ANNEXURE A: EVALUATION OF SELECTED POLICE AGENCY WEBSITES

ANNEXURE A: 1

EVALUATION OF ESSEX POLICE AGENCY WEBSITE

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	• Immediately engages user in contents of website
Clarity of purpose (goals and objective)	• Goals of site are clear.
Evaluation of main purpose	• Provides text information • Makes contact and gets feedback from intended audience • Value-added services – self-service, on-line access to resources
Press releases/ roleplayer speeches	• Furnished and up to date
Organisation structure	• No organigram presented • Leadership not presented
Calendar of events	• Not furnished
Initiatives	• Campaigns and launches published
User support	• Level of user support on the site - e-mail help
Authorship	• Links to website team
Content quality	• Site content accurate, current, credible and relevant
Language	• Language such that layperson can understand • Terminology clearly defined • Abbreviations defined
General	• Subject focus: broad context • Comprehensive, timely coverage • Intended audience clearly defined • Breadth of coverage: Aspects of subject covered • Does not cover to great depth
Glossary	• No glossary
Where to find us	• Address given • Physical location given • Map given • E-mail links limited
Dates	• No date/update
Target audience	• Content relevant to target audience
Timely	• Content fresh. Content reflects topics of interest to the assumed target audience.
Clear and concise wording	• Clear and simple sentences • Paragraphs short and to the point
Verification	• No references to other sources • No evidence that information is checked and verified
Organisation	• Headings and subheadings are clear. Easy to understand how information is organised on the site.
Quality control	• No errors found in language composition, grammar or spelling.
What's New?	• Changes/updates to information not clearly identified. No 'What's New' section.
FAQs?	• Comprehensively dealt with. • Updated
Web strategy/policy/ aims given online?	• No website strategy given
Content of website in line with police strategy/purpose	• Yes

POLICE-SPECIFIC CONTENT	
Police agency strategy	• Available
Safety/ emergency hints	• Given
Reporting crime	• Basic guidelines for reporting crime in emergency and non-emergency situations given
Emergency situations	• No advice in case of emergency given
Contacting the police	• Various ways to make contact, but interaction is limited. E-mail address given for help. An e-mail address given for the webmaster.
URL	• Site is clearly identified - police service and country
Vision and mission of police agency	• Long-term strategy under "About us"
Statistics	• Not provided
Successes reported	• Not provided
Community participation	• Limited encouragement

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	• Home page layout simple, uncomplicated, uncluttered • Neat • Consistent look and feel throughout. • Easy to use
Site organisation	• Site organised in logical fashion.
Information structure	• Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	• User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages. Possible to move about without returning to home page.
Tracing	• Website clearly identified. • Available on search engines.
URL	• Gives clear indication of police service. • Each page has a unique URL.
Links	• External and internal links adequate. • Not too many or too few links • Links back to home page from each page. Links relevant/appropriate. • Each page ends with link to home page. • Linked information correctly linked. • External links well selected.
Flow	• Pages follow on logically. Each page begin with a clear transition.
Top menu bar	• Top menu bar provide links to frequently used pages/functions.
Background	• No background images
Site Map	• No site map

Table 19: Evaluation of website technology

Website technology refers to the use of specific technology elements, features and facilities.

WEBSITE TECHNOLOGY	
Scrolling	• Except for "Offbeat section" pages are not too long
Search facility available	• No search function
Lack of script errors	• All pages are error-free in the most widely used web browsers
Images	• No thumbnail images • Images have captions or are identified in text
Multimedia	• Not applied
Index	• A to Z index not available
Forms	• Forms available
Downloads	• No detailed information about downloadable information

Table 20: Evaluation of website style

Website style refers to the aesthetics – the appearance and visual appeal of the site.

WEBSITE STYLE	
Overall presentation	• Site is interesting and appealing and first impression fairly enticing. Consistent look and feel.
Readability	• Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	• Visual aspects mostly add to page without distracting the user.
Legibility	• Contrast between text and background, font size fair. Limited mix of type styles.
General impression in keeping with purpose	• Site projects an appropriate image. • Home page designed attractively.
Use of graphics	• Quality of the graphical images could be improved. • Images do not distract from the content, but do not particularly enhance either.
Text	• Text: Font type and size clear and easy to read.
Consistency	• Consistent look and feel throughout the website.
Writing style	• Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	• Objectives concerning target audience not stated, but are implicit. • Clear who the target audience is – derived from various s sections, etc. But website does website not contain definition of target audience.
Purpose	• Statement of purpose not given.
Ways for user to make contact or ask details	• Furnished.
Interactive feature	• Very little interactivity.
E-mail links	• Adequate.
Comment/feedback/input	• Only feedback to webmaster invited.
Relevant Acts	• Not published.
Relevant publications/documents/procedures, etc.	• Published.
FAQs	• No FAQs
Community involvement	• Not extensively encouraged.
Digital democracy (discussion forums, public opinions, online forms available)	• Not really present.
Surveys on user needs (results available online)	• No indication.
Usability testing	• No indication.
User-matching	• Website does not appear sensitive to the different user types.
Confidentiality/ privacy	• Not ensured.
Customisation	• Site not customisable.
Interactivity	• Site does not offer users information customised to specific needs • Users cannot submit content to website. • Users cannot subscribe to a newsletter. • Useful links given.
Feedback	• No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	• Topical issues do receive attention.
Does website promote understanding of the police agency?	• Yes
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
Contacting the police for reasons other than reporting crime	• Does it include contact details for general enquiries, firearms and shotguns, help for crime victims and website feedback?
Reporting crime	• Basic guidelines for reporting crime in emergency situations and non-emergency situations given.

Annexure A: 2

Questionnaire completed by Essex Police Agency webmaster David White

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	No. The site is currently a first generation site which has been enlarged since its launch in 1998.
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	A web site policy is in process and will be aligned with other policies.
3	Guidelines	Do have guidelines documents for your website?	The in-built design of the pages provides the design guideline but there are no formal guidelines for content as a central team maintain the site.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes. We still keep to the same structure although some additional sections have been added.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	Initial content was planned by members of PR staff but content is now contributed by key staff around the force.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	Yes - target audience are the citizens who live and work in the county of Essex. UK. Specific social groups are catered for within specialist sections.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	2 usability studies have been undertaken, both of which merited our simple, colour coded navigation system. Our site translates reasonably well for use by screen readers but more work is currently being done to conform with W3C accessibility guidelines. The site was judged to be one of the top 5 UK police web sites in a survey conducted by the Society of IT Managers in June 2002.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	No surveys have been conducted yet although much has been learned by the analysis of user activity via log files
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	The log files have shown a steady increase in visits to the site from about 8 per day in 1998 to over 1,000 per day in 2002. This has justified the employment of 2 permanent staff to mange content.

10	Needs analysis	Are there unique requirements for an effective police agency web site?	The need to present a united design amongst all UK police services has emerged
11	Ongoing development	What do you do in terms of ongoing development of your website?	Improve quality and quantity of content and the ease with which it can be accessed. Implement processes to ensure content is legal, appropriate, targeted, reviewed and maintained as efficiently as possible.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	Yes - We are looking at CMS but are waiting to see how the UK police portal site will be marketed first. CMS will be required in order to effectively serve public documents from internally stored data under the Freedom of Information Act due soon.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	Via letterhead writing paper, posters and pens. Tie ins with PR department to actively promote the website on all promotional posters, leaflets and corporate documents.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Yes - Most of our corporate documents are reproduced on line.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	Attend national meetings of police web managers and contribute to Chief Officer communication group responsible for E Policing in the UK.
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	Online crime notifications are available through the UK police portal and locally we support applications for jobs and subject access requests.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	News items promote events and open days for the public to attend. Special campaigns for hate crime and drinks spiking and responsible motorcycling are featured to support crime reduction.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes - there are no investment issues preventing development of improved on line services.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Yes - 2 full time staff members within the Media and Public Relations Department.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	Yes - Content is generated by specialists around the force and published by the web team. Responsibility for review and accuracy is with the content originators.

21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	All essential publications and information continue to be published in the traditional manner. There are very few 'web only' services.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	Data Protection and Freedom of Information legislation. We monitor content as it goes onto the site and assess a suitable review period.

Annexure A: 3

Evaluation of London Metropolitan Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	• Immediately engage user in contents of website.
Clarity of purpose	• Objective of site clear.
Purpose	• Purpose of site clear.
Evaluation of main purpose	• To provide text information. • To make contact and get feedback from intended audience. • Limited value-added services.
Press releases/ roleplayer speeches	• Furnished and up to date.
Organisation structure	• Organigram presented. • Leadership presented, with photographs.
Calendar of events	• Not given.
Initiatives	• Campaigns and launches published.
User support	• Level of user support on the site – Limited e-mail help.
Authorship	• No links to authors of content. Links to website team given.
Content quality	• Site content current, credible and relevant.
Language	• Language such that layperson can understand. • Terminology clearly defined. • Abbreviations defined.
General	• Subject focus: broad context. • Comprehensive, timely coverage. • Intended audience clearly defined. • Breadth of coverage: Aspects of subject covered. • Depth of coverage: Adequate.
Glossary	• No glossary for terms used on website.
Where to find us	• Address given. • Physical location given. • Map given. • Various e-mail links given.
Dates	• Date/update on the home page, every page not given.
Target audience	• Content relevant to target audience.
Timely	• Cotnent fresh and reflects topics of interest to the assumed target.
Clear and concise wording	• Clear and simple sentences. Paragraphs short and to the point.
Verification	• References to other sources limited. • Where information is derived from a print version, it is clear which edition it is derived from.
Organisation	• Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	• No evidence that information is checked and verified.
What's New?	• "Latest News' column on the right-hand side of the screen.
FAQs	• Comprehensively dealt with. • Updated.
Web strategy/policy/ aims	• Not explicitly given.

Content of website in line with web strategy/purpose	• Strategy not given, but in line with police agency mission.
POLICE-SPECIFIC CONTENT	
Police agency strategy	• Available online.
Hints	• Some hints, e.g. advice for rape victims and how to secure a home.
Reporting crime	• Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	• Advice in case of emergency given.
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback.
URL	• Site clearly identified - police service, country
Vision and mission of police agency	• Available online.
Statistics	• Latest crime figures not provided.
Successes reported	• Updated information.
Community participation	• Details of projects involving community given

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	• Home page layout simple, uncomplicated, uncluttered. • Consistent look and feel throughout and neat. • Easy to use.
Site organisation	• Site organised in logical fashion.
Information structure	• Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	• User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages – possible to move about without returning to home page.
Tracing	• Website clearly identified. • Available on search engines.
URL	• Gives clear indication of police service. • Each page has a unique URL.
Links	• External and internal links adequate. • Not too many or too few links. • Links back to home page from each page. Links relevant/appropriate. • Each page ends with link to home page. • Linked information correctly linked. • External links well selected.
Flow	• Pages follow on logically. Each page begin with a clear transition.
Top menu bar	• Top menu bar provide links to frequently used pages/functions
Background	• No background images
Site Map	• A – Z index available

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	• Pages require vertical and horizontal scrolling. Where pages are long, navigation aids within the page leading to the top/end of document are adequate.
Search facility available	• Not available
Lack of script errors	• Pages error-free in the most widely used web browsers.
Images	• Limited use of thumbnail images. • Images have captions or identified in text.
Multimedia	• Not applied.
Index	• "A to Z index" available.
Forms	• Easy to understand and complete. • Privacy and security ensured.
Downloads	• Detailed information provided about downloadable material. • Alternative formats provided.

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	• Site interesting and appealing. First impression enticing. Consistent look and feel.
Readability	• Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	• Visual aspects add to page without distracting the user?
Legibility	• Contrast between text and background, font size. Limited mix of type styles.
General impression in keeping with purpose	• Site project an appropriate image. • Efficient. • Home page designed attractively.
Use of graphics	• Quality of the graphical images satisfactory. • Images do distract from the content.
Text	• Text: Font type and size clear and easy to read?
Consistency	• Consistent look and feel throughout the web site – page colour, fonts used, font size, logos used.
Writing style	• Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	• Objectives concerning target audience implicityly stated. • Clear who the target audience is although website does not contain definition of target audience.
Purpose	• Statement of purpose not explicitly given.
Ways for user to make contact or ask details	• Furnished.
Interactive feature	• Explained.
E-mail links	• Some given.
Comment/feedback/input	• Encouraged to a degree.
Relevant Acts	• Not published.
Relevant publications/documents/procedures, etc.	• Published.
FAQs	• Adequate and updated.
Community involvement	• Encouraged - e.g. to report crime
Digital democracy (discussion forums, public opinions, online forms available)	• Not present

Surveys on user needs (results available online)	• Not indicated.
Usability testing	• Not indicated.
User-matching	• Website appears to be sensitive to the different user types.
Confidentiality/ privacy	• Ensured.
Customisation	• Site not customisable.
Interactivity	• Site offers users information customised to specific needs. • Users cannot submit content to website. • Users cannot subscribe to a newsletter. • Useful links given.
Feedback	• Incentive for feedback: Visit to Scotland Yard to be won.
Topical issues, e.g. danger of drug abuse	• They do receive special attention.
Does website promote understanding of the police agency?	• Yes
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback.
Contacting the police for reasons other than reporting crime	• Does it include contact details for general enquiries, data joining the police, firearms and shotguns, help for crime victims and website feedback.
Reporting crime	• Basic guidelines for reporting crime in emergency situations and non-emergency situations given.
Emergency service	• Emergency users are advised to contact a certain telephone number.
Statistics	• Latest crime figures given.
Initiatives	• Campaigns and launches given.
Organisation structure	• Organigram presented. • Leadership introduced, with photographs.

Annexure A: 4

Questionnaire completed by London Metropolitan Police Agency webmaster Sam Farrow

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes we do have a specific web site policy
3	Guidelines	Do have guidelines documents for your website?	We have content standards.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes we had external consultants who assisted us in this process, and we have maintained that structure.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The original information was analysed and more research was done to ensure the content was up to date and informative. The content that was available had to satisfy government requirements.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The Australian pubic, our client organizations and ACT citizens.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	The site was reviewed by a usability specialist 6 months post implementation. The key finding was that the AFP website provides good user experience. This has been achieved by the separation of navigation and content, and consistency in style. The website meets the W3C Priority 1 website accessibility requirements. The site is frequently reviewed to ensure the requirements are being met.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	Yes. Negative comments were received regarding font size – the font size is in the process of being modified.
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	Yes – the online survey provides quantitative results. The results have enabled the group to focus on areas of the site most valued by users.

10	Needs analysis	Are there unique requirements for an effective police agency web site?	IT Security has been a major consideration.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Investigating ways for providing online services such as reporting crime, online recruitment, online referral for client agencies.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	Dynamic services are under consideration, once security and workflow issues have been resolved.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	The url is included on all of our advertisements, correspondence and media releases, however we do not have any measurement of the way it improves the AFP image.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Yes we have annual reports, police magazines and research reports.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We observe the requirements of NOIE (national office for the information economy): www.govonline.gov.au
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	We provide information/forms for criminal history checks, firearms licenses and other needs. We have links to crime stoppers, national missing persons unit, most wanted information, plus information about crime prevention.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Kenny Koala – children's info/games, opportunities for volunteers in policing, support for victims of crime, plus several community based programs including neighbourhood watch and safety house.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes we have very strong IT infrastructure support.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Centralised authoring function so the team mostly prepares and published content for the organization.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	We review the information regularly and keep authors up to date with content changes.
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in	The AFP provide assistance for people in East Timor and the Pacific Islands.

		remote and undeveloped areas?	
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	We observe NOIE requirements as well as legislation regarding the AFP.

Annexure A: 5

Evaluation of Lothian and Borders Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	• Not attractive home page. It contains a list of topics and publications - all underlined. The page is not inviting • Does not clearly identify site. "LBP" for Lothian and Borders Police is not clear. •
Clarity of purpose (goals and objective)	• Impression that is gained is that the website merely wants to impart information. It does not attract users.
Purpose	• It states clearly that it aims "To provide information on the service" and " to bring latest news".
Evaluation of main purpose	• To provide text information • Does not make contact and get feedback from intended audience. • No value-added services
Press releases/ roleplayer speeches	• No press releases
Organisation structure	• No organigram presented
Calendar of events	• Not furnished
Initiatives	• Announcements, e.g. drug information site launched.
User support	• No user support
Authorship	• No links to authors of content and website team?
Content quality	• Site content current, credible and relevant – but limited.
Language	• Language such that layperson can understand
General	• Subject focus: broad context • Coverage not comprehensive • Intended audience: The youth, racial minorities and the public as a whole
Glossary	• No glossary
Where to find us	• Address and maps given. No e-mail address •
Dates	• No indication of updates
Target audience	• General public, youth, racial minorities are given recognition
Timely	• No indication whether timely.
Clear and concise wording	• Clear and simple sentences. Paragraphs to the point.
Verification	• No indication that information is checked and verified.
Organisation	• Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	• A few errors in language composition found.
What's New?	• Changes/updates to information not clearly identified. No 'New' section.
FAQs	• FAQs given
Web strategy/policy/ aims	• Not furnished

Content of website in line with web strategy/purpose	• No web strategy available. But the website does stress the youth and racial minorities and information for and about these groups is available.
POLICE-SPECIFIC CONTENT	
Police agency strategy	• Not available online
Hints	• On crime prevention
Reporting crime	• Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	• Advice in case of emergency given.
Contacting the police	• Contact details (addresses). No e-mail addresses. No indication how to contact the webmaster.
URL	• URL not clear
Vision and mission of police agency	• Available online
Statistics	• No crime stats given.
Successes reported	• Successes not reported.
Community participation	• It has a web page dealing with community safety and community. Announces that police service has a Language Line - a 24-hour telephone interpreting service. Announces a register of official interpreters.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	• Home page layout dull, not appealing.
Site organisation	• Site organised in logical fashion.
Information structure	• Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	• Easty to find way backward and forwards. Structure apparent and logical.
Tracing	• See "URL" in next row • Available on search engines
URL	• URL contains "lbp" (Lothian and Borders Police) – this could be unknown • Each page have a unique URL
Links	• Links very limited
Flow	• Pages follow on logically. Each page begins with a clear transition.
Top menu bar	• Top menu bar provides links to frequently used pages/functions.
Background	• No background image, where present, does not overwhelm the page.
Site Map	• No site map.

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	• No problem with scrolling
Search facility available	• No search facility
Lack of script errors	• All pages error-free in the most widely used web browsers.
Images	• No thumbnail images
Multimedia	• Not applied
Index	• "A to Z index" not available
Forms	• No forms
Downloads	• No downloads

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	• Site not interesting and appealing
Readability	• Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	• Visual aspects add to page without distracting the user.
Legibility	• Contrast between text and background, font size good Limited mix of type styles.
General impression in keeping with purpose	• Site project an appropriate image
Use of graphics	• Images do not particularly enhance or disrtact from content.
Text	• Text: Font type and size clear and easy to read
Consistency	• Consistent look and feel throughout the web site
Writing style	• Clear and simple style • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	• Objectives concerning target audience not clearly stated. • Not stated who target audience is.
Purpose	• Purpose not given
Ways for user to make contact or ask details	• Furnished
Interactive feature	• None
E-mail links	• No
Comment/feedback/input	• No
Relevant Acts	• Not published
Relevant publications/documents/procedures, etc.	• Published
FAQs	• Furnished
Community involvement	• Encouraged - e.g. to report crime
Digital democracy (discussion forums, public opinions, online forms available)	• In beginning stage
Surveys on user needs (results available online)	• No indication
Usability testing	• No indication
User-matching	• Website appear sensitive to the different user types.
Confidentiality/ privacy	• Ennsured.
Customisation	Site not customisable
Interactivity	• Site offer does not offer users information customised to specific needs. • Users may not submit content to website • No newsletter given • Useful links given
Feedback	• No incentive for feedback
Topical issues, e.g. danger of drug abuse?	• They do receive special attention
Does website promote understanding of the police agency?	• Yes
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback?
Contacting the police for reasons other than reporting crime	• Does it include contact details for general enquiries, data protection, joining the police, firearms and shotguns, help for crime victims and website feedback.

Reporting crime	• Basic guidelines for reporting crime in emergency situations and non-emergency situations
Emergency service	• Emergency users are advised to contact a certain telephone number.
Statistics	• Crime figures not given
Initiatives	• Campaigns and launches mentioned
Organisation structure	• Organigram presented

Annexure A: 6

Questionnaire completed by Lothian and Borders Police agency webmaster Malcolm Robertson

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes
3	Guidelines	Do have guidelines documents for your website?	Not specifically for the website
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes. The look and feel have changed once since. A new site is being planned
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	Content planned and generated by Corporate Communications. Changes as updates are published, e.g. Annual Report
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	Developed to serve the public at large, with emphasis on our own catchment area
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	Not as yet, but yes to both for the next build
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	No
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	No
10	Needs analysis	Are there unique requirements for an effective police agency web site?	It should instill confidence in security of any transactions, and reflect a professional approach.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Full time web developer
12	Transformation	Are there efforts to stimulate growth from a static web presence	We are building a new site to incorporate on-line applications

		to dynamic service approach? Please elaborate.	as and when they are developed centrally by PITO. We may also develop some local applications, e.g. for change of keyholders.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	Press, letterhead and vehicle advertising. No measures.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Not yet, but planned for next build.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We lead on the implementation of e-Policing initiatives, via ACPOS and PITO
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	Crime reporting on line. Other interactive areas planned
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Crime reporting on line. Other interactive areas planned.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	No. Budget allocation is sporadic and ad-hoc, on an individual issue basis.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Yes
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	Yes
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	We are led by central government policy and directives.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	We ensure that future developments are in line with government legislation, e.g. disability act.

Annexure A: 7

Evaluation of Strathclyde Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	• Immediately engage user in contents of website.
Clarity of purpose (goals and objective)	• Goals of site clear - although not explicitly stated.
Purpose	• Purpose of site been clearly stated by Chief Constable William Rae.
Evaluation of main purpose	• To provide text information. • Not to get feedback from intended audience • No value-added services - self-service.
Press releases/ roleplayer speeches	• Not furnished.
Organisation structure	• Oganigram presented for senior management • Leadership presented – only senior management.
Calendar of events	• Not given.
Initiatives	• Campaigns and launches not published.
User support	• Level of user support on the site - Not given.
Authorship	• No links to authors of content and website team.
Content quality	• Site content current, credible and relevant.
Language	• Language such that layperson can understand. • Terminology clearly defined. • Abbreviations defined.
General	• Subject focus: broad context. • Comprehensive, timely coverage. • Intended audience clearly defined - not explicitly. • Breadth of coverage: Many aspects of subject covered. • Depth of coverage: Adequate depth.
Glossary	• No glossary for terms used on website.
Where to find us	• Address given. • Physical location given. • No map given. • No e-mail links given.
Dates	• No date/update on the home page.
Target audience	• Content relevant to target audience.
Timely	• Content fresh. Content reflects topics of interest to the assumed target.
Clear and concise wording	• Clear and simple sentences. • Paragraphs short and to the point.
Verification	• No references to other sources.
Organisation	• Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	• No evidence that information is checked and verified?
What's New?	• Site does not include a 'What's New' section or highlight recent changes.
FAQs	• No FAQs.
Web strategy/policy/ aims	• Aims spelt out by Chief Constable Rae.

Content of website in line with web strategy/purpose	• Yes.
POLICE-SPECIFIC CONTENT	
Police agency strategy	• Available online.
Hints	• None given on safety precautions.
Reporting crime	• Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	• Advice in case of emergency given.
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts for joining – not for site feedback
URL	• Site clearly identified - police service, country (Strathclyde could be unknown to many users)
Vision and mission of police agency	• Available online.
Statistics	• Latest crime figures provided.
Successes reported	• Updated information.
Community participation	• Details of projects involving community.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	• Home page layout simple, uncomplicated, uncluttered. • Neat. • Consistent look and feel throughout. • Easy to use.
Site organisation	• Site organised in logical fashion.
Information structure	• Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	• User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages – possible to move about without returning to home page.
Tracing	• Website clearly identified. • Available on search engines.
URL	• Gives clear indication of police service. • Each page has a unique URL.
Links	• No internal links. • Possibly too few links – no external. • Links back to home page from each page. Links relevant/appropriate. • Each page ends with link to home page. • Linked information correctly linked.
Flow	• Pages follow on logically. Each page begins with a clear transition.
Top menu bar	• Top menu bar provides links to frequently used pages/functions.
Background	• No background images
Site Map	• No site map.

Table 19: Evaluation of website technology

Website technology refers to the use of specific technology elements, features and facilities.

WEBSITE TECHNOLOGY	
Scrolling	• Few pages require vertical and horizontal scrolling. Where pages are long, - no navigation aids within the page leading to the top/end of document.
Search facility available	• On home page - click-through to search facility.
Lack of script errors	• Pages error-free in the most widely used web browsers.
Images	• Thumbnail images used.
Multimedia	• Not applied.
Index	• No "A to Z index" available.
Forms	• Only one form – for job application – on request to be e-mailed.
Downloads	• Detailed information provided about downloadable material.

Table 20: Evaluation of website style

Website style refers to the aesthetics – the appearance and visual appeal of the site.

WEBSITE STYLE	
Overall presentation	• Site interesting and appealing. First impression enticing. Consistent look and feel.
Readability	• Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	• Visual aspects add to page without distracting the user.
Legibility	• Contrast between text and background, font size. Limited mix of type styles.
General impression in keeping with purpose	• Site projects an appropriate image. • Efficient. • Home page designed attractively.
Use of graphics	• Quality of the graphical images. • Images minimally enhance content.
Text	• Text: Font type and size clear and easy to read.
Consistency	• Consistent look and feel throughout the website – page colour, fonts used, font size, logos used.
Writing style	• Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	• Objectives concerning target audience stated by Chief Constable Rae. • Clear who the target audience is – although not implicitly stated. Website does not contain definition of target audience.
Purpose	• No statement of purpose given – but spelt out by Chief Constable Rae.
Ways for user to make contact or ask details	• Virtually absent.
Interactive feature	• No interactivity.
E-mail links	• Only one – for application forms.
Comment/feedback/input	• Not encouraged.
Relevant Acts	• Not published.
Relevant publications/documents/procedures, etc.	• Only Public Performce Report (Annual Report)
FAQs	• None
Community involvement	• Minimally encouraged.
Digital democracy (discussion forums, public opinions, online forms available)	• Not present.

Surveys on user needs (results available online)	• Not indicated.
Usability testing	• Not indicated.
User-matching	• Website appears to be minimally sensitive to the different user types.
Confidentiality/ privacy	• Not ensured.
Customisation	• Site not customisable.
Interactivity	• Site does not offer users information customised to specific needs. • Users cannot submit content to website. • Users cannot subscribe to a newsletter. • Useful links not given.
Feedback	• No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	• Do receive special attention.
Does website promote understanding of the police agency?	• Yes
Contacting the police	• Contact details for the following: For reporting crime, police stations, to join the police. One e-mail contact to join – no site feedback
Contacting the police for reasons other than reporting crime	• Does not include contact details for general enquiries.
Reporting crime	• Basic guidelines for reporting crime in emergency situations and non-emergency situations.
Emergency service	• Emergency users advised to contact a certain telephone number?
Statistics	• Latest crime figures given.
Initiatives	• Campaigns and launches given.
Organisation structure	• Senior management team presented – only photo of Chief Constable Rae.

Annexure A: 8

Questionnaire completed by Strathclyde Police Agency webmaster David Christiansen

Questionnaire for webmasters

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes, In the beginning of the website project a management group was formed with individuals from Force Policy, IT, Data protection and executive departments. The role of this group was to form an overall force policy on the publication and management of the website and its content.
3	Guidelines	Do have guidelines documents for your website?	Yes, A website style guide for design and authoring has been produced by the IT and corporate communications department. The corporate communications department are responsible for the content of the website. IT is responsible for the infrastructure and graphical content.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	The structure was planned before initial development commenced. However, unexpected issues arose during the initial fazes which proved that the phase one structure was not feasible. This initial structure was never reached. However, Throughout the life of the website, there has always and always will be a structure planned before development.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The content was generated by divisions themselves and reporters from Corporate communications and edited centrally by corporate communications. Initial teething problems were experience in the beginning with the divisions not knowing what was suitable and what wasn't. Now, individuals in all divisions and departments have been appointed the role as Internet liaison officer. There role is to provide information regularly to populate their area on the website. At present, we are at a stage of collating this information.

6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The general audience of 'public' was the target. At present a children's website is under construction.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	No, not at present.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	No
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	No, however log analysis does take place
10	Needs analysis	Are there unique requirements for an effective police agency web site?	No, The requirements from a police agency website are the same as any other website. The same medium, the same requirements. It is whether a police agency attends to these requirements. Such as accuracy of information, effective content management. Etc.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Forward planning for content. Planning in association with external related parties and departments. Looking into new technologies as they come onto the market.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	At present our technical facilities would not support a dynamic user experience on the website. However, there are plans for the website to become more personalised to the user. Identification of key information about the user, from the user, will allow for the information being displayed on the website to be geared towards the users location, interests, age group etc.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	The website is advertised on all advertisement campaigns, on all recruitment adverts, and on all new livery police cars.. Other than log analysis, there have been no official measurements processes on the results of any one campaign.
14	Publications	Do you distribute e-newsletters or off-line publications through	No

		the web site?	
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We provide a Hyperlink to the electronic reporting of non-urgent crimes facility.
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	Support information for any major force campaign or public event, e.g. road safety, fire strikes.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Distribution of information about the force and its role and strategy, will inform individuals that are interested.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	The IT department invest in the website's technical requirements. The corporate communications department have invested in personnel to support the development of the website.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Yes., 2 Developers 1 Author 1 or 2 Editors
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	Yes, We have a dedicated professional web development team responsible for the website content. A web author is responsible for the content of the website, and organising departments and divisions to produce relevant information. Two web developers are responsible for the creation and maintenance of the actual source code.
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	Multimedia terminals are under consideration as part of a wider reaching concept. These terminals could be hosted at key areas throughout town centres within the policing area. Government plans exist to promote the use of the internet and getting the capabilities into most households.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	There are guidelines for development and design to make the website more compatible with all browsers and to make it more accessible for people with disabilities. The freedom of information act will affect the website's role in the near future.

Annexure A: 9

Evaluation of Australian Federal Police website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	• Immediately engages user in contents of website.
Clarity of purpose	• Purpose of site clear.
Evaluation of main purpose	• To provide text information • To make contact and get feedback from intended audience • Value-added services provided – a number of forms downloadable
Press releases/ roleplayer speeches	• Furnished and up to date
Organisation structure	• Organigram presented • Leadership presented, with photographs LEBO CHECK
Calendar of events	• Furnished and updated.
Initiatives	• Campaigns and launches published
User support	• Level of user support on the site – satisfactory: indicated as site help.
Authorship	• No links to authors of content • Links to website team
Content quality	• Site content current, credible and relevant
Language	• Language such that layperson can understand • Terminology clearly defined
General	• Subject focus: broad context • Comprehensive, timely coverage. • Intended audience clearly defined – by means of selected contents • Breadth of coverage: Aspects of subject sufficiently covered. • Depth of coverage: Adequate depth
Glossary	• No glossary for terms used on website.
Where to find us	• Address given. • Physical location given. • Map given • E-mail links.
Dates	• No date/update on the home page, or any page.
Target audience	• Content relevant to target audience.
Timely	• Content fresh. Content reflect topics of interest to the assumed target.
Clear and concise wording	• Clear and simple sentences. • Paragraphs short and to the point?
Verification	• References to other sources (print and Internet sources) given • Where information is derived from a print version, it is clear which edition it is derived from.
Organisation	• Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	• No evidence that information is checked and verified.
What's New?	• Site includes a 'What's New' section - Under: News – Forthcoming events.
FAQs	• No FAQs
Web strategy/policy/ aims	• Available online.
Content of website in line with web strategy/purpose	• Yes

POLICE-SPECIFIC CONTENT	
Police agency strategy	• Available online.
Hints	• Comprehensive
Reporting crime	• Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	• Advice in case of emergency given.
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
URL	• Clearly identified as an Australian government site. Not clear that it the Australian Federal Police. Overseas visitors to the site would not necessarily know the acronym AFP.
Vision and mission of police agency	• Available online.
Statistics	• Latest crime figures provided.
Successes reported	• Updated information.
Community participation	• Details of projects involving community.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	• Home page layout simple, uncomplicated, uncluttered. • Consistent look and feel throughout • Easy to use
Site organisation	• Site organised in logical fashion.
Information structure	• Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	• User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages. Move about without returning to home page.
Tracing	• Website clearly identified (AFP acronym may not be known) • Available on search engines
URL	• Does not gives clear indication of police service. • Each page has a unique URL.
Links	• External and internal links adequate. • Not too many or too few links • Links back to home page from each page. Links relevant/appropriate. • Pages do not ends with link to home page. Given on top menu bar. • Linked information correctly linked. • External links well selected.
Flow	• Pages follow on logically. Each page begins with a clear transition.
Top menu bar	• Top menu bar provideS links to frequently used pages/functions?
Background .	• No background images.
Site Map	• Excellent site map

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	• Pages require vertical and horizontal scrolling. Where pages are long, there are adequate navigation aids within the page leading to the top/end of document.
Search facility available	• Not available.
Lack of script errors	• Pages are error-free in the most widely used web browsers.
Images	• No thumbnail images. • Animated Gif on home page - possibly gimmicky and does not enhance site.
Multimedia	• Not applied.
Index	• "A to Z index" available in form of site map.
Forms	• Easy to understand and complete. • Privacy and security guidelines followed.
Downloads	• Detailed information provided about downloadable material • Alternative formats provided

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	• Site interesting and appealing. First impression enticing. Consistent look and feel.
Readability	• Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	• Visual aspects do not enhance pages – but do not distract user either.
Legibility	• Contrast between text and background, font size satisfactory. Limited mix of type styles.
General impression in keeping with purpose	• Site projects an appropriate image. • Efficient. • Home page designed attractively.
Use of graphics	• Few used. One on home page not impressive. Image of client service team under AFP Service Charter outdated. • Do not enhance content.
Text	• Text: Font type and size clear and easy to read.
Consistency	• Consistent look and feel throughout the website - page colour, fonts used, font size, logos used, etc.
Writing style	• Acronyms, jargon, and complex words not used • Clear and simple style • Content free of material that could be generally considered offensive • Correct punctuation • Correct spelling

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	• Objectives concerning target audience not stated – but implicit throughout website. • Target audience identifiable through content selected.
Purpose	• Statement of purpose not given.
Ways for user to make contact or ask details	• Furnished.
Interactive feature	• Explained.
E-mail links	• Adequate.
Comment/feedback/input	• Encouraged.
Relevant Acts	• Not published.
Relevant publications/documents/procedures, etc.	• Published.
FAQs	• None.
Community involvement	• Encouraged - e.g. to report crime.
Digital democracy (discussion forums, public opinions, online forms available)	• To a degree. Online forms available.
Surveys on user needs (results available online)	• Not indicated.
Usability testing	• Not indicated
User-matching	• Website appears sensitive to the different user types.
Confidentiality/ privacy	• Ensured.
Customisation	• Not customisable.
Interactivity	• Site does not offer users information customised to specific needs. • Users can submit content to website. • Users subscribe to a newsletter. • Useful links given.
Feedback	• No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	• They receive special attention.
Does website promote understanding of the police agency?	• Yes.
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback.
Contacting the police for reasons other than reporting crime	• Includes contact details for general enquiries, data protection, joining the police, firearms and shotguns, help for crime victims and website feedback.

Reporting crime	• Basic guidelines for reporting crime in emergency situations and non-emergency situations given.
Emergency service	• Emergency users advised to contact a certain telephone number.
Statistics	• Latest crime figures not given.
Initiatives	• Campaigns and launches given.
Organisation structure	• Organigram presented. • Leadership introduced, with photographs.

Annexure 10

Questionnaire for webmasters: Australian Federal Police Service

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes we do have a specific web site policy
3	Guidelines	Do have guidelines documents for your website?	We have content standards.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes we had external consultants who assisted us in this process, and we have maintained that structure.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The original information was analysed and more research was done to ensure the content was up to date and informative. The content that was available had to satisfy government requirements.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The Australian pubic, our client organizations and ACT citizens.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	The site was reviewed by a usability specialist 6 months post implementation. The key finding was that the AFP website provides good user experience. This has been achieved by the separation of navigation and content, and consistency in style. The website meets the W3C Priority 1 website accessibility requirements. The site is frequently reviewed to ensure the requirements are being met.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	Yes. Negative comments were received regarding font size – the font size is in the process of being modified.
9	Measurement (quantitative	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	Yes – the online survey provides quantitative results. The results have enabled the group to focus on areas of the site most

	measurement)		valued by users.
10	Needs analysis	Are there unique requirements for an effective police agency web site?	IT Security has been a major consideration.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Investigating ways for providing online services such as reporting crime, online recruitment, online referral for client agencies.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	Dynamic services are under consideration, once security and workflow issues have been resolved.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	The url is included on all of our advertisements, correspondence and media releases, however we do not have any measurement of the way it improves the AFP image.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Yes we have annual reports, police magazines and research reports.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We observe the requirements of NOIE (national office for the information economy): www.govonline.gov.au
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	We provide information/forms for criminal history checks, firearms licenses and other needs. We have links to crime stoppers, national missing persons unit, most wanted information, plus information about crime prevention.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Kenny Koala – children's info/games, opportunities for volunteers in policing, support for victims of crime, plus several community based programs including neighbourhood watch and safety house.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes we have very strong IT infrastructure support.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Centralised authoring function so the team mostly prepares and published content for the organization.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	We review the information regularly and keep authors up to date with content changes.
21	The digital divide	Does your agency have a strategy for bridging the digital divide	The AFP provide assistance for people in East Timor and the

		and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	Pacific Islands.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	We observe NOIE requirements as well as legislation regarding the AFP.

Annexure A: 11

Evaluation of Hong Kong Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	• Immediately engages user in contents of website
Clarity of purpose (goals and objective)	• Mission statement given
Purpose	• Mission of site clearly stated – but clear from content.
Evaluation of main purpose	• To provide text information. • To make contact and get feedback from intended audience • Value-added services – self-service, on-line access to resources, etc.
Press releases/ roleplayer speeches	• Furnished and up to date.
Organisation structure	• Organigram presented. • Leadership presented, with photographs.
Calendar of events	• Some events announced.
Initiatives	• Campaigns and launches published.
User support	• Level of user support on the site – help documentation, e-mail help available.
Authorship	• No links to authors of content, but to website team
Content quality	• Site content accurate, current, credible and relevant
Language	• Language such that layperson can understand • Terminology clearly defined • Abbreviations defined
General	• Subject focus: broad context • Comprehensive, timely coverage • Intended audience clearly defined
Glossary	• No glossary for terms used on website
Where to find us	• Address given • Physical location given • No map • E-mail links given
Dates	• No updates
Target audience	• Content relevant to target audience
Timely	• Content is new
Clear and concise wording	• Clear and simple sentences. • Paragraphs short and to the point.
Verification	• There are references to other sources (print). • Where information is derived from a print version, it is clear which edition it is derived from.
Organisation	• Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	• No evidence that information is checked and verified.
What's New?	• Does the site include a 'What's New' section or highlight recent changes?
FAQs	• Comprehensively dealt with • Updated
Web strategy/policy/ aims	• Not available online

Content of website in line with web strategy/purpose	• Yes
POLICE-SPECIFIC CONTENT	
Police agency strategy	• Available online
Hints	• Hints on safety precautions
Reporting crime	• Basic guidelines for reporting crime in emergency and non-emergency situations given
Emergency situations	• Advice in case of emergency given
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
URL	• Site clearly identified - police service, country
Vision and mission of police agency	• Available online
Statistics	• Latest crime figures provided
Successes reported	• Updated information
Community participation	• Details of projects involving community

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	• Home page layout simple, uncomplicated,. Cluttered • Neat • Consistent look and feel throughout • Easy to use
Site organisation	• Site organised in logical fashion
Information structure	• Information chunked in digestible blocks. Coherent presentation of information - not too long or too short
Navigation	• User easily finds way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages. However, not all have a return to the home page
Tracing	• Website clearly identified • Available on search engines
URL	• Gives clear indication of police service • Each page has a unique URL
Links	• External and internal links adequate • Not too many or too few links • Links back to home page from some pages. Links relevant/appropriate. • Not each page ends with link to home page. • Linked information correctly linked • External links well selected
Flow	• Pages follow on logically. Each page begins with a clear transition.
Top menu bar	• Top menu bar provides links to frequently used pages/functions
Background	• No distracting backgrounds
Site Map	• No map

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	• Pages do not require vertical scrolling.
Search facility available	• None
Lack of script errors	• Pages error-free in the most widely used web browsers
Images	• No thumbnail images
Multimedia	• Applied – webcam of traffic
Index	• No "A to Z index" available
Forms	• Easy to understand and complete • Privacy and security guidelines followed • Alternative to forms provided
Downloads	• Detailed information provided about downloadable material? • Alternative formats provided?

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	• Site interesting and appealing, first impression enticing. Consistent look and feel.
Readability	• Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	• Visual aspects add to page without distracting the user.
Legibility	• Contrast between text and background, font sizepleasing Limited mix of type styles.
General impression in keeping with purpose	• Site project san appropriate image. • Efficient. • Home page designed attractively.
Use of graphics	• Quality of the graphical images good. • Images enhance content?
Text	• Text: Font type and size clear and easy to read.
Consistency	• Consistent look and feel throughout the web site.
Writing style	• Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	• Objectives concerning target audience implicit • Clear who the target audience is although no definition of target audience is given
Purpose	• No statement of purpose given
Ways for user to make contact or ask details	• Furnished
Interactive feature	• Explained
E-mail links	• Adequate
Comment/feedback/input	• Encouraged
Relevant Acts	• No
Relevant publications/documents/procedures, etc.	• Published
FAQs	• Adequate and updated
Community involvement	• Encouraged - e.g. to report crime
Digital democracy (discussion forums, public opinions, online forms available)	• Present
Surveys on user needs (results available online)	• No
Usability testing	• No
User-matching	• Website appears sensitive to the different user types
Confidentiality/ privacy	• This is ensured
Customisation	• Not customisable
Interactivity	• Site does offer users information customised to specific needs • Users cannot submit content to website • Users can subscribe to a newsletter • Useful links given
Feedback	• Little incentive for feedback
Topical issues, e.g. danger of drug abuse?	• They receive special attention
Does website promote understanding of the police agency?	• Yes
Contacting the police	• Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
Contacting the police for reasons other than reporting crime	• Does include contact details for general enquiries, data protection, joining the police, firearms and shotguns, help for crime victims and website feedback

Reporting crime	• Basic guidelines for reporting crime in emergency situations and non-emergency situations
Emergency service	• Emergency users advised to contact a certain telephone number
Statistics	• Latest crime figures given
Initiatives	• Campaigns and launches given
Organisation structure	• Organigram presented, where applicable • Is leadership introduced, with photographs

Annexure A: 12

Questionnaire completed by Hong Kong Police web team

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	No.
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	No.
3	Guidelines	Do have guidelines documents for your website?	Yes, we have internal guidelines for our website. However, they are all for internal reference only.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Initially, we've suggested the statistic structuring for our Police website. Recently, we have changed our structuring to meet the technology requirement that is using dynamic design.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The initial content planned for the informative purpose that emphasized on the missing persons, wanted persons area. The contents are generated by the in-house technical staff. Recently, we have introduced additional service provided by Hong Kong local designer houses. It did help us to improve the creativity and flexibility in the content management.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The target audience is all citizens in HK as well as all people in the world. Frankly, we don't have specific target audience in mind.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	We aimed at providing a very user-friendly interface. We have usability test which include the well-known Bobby Test for the

		studies revealed? Do you cater for the disabled reader?	disabled reader.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	We have conducted a survey that the major goal is to define the user requirement on our on-line service. The key results mainly focused on the target and the objectives that the services we provided.
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	Yes, we have a statistical system to calculate the daily transaction of our on-line report forms and email.
10	Needs analysis	Are there unique requirements for an effective police agency web site?	We don't have unique requirement in our website development. Nevertheless, we would emphasize on the integrity and the correctness of the information we provided.
11	Ongoing development	What do you do in terms of ongoing development of your website?	HKSAR Government is running a corporate "Common Look and Feel" project to standardize all governmental bodies website. We have planned to have next revamp within this year.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	As mentioned before, we have evaluated a plan that will change our static web presence to dynamic service.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	We don't have special promotion. Our target audience is the all-public citizens.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	We don't have e-newsletters or off-line publications
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We provide G2C (Government to Citizens) service to support our e-Government initiative.
16	Service delivery	Can you name a few instances where the web site directly	Example where the website directly supports policing service

		supports policing service delivery.	delivery.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	We encourage HK citizens by providing the e-Report room functions.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes, we have sustainable investment in continued improvement for our service delivery.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	We have a dedicated technical team for developing and maintaining our on-line services.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	We're following the well-known PRINCE2 methodologies in generating, maintaining and improving our web site content.
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	Our central government provided the district digital centre to serve the citizens in remote and undeveloped areas.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	No.

Annexure A: 13

Evaluation of Princeton Borough Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	• Does not immediately engage user in contents of website. The home page is a welcome page as in "Welcome to Princeton Borough Police Department".
Clarity of purpose (goals and objective)	• Goal is clearly to inform.
Purpose	• Mission/ purpose not stated.
Evaluation of main purpose	• To provide text information.
Press releases/ roleplayer speeches	• Not furnished
Organisation structure	• No organigram • Leadership not presented.
Calendar of events	• Not furnished.
Initiatives	• Campaigns and launches not published.
User support	• No user support.
Authorship	• No links to authors of content and website team.
Content quality	• Site content accurate, current, credible and relevant.
Language	• Language such that layperson can understand • Terminology clearly defined. • Abbreviations defined.
General	• Subject focus: broad context. • Comprehensive, timely coverage. • Intended audience not clearly defined - but implicit. • Breadth of coverage: Aspects of subject broadly covered. • Depth of coverage: Does not go to great depth.
Glossary	• No glossary for terms used on website.
Where to find us	• Address given. • Physical location not given. • Map not given. • E-mail link for webmaster given.
Dates	• No date/update given.
Target audience	• Content relevant to target audience.
Timely	• Content fresh. Reflects topics of interest to the assumed target.
Clear and concise wording	• Clear and simple sentences. • Paragraphs short and to the point.
Verification	• No references to other sources.
Organisation	• Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	• No evidence that information is checked and verified.
What's New?	• Site does include a 'What's New' section or highlight recent changes.
FAQs	• No FAQs
Web strategy/policy/ aims	• Not available.

Content of website in line with web strategy/purpose	• Strategy not given. But implicit – namely to convey information.
POLICE-SPECIFIC CONTENT	
Police agency strategy	• Not available online.
Hints	• Some crime prevention tips.
Reporting crime	• No basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	• No advice in case of emergency given.
Contacting the police	• Contact details not given
URL	• Site not clearly identified – no indication that it is a police service or in which country it is.
Vision and mission of police agency	• Not available online
Statistics	• Latest crime figures not provided.
Successes reported	• No updated information.
Community participation	• Details of projects involving community given.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	• Home page layout simple – merely gives a welcome. • No consistent look and feel throughout • Easy to use
Site organisation	• Site organised in logical fashion.
Information structure	• Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	• User easily find way backward and forwards, Structure apparent and logical. Navigation functions not consistent across all pages, however. Difficult to move about without returning to home page.
Tracing	• Website not clearly identified. • Available on search engines.
URL	• Does not clear indication of police service. • Each page has a unique URL.
Links	• External and internal links not adequate. • Does not link back to home page from each page. • Pages do not end with link to home page.
Flow	• Pages follow on logically. Each page begin with a clear transition.
Top menu bar	• No top menu bar.
Background	• No background images.
Site Map	• No site map.

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	• Some pages require vertical and horizontal scrolling. Where pages are long, there is no adequate navigation aids within the page leading to the top/end of document.
Search facility available	• No search facility available.
Lack of script errors	• Error free.
Images	• No thumbnail images. • Images do not have captions; not identified in text
Multimedia	• Not applied.
Index	• No "A to Z index" available.
Forms	• No forms.
Downloads	• No downloads.

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	• Site not interesting. First impression not enticing.
Readability	• Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length • Text sometimes too big. • Not too much bold, italics, capitals.
Visual appeal overall	• Do visual aspects tend to distract.
Legibility	• Fairly legible.
General impression in keeping with purpose	• Site projects an appropriate image. • Home page needs working on.
Use of graphics	• Graphical images not the best. • Images could distract from the content.
Text	• Text: Font type and size clear and easy to read. But too big.
Consistency	• No consistent look and feel throughout.
Writing style	• Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	• Ojectives concerning target audience stated – but implicit. • Clear who the target audience but website does not contain definition of target audience.
Purpose	• Statement of purpose not given.
Ways for user to make contact or ask details	• Not furnished.
Interactive feature	• No interactivity.
E-mail links	• Not adequate.
Comment/feedback/input	• Not encouraged.
Relevant Acts	• Not published.
Relevant publications/documents/procedures, etc.	• Not published.
FAQs	• Not given.
Community involvement	• Not encouraged.
Digital democracy (discussion forums, public opinions, online forms available)	• Not present.
Surveys on user needs (results available online)	• No indication.
Usability testing	• No indication.
User-matching	• Website does not appear sensitive to the different user types.
Confidentiality/ privacy	• Not ensured.
Customisation	• Site not customisable.
Interactivity	• Site does not offer users information customised to specific needs. • Users cannot submit content to website. • Users cannot subscribe to a newsletter. • No useful links given.
Feedback	• No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	• Yes.
Does website promote understanding of the police agency?	• Minimally.
Contacting the police	• No contact details.
Contacting the police for reasons other than reporting crime	• Not given.
Reporting crime	• No guidelines.

Emergency service	• Emergency users not advised to contact a certain telephone number.
Statistics	• Crime figures not given.
Initiatives	• Campaigns and launches not given.
Organisation structure	• No organigram and no structure.

Annexure A: 14

Questionnaire completed by Princeton Burrough Police Agency webmaster Mike Bender

(The Police Agency could not download the questionnaire form e-mailed. This format therefore differs from the others)

"I will try to answer your questions by the numbers as you presented them to me:
1. No strategy plan was used in the development of this site. The site was designed solely on what the Chief thought the public could use as a "community relations" tool and what he thought would make us look good.

2. We have no website policy. If an officer has an idea he wants posted on the website, all he/she has to do is talk to me. I then take the idea to the Chief. If he thinks it is suitable for the website, I put it there. If he thinks its trash, I don't put it on the site. There is NOTHING in writing about what type of information should be posted.

3. No. Refer to the answer for question #2, its the same.

4. The initial structure was completely of my doing. There were no guidelines used at all. I simply spent lots of time studying other websites and looking at their designs. I then started putting the information on the site and the structure just came naturally. We have kept the same basic structure ever since.

5. Content guidelines. Refer to the answer to question #4, its basically the same. Not much has changed, except I have to add or remove officers as some retire or others join (website is optional, not all officers are posted).

6. Target Audience: Residents (past and present) of Princeton and people who have an interest in police departments.

7. No and No.

8. No.

9. Again, No.

10. Needs analysis. I am sure there are specific guidelines that could be used for an effective police website, but I don't know what they are. We just put up info we thought people would like to know about us. Its as basic as that. Some departments put information concerning alarm registration, crime tips, crime statistics and other similar stuff, but we don't do that (yet).

11. Ongoing development. None. If we see the need to post specific information concerning a problem, we to that. For instance, when we had the "anthrax" scare, we posted information specific to this with what it looks like, and what to do if you suspect a package contains anthrax.

12. We currently have no plans to change from the static to dynamic service.

13. We have promoted our site in the local newspapers. It is also listed on dozens of Law Enforcement related websites that have listings of local police departments. We have no way to measure if it improves our image. All we have it a internal hit counter that shows us the numbers of visitors (up dramatically since we first started. The first year averaged 10 hits per day, now we average over 100 hits per day)

14. No, no e-newsletters.

15. No support of the e-government. We are the only department that currently has its own site. When the other departments get up and running, we will all use the same domain name (princetonboro.org) and the police will just be a link from that main page. The Clerks office may use the site for licensing and registrations, but nothing is sure yet.

16. Ours is only a static site with non-essential information. We have not yet posted time-sensitive information that supported the delivery of police services.

17. This static type of site does not promote citizen participation. It does allow them to see Officers in the "meet the Officers" page, which is a great public relations idea, but thats about it.

18. No, our dept. is cheap, cheap,cheap. If it costs more than a few dollars, they aren't interested (sorry, thats the way it really is).

19. No, just me. If there is an update, I do it when I am working midnight shift. If other officers have an idea, they give it to me and I take it to the Chief for his approval.

20. No. Again, if someone has an idea, I take it and try to convince the Chief if I think its a good idea. So far, only a few suggestions have become reality on the site. (we wanted a police blotter with up-to-date information concerning arrests and calls for police service, but they said no, saying it would take up too much time. I disagreed, but the Chief has the final say).

21. We don't have ANY remote or undeveloped areas. There isn't a patch of grass in Princeton that isn't developed.

22. Huh??????

Ok, here is the bottom line on the site. It is basically a static "information only" site. It was developed solely by me. Our department didn't have a website and I wanted one. I began developing one on my own at home. One day, I was walking by my Captains office and heard him talking to the Chief, saying "I think we should have a website". I stopped in, told them I heard what they said and said I was already making one. The Chief gave me his blessing, saying whatever I thought was appropriate could go on the site. About a month later, when it was basically done, I showed him the final result. He had me remove a few things he didn't like (police humor page and some links that had some commercial functions) and off we went. I uploaded the site, they promoted it by press releases to the local press and that's about it. There are dozens (hundreds) of sites that are dynamic, but ours is just a basic static

"information only" site. The only person who has any knowledge of this site in our department is me. No "team", just little old me. That's about all I can tell you. I hope this email answered your questions. My recommendation is to make the site as you see fit. Structure it as you think will be appropriate, put in there what you think will fit for your department. Ask your co-workers, friends, and family what they think about the site as you make it. Change it as you see fit. If you are the creator of the site, you should have enough support to make content decisions for the site. Don't think too much about it. If you like it, do it. If your boss says remove it, make an argument for it, but if you have to remove it, do what you have to do. It should be fun, not work."