffield and South Yorkshire
- create new sustainable jobs in creative, media and digital technologies
- support the development of effective communications and ICT usage in the work environment and at community level and to contribute to community ICT strategies

- ensure that people in Sheffield can access digital media production and distribution facilities and specialist technical and social enterprise support irrespective of geography.²

DMEx followed the larger and more ambitious Sheffield Community Network. It was timed to capitalise on a significant amount of funding for, and the launch of, a new local digital TV channel called Sheffield Live TV.

In order to achieve its aims and objectives, DMEx undertook these activities:

- **Production, distribution and network services**

Installing transmission facilities, and upgrading and buying studio equipment needed for the new local TV station.

- **Neighbourhood environments for digital participation and inclusion**

Facilities and mentoring for media production and business support based in two existing neighbourhood centres (called Digital Media Centres) and The Sheffield College. Also developing a network of new Digital Media Centres across Sheffield.

- **Cross-platform digital media enterprise incubator**

Facilities and mentoring for media production and business support based at Sheffield Live's offices in the city centre. This included specialist software and production equipment, and was linked to potential for broadcasting on Sheffield Live TV, Radio and website.

1.2 The context for DMEx

The links between digital and economic exclusion are now widely accepted. People who suffer deep social disadvantage are up to seven times more likely to be disengaged from the internet than are those who are socially advantaged³.

¹ Digital Media Exchange ERDF application

² Digital Media Exchange ERDF application

³ Helsper, Ellen (2008) Digital Inclusion: An Analysis of Social Disadvantage and the Information Society

Initiatives such as UK Online Centres and Learn Direct are well-established in training people in basic digital skills. People setting up their own business can also usually get some kind of business advice and support from their local authority or Chamber of Commerce. However, there are very few programmes that aim to build capacity to create jobs and enterprises specifically through digital engagement.

National context

Access to the internet continues to grow in Great Britain. Over three quarters of adults use it every day, and internet access by households has also increased dramatically over the last decade⁴.

These figures follow global trends, and in the UK, a series of government-led initiatives to promote digital inclusion and e-learning. However, research also shows that in the UK there are still 4 million households without internet access⁵ and that one in five adults doesn't have basic digital skills⁶.

People who don't use the internet are more likely to be aged over 65, from lower social and economic groups, have no formal qualifications or be female⁷.

And when it comes to jobs and businesses, nearly a third of UK companies and charities also still lack basic digital skills⁸. Estimates suggest that digital technology could unlock nearly £20 billion in revenue for UK small and medium-sized businesses⁹.

Local context

Internet use in Yorkshire and the Humber is below the national average. In some parts of South Yorkshire, over 15 percent of adults have never used the internet¹⁰.

Sheffield is the 56th most deprived local authority district in England¹¹ with higher than national average unemployment rates¹². The two Digital Media Centres in the DMEx programme were based in wards of Sheffield with significant deprivation. In Heeley, over a third of people are living in areas classed as amongst the 10 percent most deprived in England; and some of Southey falls within the top 5 percent most severely deprived¹³.

At the same time, local and regional governments are stating the value of digital media businesses for boosting the economy, generating jobs and helping to enrich communities.

Central government is championing local TV as a way of supporting new jobs and giving local communities a choice of programmes¹⁴. In Sheffield, local business leaders list the creative and digital industry as one of the city's highest value sectors, and important for driving future economic growth in the region^{15 16}.

¹⁰ Office for National Statistics (2014) *Internet Access Quarterly Update, Q1 2014*

¹¹ <https://www.sheffield.gov.uk/your-citycouncil/sheffield-profile/deprivation-statistics.html> Accessed Feb 2015

¹² Sheffield First Partnership (2014) *State of Sheffield 2014*

¹³ <https://www.sheffield.gov.uk/your-citycouncil/sheffield-profile/ward-profiles.html> Accessed Feb 2015

¹⁴ Department for Culture, Media and Sport (2013) *Connectivity, Content and Consumers: Britain's digital platform for growth*

¹⁵ Sheffield First Partnership (2014) *State of Sheffield 2014*

¹⁶ <http://sheffieldcityregion.org.uk/about/overview/> Accessed Feb 2015

⁴ Office for National Statistics (2014) *Internet Access – Households and Individuals*

⁵ Office for National Statistics (2014) *Internet Access – Households and Individuals*

⁶ Go On UK (Accessed Feb 2015) <http://www.goon.co.uk/our-vision/>

⁷ BBC (2014) *Media Literacy: Understanding Digital Capabilities*

⁸ Go On UK (Accessed Feb 2015) <http://www.goon.co.uk/our-vision/>

⁹ Booz & Company (2012) *This is for Everyone: The Case for Universal Digitisation*

Building on SCN

Although it was a new and distinct project; the aims, ethos, physical infrastructure (and all of the partners) of DMEx followed closely from the Sheffield Community Network. The findings of the SCN evaluation validated 'the need for a programme like SCN,' and reflected that, 'There is clearly a demand for support in developing enterprise with a digital element, either as a core component of the product or service offered or as part of the supporting infrastructure of business...Such a programme can contribute to the dual aims within the city and sub-region of rebalancing the economy towards growth sectors through digital enterprise while achieving real benefits for disadvantaged groups and areas.'¹⁷

1.3 Aims and objectives of the research

This report aims to reflect on the outcomes and impact of DMEx, with a focus on the five research questions set out in the research brief:

1. To what extent has DMEx enabled the development of local journalism, content production and community engagement across Sheffield?
2. To what extent has DMEx enabled new pathways for individuals into employment or self-employment?
3. How successful has the project been in fostering specifically social enterprises?
4. To what extent has DMEx benefited communities and groups as well as individuals? This includes both communities of place and interest, and the impact on disadvantaged groups such as female and BME entrepreneurs.
5. What lessons can be learnt about effective methods of support that enable communities and individuals to participate better in the digital economy?

¹⁷ Sheffield Hallam University Centre for Regional Economic and Social Research (2013) Final Evaluation of the Sheffield Community Network

As stated in the research brief, given the limited timescale and budget for the evaluation, the data collected can only allow indicative answers to these questions.

Although this report includes some basic quantitative data about project targets and outputs, its essential focus is on qualitative information provided by both staff and beneficiaries of the project.

1.4 Research methods

Findings come from research undertaken between November 2014 and June 2015 including:

- face to face interviews with 10 DMEx staff, including those based in five of the delivery partners' organisations
- face to face interviews with 5 project beneficiaries
- telephone interview with 1 project beneficiary
- data and quotes from face to face interviews with 5 project beneficiaries conducted as part of internal evaluation process
- attending six meetings of the project's steering group
- attending Digital Opportunities – Pathways to Enterprise event, 25 June 2015
- reviewing and considering use of DMEx website and social media
- internal DMEx evaluation reports and materials
- data provided by Community Media Solutions including the evaluation of the Sheffield Community Network
- desk research into national and local context

Some of the data collected has already been included in the interim report published in February 2015. It is reproduced here where relevant to the key findings.

2. Project Delivery

2.1 Partnership

Partnership was a key element of the DMEx project with 10 different organisations coming together with the aim of delivering a range of linked and complementary support.

DMEx was made up of these partners:

- **Community Media Solutions (CMS)**

Lead organisation in charge of project management and monitoring. Also specialist support for media business development.

- **Cultural Industries Quarter Agency (CIQA)**

Delivery partner – creative digital and business development support. Strategic support and development of existing and new Digital Media Centres.

- **Sheffield Community Media**

Media investment and asset management including acquiring studio, equipment and ICT facilities at Sheffield Live.

- **Sheffield Local Television**

Delivery partner – city centre based, offering business development, media production, technical assistance and access to broadcast on Sheffield Live TV/website.

- **Commedia Sheffield**

Delivery partner – city centre based, offering business development, media production, technical assistance and access to broadcast on Sheffield Live radio/website.

- **Heeley Development Trust**

Delivery partner – neighbourhood based Digital Media Centre based in Heeley offering digital media and business development support for local people.

- **SOAR Community**

Delivery partner – neighbourhood Digital Media Centre based in Parson Cross offering digital media and business development support for local people.

- **Sero Consulting**

Strategic support on project monitoring, evaluation and sustainability.

- **Community Media Association**

Strategic advice, promotion, communications and specialist enterprise support.

- **The Sheffield College**

Delivery partner – digital media and business development support for students.

This report looks primarily at the support offered by the *delivery partners* listed above, and the quotes included are from these organisations.

Apart from the new Sheffield Live TV group (Sheffield Community Media and Sheffield Local Television), all the organisations were part of the SCN, the larger forerunner to the DMEx project. This meant that relationships between partners were to some degree already established.

Representatives from each organisation were invited to the project's monthly steering groups, and nearly all regularly attended. These meetings ran efficiently, offering partners a chance to discuss ongoing work including delivery and output capture, monthly claims and reporting, promotion, communication and risk management. The meetings also offered the potential to look at joint work and referrals.

This network, made up of a number of organisations with different expertise, facilities and based in different locations, was a central strength of DMEx. However, it also meant that there were 10 different sets of organisational cultures, working practices and priorities. So perhaps inevitably - and when combined with pressure on time and resources - some partners felt "self-contained", "insular" "lonely" with "no links."

"The people that are actually working producing the outputs don't really get the opportunity to get together (for) cross-sharing of information and to say what skill set and resources are available."

The issue of referrals and the network was highlighted in the interim report. Some partners said that clients needing, for instance, specialist

business advice could benefit by being referred to expert support available at other DMEx partners.

Since then some progress has been made towards encouraging closer work with networking support for Digital Media Centres offered by new staff at CIQA.

2.2 Achievements and Timeline

In the project's short lifetime, DMEx successfully set up significant infrastructure and new opportunities for people in Sheffield to work in the digital media industry, or use digital technology to support new local businesses.

The start date for DMEx was brought forward to 27 September 2013 (the date of the letter of acceptance of the outline application) only in order to capture match funding commitments. Following this, however, delays in signing contracts meant that ERDF funding was not available until spring/summer 2014, with the DMEx launch event in July 2014. This meant a reduction in delivery timescales for most activities to one year, with initial work being undertaken "at risk."

Early on in the project, substantial work was done buying and installing equipment for a new local TV transmission and distribution network. Equipment and studio facilities in the centre of Sheffield were then either installed or upgraded.

At the beginning of 2014, the embryonic Sheffield Live TV put out a call for people to come forward with ideas for future programmes, and held three well-attended public meetings. By summer, part-time mentors specialising in creative media and business advice were employed and working with a range of potential new media production businesses. These entrepreneurs had free access to new equipment including cameras and editing software.

At the same time, the city's well-established community radio station continued to support and work with local programme makers, often

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from BME (black and minority ethnic) communities and other communities of interest.

Once the funding began to reach the partners in spring/summer 2014, work also began out in other areas of the city. SOAR, the community organisation based at Parson Cross in north Sheffield, has a dedicated Digital Media Centre equipped with Apple iMacs, PCs and access to camcorders, digital cameras and video conferencing facilities. Demand from local people (and those outside the area) for support to set up websites and use digital media to back up businesses was high, with waiting lists needed on occasions. SOAR over-achieved its targets for setting up and supporting local businesses.

The Digital Media Centre based at Heeley Development Trust, just south of the city centre was based next door to the Heeley Online resource. Again, local people, usually on low incomes or benefits, were supported and given the confidence to use digital media, set up their own businesses and start trading.

Over at The Sheffield College's Norton site in the south of the city, £100k of new equipment was bought including a Tricaster vision mixer, HD cameras and other peripherals. The vision mixer exactly matched the one used at Sheffield Live TV so that content produced at The Sheffield College could be broadcast from the city centre studio. By the autumn term, students were being trained to use this new and transportable equipment, enabling up to 5 camera live mixes of events. Students were also supported to set up their own media production businesses.

On 23 September 2014, Sheffield Live TV began broadcasting. The launch and continued running of a new digital television channel on Freeview, cable and broadband – including a syndication arrangement with BBC Regions for news content – was the result of a huge amount of work, time and commitment.

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During this time, CIQA began some preliminary work looking at developing the network of DMCs. In October, it began a programme of Lunch Plus meetings to showcase the potential of digital media for employment.

Three part-time staff were recruited in November 2014. They worked for the remaining six months of the project mapping out existing and potential DMCs in Sheffield, and looking at appropriate ways to support them, including running a series of networking meetings.

CIQA also hoped to influence economic policy so that the value of DMCs is recognised and sustained in the future. As part of this work, it produced two publications: *DMC Examples and Best Practice* and *DMC Network Guide*.

In January 2015, Sheffield Live TV recruited a new Production Manager and Production Assistant. As well as mentoring, their role included outreach work and potentially making links with other DMEEx partners.

Because of the initial delays in funding, the project tried negotiating with the Department for Local Government and Communities (who administered the ERDF funding) for a three month extension until September 2015. This proved unsuccessful.

On 25 June, DMEEx held a celebratory final event called Digital Opportunities – Pathways to Enterprise.

The project spent 80% of potential funding (£815,000 of £1,064,000).

3. Outcomes

3.1 To what extent has DMEEx enabled the development of local journalism, content production and community engagement?

DMEEx has significantly expanded the potential for local journalism in Sheffield through the launch of a new community television station, Sheffield Live TV. The project has also supported people in different communities to produce a diverse and substantial range of content for community radio, individual websites and social media.

Local journalism

Sheffield Live TV now has an HD quality TV production studio in the city and since September 2014 has been broadcasting on Freeview, cable and broadband. An arrangement with BBC Regions means that news content can be syndicated to BBC TV.

“The whole thing about Sheffield Live is that we want to develop community journalists. From the grassroots feeding into the station from their geographical communities of interest, that’s key to what we want to develop.”

Local journalists were also supported at Sheffield Live TV’s sister community radio station to produce content for programmes, with some of the groups and individuals broadcasting on both. They have had the opportunity to learn how to use specialist software and equipment, with business development support from specialist enterprise advisors.

Although there were strong aspirations at Sheffield Live to link the new TV station with local journalists in Heeley and other DMCs, lack of staff and capacity meant that these links were limited. Funding delays meant that production staff responsible for outreach and making links were not recruited until January 2015.

Neither of the two DMCs felt that their DMEEx work directly involved developing local journalism. However, the project had a knock-on

effect at Heeley, where the part time member of staff who was employed with DMEEx funding had publications skills that she could use at other times on the local magazine. Both DMCs were keen for their clients to become “news stories” on Sheffield Live TV and Radio in order to promote or showcase their businesses, but again lack of staff and capacity limited this.

DMEEx funded The Sheffield College to give specialist media and business development advice to students studying for Foundation Degree in Media Production. In terms of local journalism, some productions involved the recording and screening of local sporting events, which were presenter led.

Content production

Two main types of content production have resulted from DMEEx, produced with different skills and for very different purposes:

- programmes, footage and material for broadcasting
- websites, marketing and social media material to support businesses.

Sheffield Live needed a substantial amount of programme content to broadcast on local TV and radio. Its support and mentoring enabled groups and individuals to produce much material.

DMEEx funding allowed The Sheffield College to buy equipment to video external events for broadcasting. This equipment matched the facilities at Sheffield Live, so that content produced by students could potentially go out on the local TV station.

Early on in the project, Heeley Development Trust had exploratory discussions with Sheffield Live about recording local live music performances for broadcast. Both the DMCs at Heeley and SOAR were keen for their clients to have their businesses showcased as features on Sheffield Live TV or radio, including learning how to make their own promotional videos.

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Again, lack of staff and capacity meant that this was not possible.

Otherwise both the DMCs at Heeley and SOAR were clear that the digital content that they produced was for websites and social media to support local people setting up or maintaining their own businesses.

"The people we're working with are producing digital content for their needs which are not linked to the production of radio or TV."

Community engagement

Sheffield Live radio has a long-established history of community engagement.

"We have broadcasting in different languages, we have broadcasting for different communities such as the LGBT (Lesbian, Gay, Bisexual and Transgender) community, we have programmes made for and by people with disabilities...the success of Sheffield Live is its geographical communities but also communities of interest. And obviously they both cross over as well and that's the key."

Sheffield Live TV is striving to build on this model. Early on in the project, it put out a call for people to come up with programmes and held public meetings. It received about 120 programme proposals this way. The feeling at Sheffield Live was that this was the appropriate way to reach out to communities.

"We need to obviously go to people and say 'we're here if you need us, we want to help and support you'. But parachuting in and saying, oh we really need a Polish programme or a programme from Saudi, or from wherever, doesn't work. The need has to come from the community itself."

There was the hope that the TV channel would in itself be a form of promotion within the community: the more people watched it, the

more people might want to get involved and make their own programmes. However, there has been a certain amount of frustration about the reach of the station, as some areas of Sheffield are unable to receive the signal. Subject to future funding, there are plans to improve this with an extra transmitter in north Sheffield.

Community engagement was integral and central to the two DMCs based in well-established, successful community organisations in Parson Cross and Heeley.

"We have engaged with a lot of people locally, the community engagement's been very good."

"More people will see the clients that we're working with, so from a community engagement point of view we have a greater contact with people with a much greater reach."

Both DMCs did consider targeted outreach work for DMEx in the community but were limited by lack of staff and resources.

A major strength of DMEx was that it combined a range of different methods for community engagement, in order to reach out to different types of people. For example, Sheffield Live radio had a long and well-established history of working with volunteers who were passionate about issues and culture in their communities.

Sheffield Live TV appeared to work with perhaps a more educated and "professional" group of people and students to produce programme content.

The neighbourhood-based DMCs were able to reach local people, often on low incomes or benefits, so that they could harness digital media for their own businesses, something which they would have been unlikely to have done without the project.

Case Study 1: Enabling local journalism and content production



Neon Tech Productions

Josh Hague and Ashley Foulstone are Media Production students at The Sheffield College, and the first people in their families to go on to higher education. They signed up to be part of the DMEx project when the Sheffield Sharks basketball team came to the college looking for someone to video and broadcast their games.

Along with other students, they were trained to use a new portable Tricaster (vision mixer and recorder) and HD video cameras. This industry standard equipment made it possible to record professional looking, multi-camera, live shows and events. The Tricaster mirrored the one bought and used by Sheffield Live TV which was just being launched and hungry for new programmes.

"The timing really made sense. We thought it was a pretty amazing opportunity – especially to get stuff on TV," said Josh.

With business support from DMEx, Josh and Ashley registered Neon Tech Productions as a limited company. They also had help negotiating a tricky sponsorship deal and began to make some income. Neon Tech expanded to work with about 20 other Sheffield College students.

Both Josh and Ashley can list a range of new skills that they have gained from DMEx.

"It's organisation everywhere! It's been planning everything and making sure there is good time management. And from a technical standpoint, I have now been in every single role: camera operator, director, editor, producer. So I've learnt a lot," said Josh.

"As well as supporting us starting the business, new equipment bought under DMEx funding gave us the ability to do more and more jobs. So I've learned how to use professional equipment, how to work as a team and how to manage a business," said Ashley.

On top of new technical and business abilities, the two recognise that the experience has helped them to develop personal and communication skills too.

"It has taught me to be calm under pressure. You've just got to get on. If you don't, it will just all start falling apart. It has built my confidence loads. I used to be a wreck when I was at school, but I'm not like that now. I can't be, I'm too busy," said Josh.

"It has changed me. It has definitely built my confidence. I used to be shy about working in a team, I wouldn't communicate with new people. But now I'm bringing new people in, training them up and I communicate well," said Ashley.

<http://www.ntproductions.co.uk/>

Case Study 2: Enabling content production



Cool Beans

Chris Arnold originally started Cool Beans in 2010 as a DJ and events management business. It then evolved, and he worked with a team of about ten other people, to make smallscale music videos and comedy sketches.

In 2014, as part of the DMEx project, Sheffield Live TV provided an opportunity for Cool Beans to make - and ultimately sell - television shows.

"It was really important. The fact that they said you've got a slot for a TV show motivated us all to actually go out and make something. Once you've been given that deadline it's a big thing. You think let's do it!"

Cool Beans benefited from a range of creative and technical advice including use of computers and industry-standard editing software available 24 hours a day.

"The main thing we learnt was the overall ability to put together a TV show. We'd never done anything like it before, and structuring the show was one of the trickiest things to get our heads round. So there were lots of tips about getting your intro theme, outro theme and idents sorted. We've learnt about efficient ways to film so if we had recurring sketches we film stuff in blocks."

Cool Beans made a series of six shows for Sheffield Live TV. The first episode was shown during the local TV station's launch week in September 2014. Series One was well-received, and subsequently bought by the Made Television Network to be shown in Leeds, Cardiff, Bristol and Tyne and Wear. Made Television commissioned a second series, and now there is interest from other TV channels too. Chris and his friends are now talking about the idea of forming a Cool Beans production company.

"The Cool Beans TV show is essentially one very long pilot of 12 episodes showcasing what we can do!"

<http://welovecoolbeans.com/>

3. Outcomes

3.2 To what extent has DMEx enabled new pathways for individuals into employment or self-employment?

DMEx has been unique in combining teaching people digital media skills with business development support. This resulted in enabling a range of new pathways for people into work.

Sheffield Live used mentors with specialist skills in either creative media or business development to give this support. This facilitated the start-up of a number of freelance journalists, music promoters and small production companies. Nearly all of these have been on a self-employment basis.

"It's the nature of the beast, because of the way the media industry has become structured now, it is based on freelancers."

The Sheffield College supported students to create mainly video production companies, with any work being on a self-employment basis.

"75% of the work for graduates is freelance. We're engaging with them to think, I'm maybe not going to get a 20 year career with the BBC or ITV or be a film producer hired by a company for the rest of my life. They're going to work project to project, and we're trying to get them to think that way."

The two DMCs supported local people, often on low incomes or benefits, back into the labour market by setting up a range of small enterprises.

"It really opened it up for local people. Everyone who's come to me knew that they had to register as self-employed to have a business, but it's here that enabled them to do that."

Examples include a mobile crèche, a masseuse, artists, music teachers, and businesses selling a variety of things from Sheffield mugs and personalised chocolate to cosmetics and juice. Again, these were mainly on a sole trader or self-employment basis.

Some of the new small businesses that DMEx supported have created jobs and may go on to employ other individuals, but the new pathways that the project created were overwhelmingly for self-employment.

This finding perhaps reflects the current economic context and employment patterns both in the media industry and in Sheffield. It also had an impact on the project's social enterprise targets.

Case Study 3: Enabling pathways into employment and self-employment



Joanne Jenkins

Joanne Jenkins regretted missing out on art college. She left school at 16 and earned a living, first as a hairdresser, then as a florist. But she had always carried on with her painting. Then, 23 years later, her artistic talents were recognised and she was advised to take an access course in Art and Design at Loxley College (now Hillsborough College).

The access course led to a Fine Arts degree at Huddersfield University 10 years ago. Since then she made a living through her artwork and teaching art classes to adults in various venues around Sheffield.

"It's difficult to make a living through art alone, so I have to top up my income by teaching."

She shared a partnership with three other artists in High Green until last year but then decided to make a go of it on her own.

"When I left High Green studio, I needed a new website of my own. In April I was referred to SOAR, a community regeneration charity that provides a range of services designed to improve a person's health, well-being and employability."

Joanne met Vanessa Kirby, the Digital Media Exchange Co-ordinator, who helped her set up her website, using Create.net. Joanne needed a website that did not just display her artwork but also allowed online payments, like an online shop. Setting up PayPal was tricky with working out weight, postage and packing.

"I had to be able to update the website myself. Vanessa has shown me how and helped me through when I got stuck."

This 'just-in-time' ongoing support, involving phone calls and regular meetings, was essential to help Joanne develop independent control of her website, which went live in July 2014.

"Vanessa had some great ideas and I'm very happy with the results."

<http://joannecjenkins.co.uk/>

Case Study 4: Enabling pathways into employment and self-employment



James Woollen

James Woollen left Abbeydale Grange school in Sheffield with one GCSE in art and a diagnosis of dyslexia and dyspraxia. Twenty five years later and after a variety of jobs which were terminated for health reasons, James decided to start up his own arts and crafts business.

The DME project helped him to take advantage of the internet to sell his own ceramics, paintings and glass-painting, as well as postcards.

James started the business in 2009, when he was living in Lincolnshire. When he moved to Sheffield he was referred to SOAR for business mentoring by the disability employment agency, Remploy, where he met DME Coordinator Vanessa Kirby.

She suggested a number of outlets for his work and helped him to set up his website.

"Vanessa has been very patient with me. She's helped with contacts and the work on the website as well. I could add to it but I would not have been able to set it up as it is now."

Vanessa has also helped James to find teaching work at Longley 4G Community Centre as well as starter classes in glass-painting for people with mental health problems at Shiregreen community centre. "I don't think I would have got the classes either."

In addition to business advice and help with the website, support from SOAR has also resulted in James meeting people in the area and extending his own networks.

<http://jwoollen.com/>

3. Outcomes

3.3 How successful has the project been in fostering specifically social enterprises?

Working for social benefit was a key theme that was embedded in DMEx and written into the project's aims. All of the DMEx partners were themselves set up as not-for-profit organisations.

"A lot of people think social enterprise just means not-for-profit; and not-for-profit means you're not making any money, which actually has never been the case – it's always been a matter of what you do with the profits."

"We've done a fair bit, we always try to talk to people setting up businesses to really think about social enterprises, we try to push that side of things more than would be done in the mainstream because that's quite important for us... most of the people we've got at the moment are set up as sole traders because of the industry."

However, about half way through the project the interim evaluation identified that DMEx was failing to meet its target for assisting social enterprises. The main reasons appeared to be:

- Lack of clarity and shared understanding of the definition of social enterprise, including for the monitoring and reporting for the social enterprise subset
- A perhaps rigid definition of social enterprise for organisations and groups of people, that appeared to preclude self-employed sole traders (who formed the bulk of the businesses created and assisted, reflecting the current economic reality and opportunities).

The project steering group discussed the issue and decided to take action. Community Media Solutions (the partner managing DMEx) did some research, noting that the definition that the Department for Communities and Local Government used for the ERDF programme was taken from the Cabinet Office:

"Social enterprises are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners."¹⁸

It also found that the Cabinet Office included sole traders as social enterprises in a recent paper on Social Enterprise Market Trends.¹⁹

So although the bulk of the project's beneficiaries were registered as sole traders, many also had primarily social objectives and invested any surpluses in the business or in the community.

It was agreed that the way evidence was collected for social enterprises should be changed to reflect this. Instead of asking for a copy of the constitution or articles of association, social enterprises were asked for a letter describing both their social benefit and the other people involved in the project.

¹⁸ A Guide to Legal Forms for Social Enterprises, BIS (Department for Business Innovations and Skills) November 2011

¹⁹ Social Enterprise: Market Trends (Based upon the 2012 Small Business Survey) May 2013

Case Study 5: Fostering social enterprises



theCHAT

Science teacher Carol Perry was disturbed to discover that children were being regularly exposed to easily available online pornography and that this exposure was having an impact on their understanding of adult sexual relationships including issues of consent and coercion.

She set up theCHAT in 2012 as a not-for-profit community organisation with the aim of delivering up-to-date, effective sex and relationship education sessions to young people and the adults who support them.

Carol met with Jade Richardson at the Digital Media Centre in Heeley when theCHAT needed support to develop a website and improve its branding.

"I learnt how to use the graphics software a bit which was pretty good. I also feel confident with editing the website. It means I don't need Jade that much now. But power to her! It was a completely sustainable process."

Carol also found having the Digital Media Centre based in her local neighbourhood was valuable.

"I live a two minute walk away and I've used it to hot desk when I've had IT issues at home. It's been really good to be able to work in an office amongst supportive people."

Having a professional online presence meant that theCHAT was able to seize an opportunity for publicity on national radio. With DMEx support, theCHAT created a campaign logo and materials, ready on its website when Carol launched a brand new campaign called Itsnotmybag on BBC Woman's Hour. Itsnotmybag supports young women to have the confidence to say no to 'porn sex', a phrase coined by teenage girls referring to intimate relationships that lack respect and mutual pleasure.

Carol's aim for theCHAT is to work with a well-informed and committed group of people to deliver high-quality training to professionals working with young people so that they can deliver this sensitive content confidently.

"So now I've got to think about being an employer. There's another skill set I need to get. I do feel proud of myself and I'm really chuffed that I'm doing it. It's great to be putting my energy into something I believe in."

<http://thechat.org.uk/>

3.4 To what extent has DMEx benefited communities and groups as well as individuals? This includes both communities of place and of interest, and the impact on disadvantaged groups such as female and BME entrepreneurs.

Many individual people benefitted from DMEx in terms of setting up and developing their own businesses. DMEx has also benefited communities and groups in Sheffield in a range of ways, from access to a new television station specifically set up for communities, through to the positive ripple effect that skilled-up individuals and entrepreneurs may take back to their communities.

DMEx also funded the city's long-established community radio station and has enabled communities and groups to get publicity and coverage for their issues and interests on the Sheffield Live website.

"We've given people a platform which you won't get in the mainstream...The most popular thing on our (Sheffield Live) website is Reclaim the Night, which is women talking about being able to walk the streets without any fear of violence."

Another popular item on the Sheffield Live website reflecting community interests was coverage of a campaign run mainly by women and children in Heeley to keep their lollypop lady.

Sheffield Live TV broadcasts in three different community languages: Arabic, Urdu and Punjabi; and Sheffield Live Radio in at least another six including Tigrinya (Eritrean) and Wolof (Senegalese)

Unlike the entrepreneurs who come to Sheffield Live TV to set up production companies, most of the people broadcasting in these different languages are doing so for community - not paid work - reasons. It is worth noting that Sheffield Live Radio therefore benefited from a substantial number of volunteering hours.

Having DMCs based in existing community organisations in Heeley and Parson Cross had the potential to increase the scope and activities there, and bring new services to people living in those specific neighbourhoods.

That said, there was recognition from some partners that DMEx was not primarily in itself a community development project:

"It is less about communities and more about people from the community, but not necessarily doing something with a community focus."

Although most of their work is with self-employed individuals, the DMCs also worked directly with a small number of community groups. For example the DMC at SOAR supported Stannington Library, the S5 Observer community newspaper and the Garden Village Community Association.

There were examples of the ripple effect that happened when one person benefiting from digital media and business advice took their new skills back to their community.

"Her confidence is growing. She provides cake decorating classes with a community centre...a lot of the women there have very low confidence, very vulnerable, very lonely, nearly all of them single parents. So it's had a knock on effect because the work I've done with her, she's then gone and done that and that's the type of people who are struggling."

At The Sheffield College, many of the students receiving DMEx business support came from families in communities where they were the first person to go on to higher education.

"...to think that they would be on the second year of their degree...and started a business in media production is unthinkable. So, in terms of that, the benefits have been fantastic."

CIQA was responsible for developing and extending the network of DMCs. It mapped out existing and potential DMCs in Sheffield, and undertook some preliminary work with a

community-run library and housing association. There was a strong push at CIQA to influence economic policy so that the value of DMCs and economic investment in community infrastructure is recognised and sustained in the future.

Impact on female and BME entrepreneurs

Many of the partners reported that a high number of the people they worked with were female.

"They're all women, apart from (one). Don't know why, you can't predict it, just random."

"Within the group we have a lot of quiet female students. In the media as a rule of thumb we get quite confident male students. This has allowed some of those female students to come and start a business and do something that maybe they wouldn't normally have done...I've been quite surprised but very pleased with the way they've engaged with it."

"Definitely more women - I'd say 70:30."

One of the partners speculated that the reason for more women using the service could be because they had heard about it from people attending their existing IT project, who were already mainly women. However, none of the partners targeted promotion to women.

Sheffield Live has a wide range of programmes on both radio and TV made by people from black and minority ethnic communities, and in different community languages (See 4.1 Community Engagement).

The Sheffield College and the two DMCs reported that the people they worked with were predominantly White British. In other parts of its work, Heeley Development Trust had links with BME communities including with a well established Asian women's group, and through its provision of ESOL classes across Sheffield.

Case Study 6: Benefiting communities and groups



Learn for Life Enterprise

Learn for Life is a busy community education centre in Sharrow, one of Sheffield's most culturally and ethnically diverse neighbourhoods. About 300 people a week – mainly refugees and asylum seekers – come to learn English and other skills at the shop-front building.

Learn for Life works with people who may have escaped from wars and other traumatic situations. As well as language classes, they can take part in cultural activities including a newly formed football team.

Learn for Life set up its Digital Media Centre in 2012 as part of the Sheffield Community Network project. The idea was to support local people with online and computer resources to become self-employed and set up their own businesses.

Director Hayley Nelson says that the DMC had a positive impact on the look of the neighbourhood, including improved signage for local shops, which in turn drew in people to spend more money.

But funding for the DMC finished with the end of the Sheffield Community Network project in 2013. Learn for Life still has the physical space and resources for the DMC, but currently there is no money to employ designated DMC staff. Like most voluntary and community sector organisations, securing the money to run activities is time-consuming and difficult.

As part of the DMEx project, Learn for Life has received support from CIQA. One of the CIQA workers came to visit and discuss funding opportunities, although Hayley was already well-informed about possible sources.

"You see a grant opportunity, you apply for it and cross your fingers."

Learn for Life staff have been to information and networking meetings run by CIQA. Meetings are based around themes such as promotion and funding, and give people the chance to visit and learn about other DMCs in the city.

"I think everybody cares which is great because you've got the human support. And there's a value in CIQA being there to coordinate things. It's about keeping us all connected, keeping it bubbling."

"It would be great if we had a consortium approach. It's very hard to get national funding for a local organisation like Learn for Life on its own. But if we could say to funders, look we've got these digital media centres in different parts of the city, all looking after different pockets and groups of vulnerable people, it would be a very good offer for the whole of the city."

<http://learnforlifeenterprise.co.uk/>

Case Study 7: Benefiting communities and group



IMAN Media

IMAN Media were helped by DMEx to launch a new community radio channel serving the Muslim community.

IMAN stands for Institute of Media, Art and Naats (Naats are Muslim religious poems, similar to Christian psalms). It serves the 30,000 Muslims and wider communities of Sheffield and Rotherham in over 10 community languages, including English, Urdu, Panjabi, Pothwari, Arabic, Bengali, Malaysian, Somali, Pashto and Turkish.

DMEx partner Community Media Solutions supported IMAN to secure 24/7 radio for 5 years, and also helped it to access funding.

IMAN Media provides free media training for budding radio presenters funded by Humber Learning Consortium, thereby expanding the pool of local broadcasting talent.

<http://imanonline.org/>

3.5 What lessons can be learnt about effective methods of support that enable communities and individuals to better participate in the digital economy?

DMEx partners reported that they offered a range of different methods of support: from teaching the technical and business skills necessary for working in the digital economy, through to softer and less measurable necessary skills and aptitudes. There was an understanding that building people's confidence was often the crucial first step to getting started.

This was backed up by project's beneficiaries who were interviewed.

- **Free support**

The fact DMEx did not charge for support meant that people on low incomes or benefits were able to access training and services that otherwise may not have been available to them.

"A lot of people say they can't believe it's free....I know that in their situation financially and personally they wouldn't be able to pay." SOAR DMC

"I would have tried to find another source of support to help me build it. If I could have found something for free I would have done it and if not, I would have paid potentially but I'm a bit limited on my financial resources for that." Carol Perry, theCHAT

- **One-to-one mentoring support**

DMEx was designed to give flexible and individualised support via specialist mentors. It was a client-led approach based on individual needs and intending to offer a more intensive and personal method of support than, say, a group training course. Continuity and trust appeared to be key elements of this kind of support, especially from the DMCs.

"Having actual mentor support gets people to really think about what is a realist idea...The magic of it is that we've had so many people

who've ended up producing stuff and getting it on there, and they've been getting really good feedback and it's done their confidence a lot of good," Sheffield Live TV.

"A lot of people have come to me after doing (group learning) and all of them said 'it's just not for me,' because they're having to take in so much information that they don't think is relevant. It might be relevant to them along the line far away, but at the very start actually those programmes... don't fit with people's actual needs. Because everyone I work with is completely different and they all have completely different needs," Heeley DMC

"A lot of people are quite low in confidence and you can identify that quite quickly and I can always see that growing from week to week." SOAR DMC

Interviewees were positive about this approach to supporting them.

"It has built my confidence loads. I used to be a wreck when I was at school, but I'm not like that now. I can't be, I'm too busy," Josh Hague, Neon Tech

"It has definitely built my confidence. I used to be shy about working in a team, I wouldn't communicate with new people. But now I'm bringing new people in, training them up and I communicate well," Ashley Foulstone, Neon Tech

"Most importantly I think the very fact that they said you've got a slot...motivated us all to actually go out and make something." Chris Arnold, Cool Beans

One-to-one mentoring also meant that people could learn the skills they needed at the time when they needed them.

"I love the one-to-ones. It's a big selling point and it's what people need. They need one person to come back to every week to talk to and say I've done this, and this is how I've progressed." SOAR DMC

"I know I can always contact Vanessa if I have any queries or need support updating my website." Joanne Jenkins

"We've (had) a lot of one on one discussion support which has been good. Support to start the business and make sure we're doing it in the right way," Josh Hague, Neon Tech

"(There was) technical help on hand during the day if we needed it which was a big help." Chris Arnold, Cool Beans

- **Location and setting**

DMEx offered support both in the city centre and out in a couple of Sheffield neighbourhoods. The advantage of this was that people had a choice of where to go for support, and those living in or near Heeley and Parson Cross had access to facilities close by. A familiar environment could potentially be a more comfortable and appealing setting. On a practical level it meant that people on low incomes or benefits might not have to pay for transport costs. That said, one of the partners thought that clients would not have been put off by travelling.

"You can bring the service to an environment where they're already comfortable." Heeley DMC

"I live a two minute walk away and I've used it to hot desk when I've had IT issues at home. It's been really good to be able to work in an office amongst supportive people." Carol Perry, theCHAT

"We could come in day or night, we had key fobs. So we could use it 24/7 which was a big help." Chris Arnold, Cool Beans

- **Access to specialist equipment, facilities and training**

The cost of specialist broadcast equipment, cameras and software is often beyond the budget of people starting or running their own business. So access to, and training in these, at

Sheffield Live and The Sheffield College was a definite attraction for people wanting to produce broadcast material. Businesses requiring website and graphics development had access to specialist software and training at the DMCs.

"It's a great encouragement for them... because they see that to get my hands on that equipment I've got to join this scheme." The Sheffield College

"We've been able to offer the complete package... they can borrow the equipment, they can edit and have free access to all that." Sheffield Live TV

"People are just really grateful for the support because it's a lot of things they can't do; programmes they don't have access to, and (things) that they don't know how to do." Heeley DMC

"I actually learnt to use the software a bit which was pretty good. Also I feel confident with editing the website, It means that I don't need Jade that much now, but power to her, it was a completely sustainable process." Carol Perry, theCHAT

"The big help was usage of their computers. Learnt how to edit, put shows together, the standard that the shows needed to be at...good quality computers, Adobe Premiere and Audition editing programme." Chris Arnold, Cool Beans

"Also very importantly, the equipment." Joshua Haig, Neon Tech.

- **Commitment of staff**

DMEx staff appeared to be strongly committed to the ethos and aims of DMEx. Some reported often working over their paid hours. This was likely to have contributed to a positive culture of support for clients, where – as already mentioned – trust and continuity was in some cases as important as technical skills.

"It's hard work but it's something that we want to do." Sheffield Live TV

3. Outcomes

"I love partnership working, I'm very passionate about doing that." SOAR DMC

"I think everybody cares which is great because you've got the human support. And there's a value in CIQA being there to coordinate things. It's about keeping us all connected, keeping it bubbling."
Hayley Nelson, Learn for Life

"They've been really well organised...Vanessa has been very patient with me." James Woollen

"Jade was really receptive about my ideas, but confident enough to bring in her ideas. It was very much a two way dynamic that we both thought we had something good to contribute. We were keen to hear each other's ideas so it was really collaborative." Carol Perry, theCHAT.

4. Outputs

4.1 Progress against targets

	Target	Claimed outputs	% of target
JOBS CREATED	36	27.07	78%
JOBS SAFE GUARDED	16	19.8	125%
BUSINESSES CREATED*	16	26 (2 trading for 1 year)	162% (if all trading for 1 year)
BUSINESSES ASSISTED	32	55	172%
SOCIAL ENTERPRISES	20	14	70%

Table 1: End of project outputs, July 2015

Note on figures

*According to the ERDF definition, the business created figures can only be confirmed after a year's trading. These are the figures submitted for ERDF funding. At the time of writing, they are still to be confirmed.

DMEEx has performed extremely well in relation to three of the formal targets (businesses assisted, businesses created and jobs safeguarded).

Although it has fallen short of the targets for jobs created (78%) and social enterprises assisted (70%), outputs are close to being in scale with the project's 80% spend of total potential funding.

4.2 Challenges

- As reported in 2.2, the original 20 month delivery timescale was concentrated into just one year following delays in contractual arrangements and funding. These delays are likely to have had an impact on the targets.

- They created a significant knock-on effect for employing workers, so that some partners were only in a position to recruit their full staff team for the final six months of the project. In the case of The Sheffield College, summer holidays also added to this time lag, with it only being able to start using new equipment in September 2014.
- The delays in funding also meant that initially at least, some of the activities were undertaken "at risk". This could potentially cause cash-flow and other financial problems for small voluntary and community sector organisations.

4. Outputs

- When asked what could improve the project, a high proportion of the DMEEx staff who were interviewed said that they had needed more time and capacity. This is likely also to have been as a result of delayed funding.
- A likely reason why the target for assisting social enterprises fell short was the initial challenge of fitting self-employed sole traders within a definition of social enterprise, as reported in 3.3.
- The internal interim evaluation report found potential anxiety to reach output targets could have prevented partners from passing clients on to other partners with relevant expertise or facilities for fear that this would have a negative impact on their own output count. In fact, the project did allow for different partners to work with the same clients, and then to both claim this as an output. This information was communicated to all partners.
- Many of the DMEEx staff interviewed stated that collecting evidence for outputs created a heavy admin burden. That said, they agreed that the project's internal reporting systems were clear and straightforward, and that on the whole beneficiaries did not seem resistant to filling in the paperwork. However, the amount of time it took to chase this up when people were already working hard with limited hours could be a problem.
- The ethos of DMEEx partners contributed to the success of the project, with a sense of shared commitment to the aims of the project.
- The quality of support offered is likely to have been a key factor in the project's success. Free, timely, one-to-one mentoring and advice were effective in engaging clients in terms of understanding need, providing bespoke support and building rapport.
- The one-to-one mentoring that built rapport also contributed to clients gaining a range of soft skills such as communication and interpersonal skills. There was also a feeling from both DMEEx staff and clients that people increased in confidence as part of their experience.
- DMEEx was unique in combining both specialist digital and generic business support. Not all clients needed both types of support, and there may have been times when referrals did not work as well as they should have, but nonetheless, it was a logical and appealing offer.
- Access to specialist equipment was a success factor in attracting clients to the project. Partner organisations also benefited from the investment in their infrastructure and facilities.
- DMEEx offered support both in the city centre and in a number of Sheffield neighbourhoods. This gave people the choice of where to go for support, potentially in a familiar environment.

4.3 Success factors

- The DMEEx partnership of 10 different organisations brought together a range of complementary skills and experience in order to deliver different elements of the project. Perhaps because the partners had worked together as part of the previous SCN, relationships were already established which enabled the network element of the project to hit the ground running (although see 2.1 for exceptions).

5. Lessons learnt and conclusions

Lessons learnt

Although the partnership of 10 organisations was a central feature of the project, the network and exchange element, especially the way clients were referred between partners for both specialist facilities and expertise, could have been strengthened. An effective, **systematic method for referring clients** may have improved their experience, and could be considered for future similar work.

It could have been useful to **map the skills and expertise** across the project, perhaps using the DMEEx website and regular steering groups to share this information, highlight potential internal training needs, and again enable better referrals.

Good communication is crucial in partnership work, and DMEEx ran efficient monthly steering meetings. There was perhaps potential to use these meetings more creatively, for instance, including **training or skills sharing sessions** on topics that partners feel they need.

Operating for social benefit was at the heart of DMEEx. However, initially in the project there was a lack of clarity concerning definitions of **social enterprises**. Any developments in the future could perhaps strengthen this work, maybe by including specialist advice and information about legal structures and models from dedicated local organisations such as the Sheffield Cooperative Development Group and Voluntary Action Sheffield.

DMEEx was aimed at deprived communities and disadvantaged groups, with the two DMCs based in Sheffield wards that have significant levels of deprivation. The project bid also included young people at risk of exclusion and the brief for this evaluation specifically mentioned groups such as female and BME entrepreneurs. **More strategic promotion and outreach** aimed at specific groups could have helped to increase awareness, linking with other potential DMCs, and getting more targeted clients to come forward for support. Again, this could be considered for future developments.

Future projects might also consider including a dedicated **communications worker** to undertake this work, also enabling referrals and skill-sharing and making more potential use of the **DMEEx website and social media**.

If successful, plans for an **additional transmitter** for Sheffield Live TV in the north of Sheffield could improve the reach into homes in the city. This in itself could promote and raise interest in community and digital media.

Conclusions

The findings in this evaluation clearly show the value of the **methods of support** employed by the project. Specialist one-to-one mentoring and support that was free, timely and client-led proved effective and appealing, and therefore are likely to have been key factors in DMEEx's success.

This kind of support contributed to **new businesses and jobs** being created in the digital media industries for people in Sheffield. It also resulted in people who were starting up or running their own small local enterprises learning how to use digital technology and the internet to boost their businesses.

At the same time, there is evidence that a range of **softer skills and confidence** were gained. These may have been critical for some people as the first step in learning to use new digital technologies. There is even perhaps some indication that this new confidence may have had a positive impact in wider local communities.

By **investing in equipment** ranging from broadcast transmission facilities through to PCs and specialist software, the project may also have contributed to the physical sustainability of some of the not-for-profit partner organisations, as well as to Sheffield's wider media infrastructure.

5. Lessons learnt and conclusions

DMEEx performed extremely well in relation to three of its formal targets, and reasonably well in the other two. Given the truncated timescale of the project, these achievements are particularly significant.

To conclude: The idea of linking deprived communities in Sheffield with the potential economic benefits of the creative and digital industry gave a sound rationale to the DMEEx project. The findings of this evaluation would endorse the development of a future project building on the achievements of DMEEx.



