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Open Hearts Open Minds Year 3

Mid year evaluation

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Report for Ian Hobbs, Devon Strategic Partnership

by Red Door Associates Ltd

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December 2009

## Purpose of this Report

Open Hearts Open Minds' third year began in April 2009 and it was agreed it would be evaluated with a mid-year report to inform funding decisions for 2009-10: with analysis of a reader survey in November 09 and statistics on the use of the website and e-news.

This mid-year report follows one year after the last evaluation report, allowing a review of what has been achieved annually.

The purpose of this evaluation report is to demonstrate:

1. **Use of the website** and how this compares to the industry benchmark
2. **Use of the E-bulletin** and how this compares to the industry benchmark
3. **How subscribers use the service**
4. **What subscribers think of the service**
5. **The cost effectiveness** of the service
6. **Project management issues**
7. **Proposed developments for 2010-11**

## Information about Data Sources

**Quantitative:** This report provides performance statistics from Google Analytics (website data) and from Constant Contact (e-news data). Both these sources provide data against which we can compare performance with the industry standard.

**Qualitative:** **98 Subscribers responded to this year's Reader survey** (43 last year and 47 the previous year). Subscribers were all sent an invitation and reminder to participate. Some of the questions we asked enable year on year comparison. Other questions were introduced to judge the performance of changes introduced this year. At present we have been unable to access similar types of evaluation to compare the reader satisfaction performance of the service against another similar service.

## Key Points

**In 12 months the service has reached 12,584 visitors who used the site on nearly 14,000 occasions. The e-news membership has continued to grow virally and is subscribed to by 471 people, 21% of which are on DCC payroll. At an edition cost of £2.18 per subscriber, readers have asserted that the service is a uniquely efficient and cost effective way of creating awareness and good practice across the inclusion spectrum, and is essential for many practitioners without training funds.**

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## Summary

- **Section 1 – web performance** shows in the 12 months of this reporting period, the Open Hearts Open Minds website received 13,979 visitors (that's a 166% increase on last year's visitors). On average, these visitors looked at 3 pages on the site, spending 1.14 minutes reading. 1574 were return visitors (last year we had 1380 return visitors).
- **Section 2 – E-news performance stats** show that membership continues to grow 'virally' by nearly 8 a month and has reached 471. Subscribers come from 205 organisations and 21% of subscribers are employees of Devon County Council. The e-bulletin significantly outperforms other e-news in terms of reader interaction (open and click-on rates), according to industry benchmarks, and drives traffic to most parts of the website..
- **Section 3 - E-news reader survey** There was a 21.1% response rate (- good according to industry standards-) and the report shows a high level of satisfaction among readers whose needs we meet well. Despite expressed interest in using the service for networking however, there is in practice little appetite for participating in topical forums, although readers would like to use a Who's Who networking facility. The lack of interest in the Forums raises issues about what we do with the bi-monthly format, (a cost cutting measure), in order to make good use of the forum editions. There is high demand for a Research Digest/ Evidence Base Portal (as has been indicated in evaluations for Years 1 & 2), and it may be that a switch to highlighting new local research instead of running forums would be prudent (but would need partners to ensure the supply of results of research to us for this to work). Participants in our reader survey have made a strong case about the impact of the service on inclusion learning and on good practice and have left many messages urging our funders to ensure the service continues and develops. 15% have no other source of inclusion learning and would be at greatest disadvantage if the service was discontinued. The service provides regular, local learning across the inclusion spectrum and readers have detailed this among the valued aspects of the service that they feel they cannot get elsewhere, even taking into account the other sources of learning they access from TV to training.
- **Section 4 – Cost review** estimates the cost this year of each edition as £2.18 per subscriber to the e-bulletin or as £0.08 per visitor to the website. This can be reduced with increased subscriber numbers.
- **Section 5 – Project Management issues** reveals that readers are now offering half the material themselves and assisting with producing the other half at the request of and with the assistance of the Project Manager. It flags up a need to discuss the role of the editorial team. It also highlights that there is no room at the present level of funding for any development of the service.
- **Section 6 - Proposes recommendations** for 2009-10. Outstanding action on previous years' recommendations is also summarised.

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## 1. Use of the Website

Statistics from our account with Google Analytics showing how the website performs against a variety of industry standards for the period 30<sup>th</sup> November 2008 – 30<sup>th</sup> November 2009:

Performance measure	Open Hearts Open Minds	All websites average	Education resources websites average	Government websites average
<b>Visits</b>	13,979 of which 6292 from the UK  (5266 last year of which 3082 from UK)	49,649	76,237	69,075
<b>Bounce %</b> (people who left the site as soon as they visited it/ didn't visit another page)	29.14 % We have fewer people than average who leave as soon as they get to the site. (46.73 last year)	46.85	59.66	52.99
<b>Average time</b> (how long people stayed in one visit)	1:14 mins  (2:13 mins last year)	2:26 mins	2:44 mins	2:12 mins
<b>Pages/ visit</b> (number of pages viewed in one visit)	2.87  (2.83 last year)	3.43	2.61	2.81
<b>New visits %</b> (people who visited once)	88.76  (73.79 last year)	62.99	61.56	58.24

**Learning:** While we have fewer visits than other websites of a similar size, a greater proportion of our visitors stay on the site once they have arrived. The number of pages read is similar to other sites although the average dwell time is less, and less compared to last year. More people would travel to the site if our search engine optimisation was improved and if the budget allowed for marketing. (Last year we looked like we were performing well above the industry benchmarks. This year the way Google Analytics has set the benchmark appears to have changed, so that even though our visit figures have increased dramatically, the benchmark figures have increased at a higher rate.)

**Visitor loyalty** Return visitors interact more deeply with the site than first time visitors. There were 1574 return visits to the site, during which an average of 5.24 pages were viewed in each visit in an average visit time of 4 mins.

**Improving search engine response** Magellan projects advised us last year to create a 'key definitions' page which would contain our key words many more times and that we should make multiple links between this page and other pages on the site. This was not possible to do within the time allowed by the budget for 09-10.

**Brand button** Last year we developed an eye catching brand button which is an image which rotates with information about the website. We asked people to upload this to their sites and make the brand button a hyperlink to our site. Tony Parker agreed to ask his communication colleagues in Local Authorities in Devon to upload and hyperlink the brand button on their sites. It would really help to have a link to our site from Devon County Council as their page rank would affect ours. It would also help if all partners on the Devon Strategic Partnership did the same. It would be useful to have feedback from Tony and colleagues about progress on achieving this.

**Server failure** It should be noted that In November a serious server failure had widespread impact on websites across the UK. Our website was hit and was down for a number of days, and even once back on line, a considerable amount of the content had been lost. We have now re-loaded all of the lost data as far as we are aware.

#### Our top 10 most visited pages for Nov 08 – Nov 09

Page	Visits	Page within page Items	Visits
1. Home	3959 9.85%		
2. Images	3940 9.8%	10. Older people images search	714
6. News Headlines	1147		
8. Tools	1005		
5. Forums	1897 4.72%		
Events	703		
4. Library	2100 5.23%	3. Face Values - Disfigurement Article (May 08 Article)	3830 9.53%
		9. Valuing People with learning disabilities (Jan 08 Article)	1003
		7. LGBT search	1085
Links	406		

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### Sources driving traffic to the site

- 43.47% came from Google images images searches
- 16 % came from a search engine referral
- 10% of visits came direct to the site
- 14% of search engine driven visits used various combinations of the words open hearts open minds to find us.

## 2. Use of the E-bulletin

### Subscriber numbers and where subscribers come from

- **In the 12 months since the last evaluation**, we have been collecting an average of **7.7** new subscribers per month (7/month last year). As of the end of **November 09** we now have a total of **471** active subscribers (379 last year).
- **Budget alert!** If our subscriber numbers grow at the same rate, we will have over 500 readers by the end of the financial year and our Constant Contact costs will increase.
- Our subscribers come from **205 organisations** (last year 174 organisations). Of these:
  - 155 organisations are represented by only 1 subscriber each
  - 23 organisations are represented by 2 subscribers each
  - 8 organisations are represented by 3 subscribers each
  - The following organisations are represented by the following number of subscribers:

4	ECI	
4	Exeter CVS	
4	Teignbridge District Council	
5	Age Concern Devon	
5	Dartmoor National Park Authority	
5	Devon Community Housing Association	
5	Equality South West	
5	Living Options Devon	
5	Mid Devon District Council	
6	Plymouth City Council	
7	Exeter City Council	
7	South Hams District Council	
8	Devon & Cornwall Constabulary	9 last year
9	Barnardos	7 last year
10	Community Council of Devon = 2%	
10	Devon Partnership Trust = 2%	
10	Plymouth Uni = 2%	
14	Devon & Somerset Fire & Rescue = 3%	11 last year
25	Devon Primary Care Trust = 5%	21 last year
99	Devon County Council = 21%	79 last year

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### **Increasing subscriber numbers**

There has been little room in the budget this year for marketing (5 hours). However we have: asked readers in our e-bulletins to recommend the service; conducted a number of radio interviews about the service; provided an article to Village Green about the service; provided a press release and article to Devon County Council's media department for circulation.

Last year we asked respondents to our Reader Survey how we could reach new readers in their organisations. A number of contacts were given for us to follow up and some specific suggestions including:

- o Placing an article on the public facing homepage of Devon County Council (DCC) and in the Devon Strategic Partnership magazine InPut.
- o Placing a link on the DevonPCT website
- o Placing a link on DCC's 'Insider'
- o Placing a link on South West Forum's website
- o Reaching schools
- o Running another publicity initiative as we did for the launch

It would be useful to discuss advancing these suggestions with the steering group.

**How subscribers engaged with each e-bulletin edition** The table below shows the average number of people opening the e-news has decreased slightly (and also bear in mind that people can read the bulletin in their Outlook preview pane without clicking to open it – so it is an underestimate, especially of those who only skim read). The number of people clicking links however from the bulletin to view items on the website each month has increased.

<b>Period</b>	<b>Av. no. people opening e-news per month</b>	<b>Av. no. people clicking onto website items per month</b>	<b>Av. no visits to view full news items per month</b>
<b>Year 1</b>	143	48	28
<b>Year 2</b>	143	49 (approx 1.5 items per person)	26 (effectively 52 per news edition)
<b>Year 3</b>	127	58 (approx 2 items per person)	40.5 (effectively 80 per news edition)

**Comparison with industry standards** (based on analysis by Constant Contact of over 200 million emails) shows that Open Hearts Open Minds e-bulletins over the last 12 months have obtained excellent interaction with its subscribers – well above industry averages:

<b>E-bulletin industry type</b>	<b>Open Rate</b>	<b>Click Rate</b>	<b>Bounce Rate</b>
Open Hearts Open Minds	25.1%	41.7%	7.3%
Education	18.6%	5.9%	15.1%
Government	23%	6.5%	14.7%
Non Profit	20%	5.9%	12.3%
Communications	8.5%	2%	8.9%

The Constant Contact stats show that whilst news is a favourite destination on the website, it continues to be the case that the majority of the traffic from the e-bulletins to the website is not to the news items, but spread amongst the tools, events information, tips, images and useful links that we offer. The news helps to drive visitors to this other information.

### **3. What subscribers seek from the service - and the impact it has.**

- We had **98 responses to the Nov 2009 Reader Survey** – a 21.1% response rate, which is good according to industry statistics for on-line surveys.
- The survey shows a similar distribution of respondents to last year's – with the largest groups being managers (37%) and officers with responsibility for inclusion (14%) . 8% of the respondents this time were public facing staff (12% if those who described themselves under the 'other' category are included.)

<b>What people want from the service:</b>	<b>Learning</b>
Means of keeping up to date with the issues: 89% Good practice info & ideas: 84% Insight into experiences of people facing exclusion: 69% Better understanding of causes & impact: 69% Ways of finding local contacts to network with: 52% Info about local training: 50% Material for training others: 41% Ways of sharing ideas/ asking questions on-line 32%	<b>We're on the right track</b>  <b>There's 50% demand for networking and a 30% interest in on-line interaction</b> (however in practice, few have the time to invest).

Visual material for the workplace: 27%	
Other : (Funding news, case studies)	

<b>How well does the service deliver on what people want?</b>	<b>Learning:</b>
Very well & links readers to any remaining help: 62%	<b>We're satisfying need</b>
Comes halfway to meeting needs: 22%	<b>Additional comments include:</b>
Does exactly what readers want: 9%	This sort of information is not available anywhere else. It is vital for awareness raising and increasing understanding. I often pass the newsletter on to others working with communities and voluntary groups
Only to a limited degree: 6%	

<b>Top (&amp; Medium) Priorities for next year:</b>	<b>Learning</b>
Info on latest local & national research: <b>74%</b> (24%) (=98%)	<ul style="list-style-type: none"> <li>• Our standard article format highlighting causes/impact of exclusion and relevant research is in high demand</li> <li>• <b>High demand for a research digest</b></li> <li>• There's higher demand for images, once people are aware bank exists. Need to give image bank higher profile on e-news.</li> <li>• <b>Demand for on-line searchable Who's Who much greater than for on-line forums.</b> Who's Who could help to satisfy readers' networking expectations. Need to investigate options further, esp' those that minimize interactivity/ time wasting for readers.</li> <li>• Games not high in demand but could plug xmas edition gap and quiz could highlight learning from previous articles/ 8 step course.</li> </ul>
Articles on causes/ impact of types of exclusion: <b>68%</b> (31%) (=99%)	
Searchable digest of key local/ national reports: <b>56%</b> (35%) (=91%)	
Articles by local vulnerable people: <b>39%</b> (46%) (=85%)	
Searchable archive of images <b>37%</b> (53%) (=90%)	
Training/ events listings: <b>36%</b> (47%) (=83%)	
Who's who online searchable network: <b>33%</b> (44%) (=77%)	
Top Tip: <b>31%</b> (39%) (=70%)	
Speed learning workshops: <b>24%</b> (42%) (=66%)	
Workshops on OHOM 8 step course: <b>23%</b> (48%) (=71%)	
Things to listen to/ watch on the web: <b>23%</b> (42%) (=65%)	
Learning games: <b>12%</b> (31%) (=43%)	
Article summary posters: <b>9%</b> (41%) (=50%)	

<p>Topical on-line reader forums: <b>4%</b> (49%) (=53%)</p> <p><b>Ref: on-line forums &amp; what would entice readers to use them:</b></p> <p>53% of readers not sure what (if anything) would entice them</p> <p>29% said nothing would entice them</p> <p>9% gave comments, the majority of which said time prevented them from engaging. Some pointed out that IT settings/ software barred access. There were a handful of suggestions including using “hot seats”, making forum topics more visible/ easier to find, advance notice of topics, evidence that participation in debate leads to change.</p>	<ul style="list-style-type: none"> <li>• Worth considering running workshops as a chargeable service from Red Door Associates/ ECI and following up with those who have expressed interest.</li> <li>• Speed learning workshops could generate the top tips readers want.</li> </ul>
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<p><b>Where else do readers get info to equip &amp; inspire them for inclusive working?</b></p>	<p><b>Learning</b></p>
<p>Other e-news : 40%</p> <p>Other on-line resource: 38%</p> <p>Other learning source: 31%</p> <p>Training: 27%</p> <p>Radio/ TV: 19%</p> <p>Magazine: 17%</p> <p><b>No other source: 15%</b></p> <p>Other handbook: 7%</p> <p>48% of respondents said that the e-news provided 50 – 100% of their inclusion information this year.</p> <p>For details see table Appendix 1</p>	<ul style="list-style-type: none"> <li>• <b>15% of readers have no other source</b></li> <li>• <b>In list of additional info there was no obvious other direct competitor</b> – people harvest their input from a variety of sources, the ‘Secret Millionaire’ TV show for e.g. being mentioned several times, and training courses which are likely to make a big impact on the sense of investment people have put into their learning.</li> <li>• Would be good to discuss Appendix 1 with steering group in case there are sources to pick up on/ link in with.</li> </ul>

<b>The core thing the e-news offers readers and that they can't get elsewhere:</b>	<b>Learning</b>
<p>Info comes to inbox (don't have to go in search of it)</p> <p>Local info</p> <p>Local help</p> <p>Local insights</p> <p>Lots in one place</p> <p>Ease to access, skim and go back to</p> <p>Updates – the latest</p> <p>Attractive format</p> <p>Brevity – bite size</p> <p>Training info</p> <p>Sense of keeping topped up / up to date</p> <p>Top Tips</p> <p>Training resources</p> <p>Issues that may not have occurred to readers</p> <p>Info to pass to colleagues</p> <p>Real stories</p> <p>Access to back issues</p> <p>Upcoming legislation</p> <p>Inspiration</p> <p>Mix of topics – covering whole spectrum of inclusion</p>	<ul style="list-style-type: none"> <li>• <b>We're providing a format that readers value - Loads of great feedback here - see Appendix 2 .</b></li> <li>• May need to give more on latest legislation in accessible way, plus make readers aware we can't be responsible for ensuring they meet legal requirements</li> </ul>

<b>What practical difference has the e-new made to the way readers do their jobs?</b>	<b>Learning</b>
<p><b>It has provided readers with.....</b></p> <p>Prompts to think/ broaden/ deepen awareness</p> <p>Empathy with people facing exclusion</p> <p>Links to contacts/ specialists</p> <p>Inspiration to change way info is produced</p> <p>Help with re-write of policies and risk assessments</p> <p>Better informed basis from which to participate in partnerships</p> <p>More ideas to share and confidence to raise issues</p>	<p><b>Open Hearts Open Minds is making Devon more inclusive, and has practical impact from policy work through to spreading wider awareness in organizations, through to improving public-facing practice</b></p> <p>For details see Appendix 3.</p>

<p>Ideas &amp; games to stimulate debate with colleagues and to improve practice</p> <p>Materials to use for training / raising awareness among colleagues/ user groups</p> <p>Optimism and encouragement to counter stressful impact of work</p> <p>Time saving access to information</p> <p>Practical ideas for implementing legal duties</p> <p>Ability to open closed minds among colleagues</p> <p>Reminder to check out ' How does my organization fare on this issue?'</p> <p>Access to local training</p> <p>Sense of contact with a wider inclusion community</p>	
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<b>Anything readers want done better?</b>	<b>Learning</b>
<ul style="list-style-type: none"> <li>▪ No! – they like it as it is: 43%</li> <li>▪ Not sure: 42%</li> <li>▪ Suggestions: 15%               <ul style="list-style-type: none"> <li>○ <b>directory of resources like translators, accessibility transport &amp; grants for improvements etc.</b></li> <li>○ enable readers to see more readily if topics are sector specific</li> <li>○ More clarity about what resources are available</li> <li>○ <b>Research hub</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>No major concerns or demand for changes.</b> Most suggestions were in fact favourable comments, such as:               <ul style="list-style-type: none"> <li>○ It doesn't try to cover too much in any one issue so it is a manageable read and there is always a recap so you can see anything you may have missed last time</li> <li>○ I like it as it is but you might well improve and change/develop in ways that I will like. I trust you to continue with the good work !</li> <li>○ I find the year calendar of charity days etc very useful. It gives me a theme for some of my empty days/sessions</li> </ul> </li> <li>• 87% of readers happy with moving resources links from summaries to full articles. Need to consult with sites plus about making resource tabs easier to add at top of articles.</li> </ul>

**What readers said last year we could do to meet their expectations**

**better** 63% of respondents last year said we didn't need to do anything more as the service meets their expectations.

10 people provided a comment in addition to their answer with suggestions including:

- More details about specific needs in Devon (done)
- Information to help with funding (not done due to budget constraints)
- Copy the service for each county (not done)
- Add a BSL video or clip (not done – due to budget cuts))
- Achieve greater participation in the discussion forum (not achieved – unrealistic).

**4. Cost effectiveness of the service**

**Unit cost**

- If the membership is projected to grow to 500 by the end of the year, the ex-VAT cost of each edition of the bulletin per subscriber has been £2.18 (Last year £2.40)
- The edition cost per return visitor to the website is £0.69.
- The edition cost per visitor to the website is £0.08

Marketing initiatives to increase subscriber numbers would reduce unit cost.

<b>Messages from readers to funders</b>	<b>Learning</b>
<p><b>Comments can be summed up as:</b></p> <p>It saves readers time</p> <p>Vulnerable people need increased public awareness about the issues they face now more than ever</p> <p>It enables shy/ isolated/ busy people to find out about inclusion at their convenience</p> <p>Exclusion requires constant exposure</p> <p>It's your electronic conscience!</p> <p>It's the easiest way to engage team members in debate</p> <p>You can advertise your good practice</p> <p>It's cheaper than all those magazine gathering dust in the staff room</p>	<p><b>Loads of positive comments – some readers wrote short essays!!</b></p> <p><b>Please do look at Appendix 4 to see the strong case readers have made for funding the service.</b></p> <p><b>See Appendix 5 for suggestions for revenue funding.</b></p> <p>67% of readers were willing to accept the idea of sponsored advertising of business products. It would be worth investigating what revenue our audience could attract, and how easy it would be to host the advertising. Readers cautioned though that advertising shouldn't detract from the core message or risk association with unethical products. One sponsor per edition was suggested.</p> <p>Several readers suggested looking for charitable funding via grants advisors.</p> <p>Readers were both in favour of and</p>

<p>It provides a whole inclusion picture</p> <p>It's a low cost effective way to generate awareness, especially when training budgets are tightened, and especially for small low budget groups who do lots of face to face work.</p> <p>It enables local people to share good practice</p> <p>It reaches many more people than those who have subscribed</p> <p>It prevents a sense of working in isolation and builds networks</p> <p>It gives a voice to groups facing exclusion</p> <p>Loss of the service would affect practice</p> <p>It's hard to find information like this elsewhere</p> <p>It helps build social capital, and helps practitioners build communities that get on well together</p>	<p>opposed to a small subscription charge.</p> <p>Specific sources were suggested:</p> <ul style="list-style-type: none"><li>• Clare Milne Trust</li><li>• Nick Manning or Glenn Askew from the partnership budget. nmanning@dsfire.gov.uk gaskew@dsfire.gov.uk Contact Caroline Leaver at North Devon for copies of the SW Regional Funding Bulletin. <a href="mailto:caroline.leaver@northdevon.gov.uk">caroline.leaver@northdevon.gov.uk</a></li><li>• For the SW Hub contact me.jacinta.jackson@nhs.net</li></ul>
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## 5. Project management issues

### Editorial issues

So far this year the editorial team has not been active in producing the e-bulletin. There was limited time in the budget for supporting or recruiting active members to the editorial team, and the time was transferred to supporting contributors. Of the 12 news items carried in the 4 news editions so far, the project manager took the lead in editing 6 with the support and input of contributors. Another 6 were provided by contributors who sent in material for sub-editing. Discussion is needed with the steering group about the desired model for harvesting articles.

### Budget management and planning

This year's service is being provided in a cut down budget of £12 + VAT. This has meant that any development of the service has not been possible, and that maintenance of the website has been cut to a bare minimum. It is important to note that we have now asked readers for several years in the

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survey about developments they would like to see, without yet having delivered on requests such as for the Evidence Base Portal or Who's Who.

## 6. Recommendations for 2009-10

1. Secure sustainable funding (and look at readers suggestions for this)
2. Decide on future format for currently bi-monthly Forum editions
3. Develop evidence base portal
4. Seek advice on feasibility of advertising to generate revenue
5. Look at running workshops on using the 8 step course
6. Look at running speed learning workshops as chargeable events
7. Establish link to ESW legislation briefings
8. Look at how resources for inclusion (e.g. transport, grants etc) can be listed (perhaps using Who's Who?)
9. Discuss previous recommendations (in red below)

### Recommendations made in Year 2 Report

1. Promote the use of the brand button by other organisations with websites **(Partially done)**
2. Create key definitions page to improve search engine ranking **(Planned)**
3. Investigate adding a BSL video or clip on the website. To see one website example visit [www.d4trainingandconsultancy.co.uk](http://www.d4trainingandconsultancy.co.uk) **(No budget)**
4. Post invitations to the e-learning conversations on InPut and ESW **(TBA)**
5. Ask funding advisors to join editorial team **(TBA)**
6. Develop evidence base portal **(TBA)**
7. Follow up readers' suggestions for reaching new audiences in their organisations **(TBA)**
8. Run an e-learning conversation to find out what other sources of information readers access to learn about social inclusion. **Done**
9. Send out welcome emails to new subscribers letting them know more about the resources on the website and the purpose of the bi-monthly e-learning conversation **(Planned)**
10. Cost out the hosting of a 'writing for inclusion' event, to generate material for the news editions. **(TBA)**

### Recommendations made in Year 1 Report

1. Improve information and pictures on Resources page **Done**
2. Make more mention of specific Resources in e-news. **Done**
3. Add pictures to Library page and make it more navigable **Done**
4. Make more of Library and Useful Links pages in the e-news. **Done**
5. Do more to ensure editors provide a range of articles across the spectrum of groups facing social exclusion **Done**
6. Change the endorsement piece regularly (currently from the Black Farmer) **Done** on bulletin and Feedback Page added to website

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7. Emphasize the Devon focus of each article Done
  8. Implement Who's Who project **Not done**
  9. Can't do anything about the issue of having to click to download the images of the e-news when it arrives in outlook, as this is the mechanism by which we know about who has read it.
  10. Hone what goes into the e-news article introductions to make them more 'snappy', and make it clear what downloads can be found with the full article. Done better
  11. Ask people, who say the service isn't their favourite place to learn about exclusion, to tell us about the resources they've found elsewhere. Done but had no response - will try again
  12. Use potted histories from the Get Heard Project **Not supplied -not done**
  13. **Search for training manuals on different subjects??? Not done - but extra publications added on useful links page**
  14. Develop on-line discussion documents on topics of good practice??? Done - E-learning conversation editions
  15. **Run an annual OHOM event??? Not done**
  16. Change title of e-news?? Not done - this years reader survey shows not needed
  17. Pay for an Uploader and/or find an organization who can offer an Uploader to the team with 6 hours available each month to the project. Done - ECI do uploading to website - Project Manager uploads to bulletin
  18. Accept that Project manager is needed to give a hands-on level of support to the management of the project and to ensure overall quality of the format and/or look at the alternative options for running the project. Done - Project manager costed in budget
  19. DSP provide materials for top tips, images, endorsements, articles. Not done - except for endorsement from DCC Chief Exec.