

ITS Radar International

Review and forward plan: November 2009

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Final

CLIENT PROJECT REPORT

TRL Limited

CLIENT PROJECT REPORT 622

ITS RADAR INTERNATIONAL – REVIEW AND FORWARD PLAN

Version: Final

by Jean Hopkin (TRL Limited) and David McGuigan (AECOM)

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Client:

Network Services Highways Agency
(Emma Lunnon)

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	Name	Date Approved
Project Manager	Jean Hopkin	1 February 2010
Technical Referee	Peter Vermaat	1 February 2010



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1 Introduction

1.1 General

This report has been prepared by TRL Limited on behalf of the Highways Agency (HA) to review the project and develop a plan for the future provision of the ITS Radar International service which is provided under the HA 3/387 framework contract for research and development services.

This review report follows from the previous report written in October 2008 which made recommendations as to how the services previously provided as two component projects (ITS Radar and HA EU Watch) should be combined to form a unified ITS Radar International service. The final output of this was a set of recommendations for further work and a communications plan which was used during 2009 to structure the delivery of the project.

The review then reflects on the changes made during the period from October 2008 to November 2009 and looks at performance indicators such as visitors to the web site and number of subscribers to the eNews letter. It also summarises results from the latest subscriber survey and the peer review report.

Finally the report makes recommendations as to the way forward for a follow-on project in April 2010.

1.2 Background

The Highways Agency has an interest in gathering intelligence and monitoring developments in ITS (Intelligent Transport Systems) in Europe and around the world. ITS is increasingly being used by the HA to improve services to travellers and to help meet the Department for Transport's (DfT) Public Service Agreement targets relating to improved journey time reliability, increased road safety, reduction in pollution and reduction in green house gases.

The HA wishes to inform and be informed about European ITS developments. The work of the European Commission and European ITS projects influence activities and projects in the UK. Further to this, the HA is also required to remain well-informed about ITS developments, ITS standards, new pilot projects and up-and coming technology.

To help the HA to meet these requirements, the ITS Radar International project focuses on six principal themes:

- Standards
- European ITS Research projects
- European Policy
- Location Positioning
- Pilot projects
- Technologies

The project provides a monthly email news service, a web site, an ad hoc enquiry service, information tracking on ITS standards, a directory of international ITS web sites and a limited number of Fact Sheets which report key ITS topics in more detail than is possible in news articles.

1.3 Project objectives and scope

The objectives of the ITS Radar International project are to:

- Provide the HA with a smart service that will meet stakeholder requirements under a common “ITS International Radar” project
- Develop a methodology that will enable the dissemination of “up to date information” to be available on desktops
- Engage with HA/DfT stakeholders to fulfil their needs and expectations
- Gather intelligence on ITS activities in Europe and new ITS developments around the world
- Monitor the development of ITS standards
- Identify opportunities for the HA to become more involved in European ITS activities
- Respond to ad-hoc requests from HA staff for information about ITS developments
- Communicate the information to key stakeholders within the HA through electronic eNews service to HA
- Maintain a governance record of each activity.

1.4 Previous reviews of the project

Previous project reviews occurred at the onset of the project, and again in late 2008. The last review included an email news subscriber survey which was undertaken in September 2008. Although the response rate was low, overall respondents were very positive. As a result of perceived benefit to ratio calculation, the survey respondents recommended:

- The two existing websites should be combined into a single ITS Radar International website, subject to the requirements of the transformational government initiative
- The project should continue to publish monthly email news carrying brief details of news items with more detail on the web site
- The project should continue to publish opportunities to attend conferences and join projects and should monitor uptake
- The project should continue to produce fact sheets
- That web links to other projects and organisations should be improved
- The project should introduce telephone briefings as a way to better inform stakeholders about ITS.

The results of this user survey were taken to a stakeholder workshop in October 2008. The stakeholder workshop advocated continuation of the project until the end of the framework contract in March 2010 and recommended the same improvements as the user survey, except that extending the service to include telephone briefings was to be considered in a future review of the project.

The stakeholders supported further harmonisation of the previous two component projects and recommended further enhancement of the profile of the ITS Radar International project. To do this, the Highways Agency produced a communications plan which included a list of tasks to promote the project.

2 2009 Review

This section of the report summarises the achievements up until September 2009, the first 18 months of the project, including statistics for the indicators of effectiveness of the project. It concludes with a summary of these indicators.

2.1 The service provided

The following deliverables have been produced:

- Inception report/Project plan – Internal HA report, July 2008
- Subscriber survey results April – May 2008 – published on EU Watch web site
- Subscriber survey results September 2008 – published on EU Watch web site
- Regular newsletters, one each covering EC Policy, European Research, ITS Standards and Galileo, with the addition of Technologies and Pilots newsletters since July 2009 – published on project web site
- Regular email news ‘headlines’
- News articles from newsletters and email news published on web sites
- Opportunities identified for Highways Agency participation in European ITS - sent to the HA using emails and news articles
- Help Desk - six enquiries, of which two involved significant effort: technologies for vehicle detection and updating the project’s eCall Fact Sheet
- Workshop with key stakeholders held in October 2008, attended by 7 HA staff and one from DfT
- Database of the ISO TC 204 and CEN TC 278 working group standards developments - updated quarterly.

Following the review in the autumn of 2008, the following additional tasks were approved:

- Extension of core tasks until March 2010
- Unification of the two project web sites and provision of an enhanced web site
- Preparation of six Fact Sheets
- Extension of the ITS Standards tracking service to include the ETSI ITS standards group
- Directory of international ITS web sites.

As a result, the project has also delivered:

- An enhanced and harmonised ITS Radar International web site
- Two Fact Sheets (four more are planned)
- An extended standards tracking spreadsheet covering the work of ETSI’s ITS group

- A directory of international ITS web sites which is available on the ITS Info page of the web site.

2.2 Users

The number of subscribers to the service is shown in Table 1 and Figure 1. The figures for March 2008 effectively show the subscribers 'inherited' from the end of the previous service. The project had been on hold for a period of several months and during this period many subscribers had moved on. Hence, when the first email was distributed, informing subscribers that the service was about to resume, many emails bounced and were returned without being delivered. These returns were used to trim the list of subscribers so that it included only active email addresses. This explains the drop in numbers between March and June 2008.

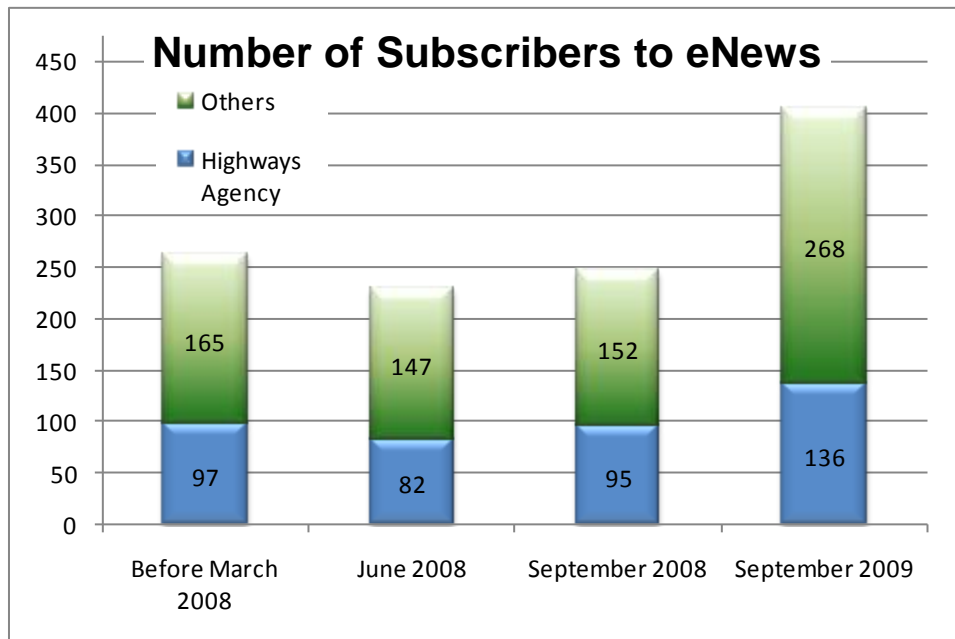
Since the project began, the Project Sponsor has been actively publicising the service within the Highways Agency, and this has resulted in a steady increase in the number of subscribers. By the end of September 2008 the number within the Highways Agency was almost as high as it had been under the previous project and a year later it had increased another 40%.

New subscribers are added every month, but this is partly off-set by the continuous 'churn' of people moving jobs, which causes messages sent to the address which they had originally provided to bounce; these are then removed from the list.

Table 1 Number of subscribers within the Highways Agency and other organisations

Organisation	Before March 2008	30 June 2008	30 September 2008	30 September 2009
Highways Agency	97	82	95	136
Other	165	147	152	268
Total	262	229	247	404

Figure 1 Number of subscribers within the Highways Agency and other organisations



2.3 Use of the web sites

The new unified ITS Radar International web site was launched in July 2009. Before this date, users were logged separately at the former EU Watch and old ITS Radar web sites; for the purpose of this analysis these have been added together.

A single visit is defined as a user going to the web site by typing in the URL or following a hyperlink (from eNews, a search engine or any other source) and then 'surfing' around the site. If the user closes their browser and then re-opens it to go back, this will count as a second visit.

As the Highways Agency staff members are the main stakeholders, the focus of monitoring is on the number of visits received from Highways Agency internet addresses. These are shown in Figure 2. The peak in traffic during July 2009 was caused by the introduction of the new combined web site and related promotion in a Highways Agency internal newsletter.

The total number of visitors is dominated by search engines and other automated 'bots' (typically thousands of visits per month) or 'web crawlers'. A more effective performance measure has been available for both sites since mid November 2008; this filters out the non-human visitors. During 2009, Figure 3 shows that the number of visits once web crawlers had been excluded ranged from about 20 – 50 per day to the EU Watch site, 5 – 15 to the ITS Radar site and around 10 – 30 per day to the ITS Radar International site (since July 2009). The graph shows an overall increase in the number of people visiting the site.

A more detailed analysis of the use of the web sites is available in a separate report available on the [ITS Radar International web site](#) (Ball, Hopkin and McGuigan 2009).

Figure 2 Number of Highways Agency visits to the ITS Radar International web sites

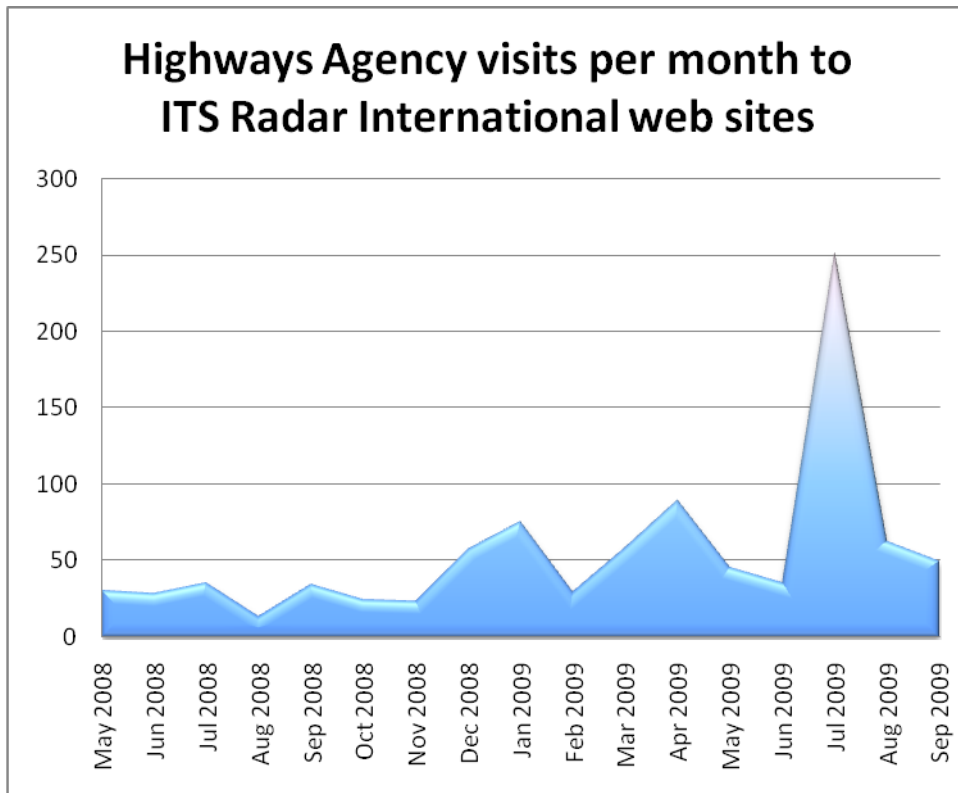
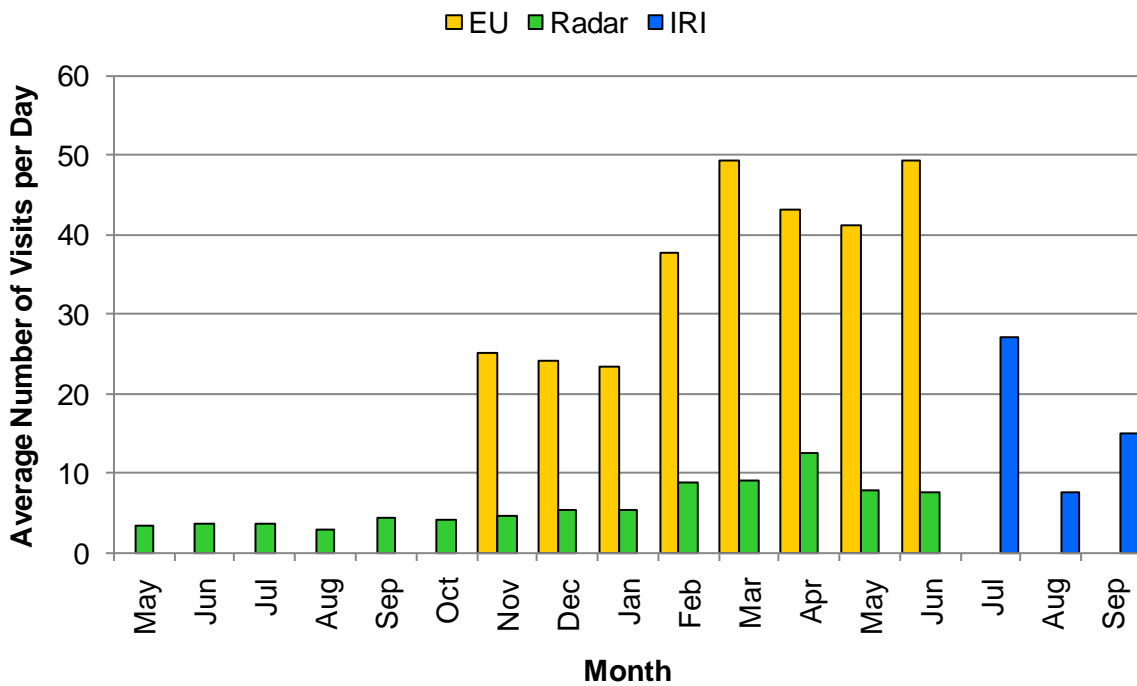


Figure 3 Average number of visits per day from all IP addresses, excluding web crawlers May 2008 – Sep 2009



2.4 Subscriber survey

This section summarises the results of a survey of subscribers to the ITS Radar International service. The survey was carried out in September 2009 as part of the review 18 months after the start of the project and follows on from two earlier surveys carried out in 2008. The survey was designed to seek feedback from users of the service, which could be used by the Highways Agency both to review the effectiveness of the current project and to contribute to the process of planning for continuing an ITS information service after March 2010.

The survey was distributed to all 404 subscribers which include the HA, HA contractors and other organisations with an interest in ITS. The results of the survey cover four key aspects:

- Comments about the current service
- Views on how the information is organised on the web site
- Views on some additional features which could be provided if funding were available
- Suggestions for the future.

A total of 46 responses were received, representing a response rate of 11%; 20 respondents were from the Highways Agency, representing a 15% HA response rate. The relatively small size of the sample is such that the results can be used to develop qualitative conclusions and recommendations, but it is not possible to draw statistical inferences from the results.

The responses received were almost entirely positive and supportive of the current service although one respondent did not support the service on the grounds that it is too similar to the content of two magazines.

Considering the six themes which are currently used to organise the information, most of the respondents did not think that there is a better way of organising the information.

Most people found that the news on opportunities to take part in conferences, projects, consultation exercises etc is helpful and a few had taken them up.

A large number of suggestions were provided for topics for the three remaining Fact Sheets which the project is due to produce.

A wide range of suggestions for additional web content were received, of which key points were: more thorough reporting and appraisal, greater focus on evaluation results, the urban-interurban interface, and technology maintenance procedures.

Five individuals offered to contribute news articles.

Responses to the suggested service enhancements were ranked in terms of the perceived benefit and relative cost to provide a simple ranking of the "ratio" of benefits to costs as shown in Table 2.

Table 2 Service enhancements suggested by September 2009 survey

Service enhancement	Perceived Benefit Category	Relative cost	Ranking of benefit cost evaluation
Online briefings and webinars	High	Medium	High
Additional web site content	Medium	Medium	Medium
Additional emails highlighting opportunities	Medium	Low	High
Telephone briefings	Low	Low	Medium

Suggestions for other features of the service focused largely on web based developments: web-based PowerPoint and video should be considered at the same time as online briefings and webinars, but other web based developments do not yet appear likely to be cost-effective. Other suggestions included an event calendar.

Two respondents were concerned about becoming overloaded with information.

The survey results were used to develop the project team's recommendations for the future of the service which can be found in Section 2.7.

2.5 Peer review

The project included provision for an independent peer review of the ITS Radar International service and particularly the functionality of the new web site.

The peer review team consisted three ITS professionals - an HA staff member (Steve Self) and two colleagues from companies in the consortium under which the R&D Framework Contract is provided to the HA - Helen Parkyns (IBI) and Martin Smith (Halcrow). The review was undertaken independent of the project's development and management team and of the HA project sponsor; it was carried out in October 2009.

The objectives were to:

- Review the nature and content of the information provided via the website
- Review the methods of information delivery and access
- Provide recommendations to enhance the service either in delivery or content
- Provide recommendations on how to raise the profile of the service.

The peer review team were provided with links to recent project deliverables and a draft version of the 2009 Survey Report. Suggestions from their review have informed the project team's recommendations on the future of the ITS Radar International service.

The recommendations made by the peer reviewers are summarised in Table 3, along with the response from the project team (which has been agreed with the HA Project Sponsor).

Table 3 Peer review recommendations and project responses

Comment	Peer review recommendation	Project response
1	Email newsletters should be condensed – considered a priority	For the December eNews we will try a different format:
2	Alternatively, the email newsletters should be targeted to reduce the size	<ul style="list-style-type: none"> • Brief informative headlines without any further text • Retain topic groupings to enable people to skip through • Link at top for ‘about’ text and other housekeeping articles which are placed at the bottom of the email <p>We will include a voting button to gauge readers’ reactions.</p>
3	Search facilities need to be improved – considered a priority	<p>A more prominent place will be found on the site for explaining how the search works currently.</p> <p>Currently the items appear in order of relevance; e.g. articles with the search term in the title and keywords are listed above those where the search term appears only in the main text.</p> <p>HA will investigate the possibility of including a Google search on the site (DfT and HA sites have this feature).</p> <p>We will find out how much it would cost to change the order in which results are displayed.</p> <p>Option for a future project: include a Google search or a bespoke one with similar logic.</p>
4	Links within topics of relevant interest could be provided and improved	We will increase the amount of linking between articles from now on
5	Each link to an article should be given a title that represents the content (rather than being a tag line), and should include publication date – considered a priority	Meaningful titles to be written; publication dates to be added to items which do not show a publication date

Comment	Peer review recommendation	Project response
6	The event listing needs a forward view with dates. Also for upcoming as currently shown the event date should be shown on the link as well as or in lieu of the page update date	Listing of events will be positioned more prominently and headlines will include dates. We will investigate changing the events page so the events appear in order of the date of the event. We will find out how much it would cost to implement a calendar.
7	Users are left to make their own judgements regarding the current relevance of most articles especially older ones. Suggest each is reviewed and marked to suggest that an article is superseded, has been updated or hyperlink to other relevant articles	This is too intensive but we will investigate options for adding links in previous articles to more recent ones on the same topic.
8	The profile of the project should be raised	Ongoing task for the Highways Agency

Further detail on the peer review comments which led to these recommendations and the project responses to them, can be found in Appendix A.

The outcome of the peer review contributed to the project recommendations for the future of the service in Section 2.7.

2.6 Summary of indicators of effectiveness

The following indicators have been agreed for monitoring the effectiveness of the project:

1. Visits to web site from HA IP addresses
2. Total visits to web site
3. Total visits to events page
4. Number of news articles produced
5. Number of 'Help Desk' responses produced
6. Number of opportunities identified and feedback on uptake
7. Stakeholder workshops
8. Numbers of HA subscribers

In addition, the performance of the project is monitored using the Highways Agency Framework for Performance Measurement – Safety Standards and Research.

Table 4 summarises the performance against those indicators. It shows a general increase in both use of the service (by the HA and others) and in the amount of information provided each month.

The data which were used to compile the indicators is shown in Table 6 in Appendix B – Performance indicators. In interpreting the figures, the following points should be borne in mind:

The data for the two web sites have been combined in the months before July 2009.

Total visits: Section 2.3 has shown that the total number of visits to the web sites is not a particularly helpful indicator as it includes automated visits. However the first month for which complete data on the number of people visiting both of the web sites is available is December 2008. Thus Table 4 shows only the data on the total number of visits since May 2008, while Table 6 also includes the data on the number of visits once web crawlers have been excluded for the months when data are available.

Events: These were posted in a dedicated area of the new web site but were treated as news articles previously. Thus this indicator has been measured only since July 2009. There are two possible indicators of the level of interest in events: visits to the events page or events archive where links to more information about events can be found, and visits to the articles about individual events. The data on visits to events pages are shown in Table 4, while Table 6 shows both indicators, with almost 100 visits to events articles in September 2009.

Feedback on opportunities: Although the subscriber surveys have identified users who had taken up opportunities publicised through the project, and users are asked to inform the project if they take up any of the opportunities, little feedback has been obtained. A few respondents to the subscriber survey have provided information on the opportunities which they had taken up but no other feedback has been received, so this indicator is not included in the table.

Stakeholder workshops: One workshop was held in October 2008 to review the work from March to September 2008. In 2009, the review took the form of a Peer Review rather than a stakeholder workshop.

Table 4 Summary of performance indicators

Indicator	May 2008 – September 2008		October 2008 – September 2009	
	Total	Average/month	Total	Average/month
HA visits to web sites	145	24.2	809	67.4
Total visits (including web crawlers)	58,694	9,782	112,729	9,394
Events page visits (July – Sep 09 only)	N/A	N/A	123	10.3
News articles	199	33.2	521	43.4
Help desk responses	2	0.3	5	0.4
Opportunities identified	23	3.8	40	3.3
Stakeholder workshops	1	N/A	0	N/A
HA subscribers	95	N/A	136	N/A

The HA Communications Plan which was prepared in November 2008 set targets for the project with the aim of increasing its effectiveness. The targets were set for June 2009, by which time it had been expected that the HA communications activities would be well under way and that the new web site would have been launched. However work on the communications activities moved forward more slowly than anticipated and approval to start developing the new web site was obtained three months later than expected. Thus performance against the targets has been measured for both June and September 2009, to take account of the delayed start on the new web site.

Table 5 summarises the performance against the key targets. It shows that the following targets had been met by June 2009: the number of subscribers in DfT and in the HA supply chain and the number of articles provided by the supply chain. HA awareness of opportunities was not measured until the September 2009 survey, at which point more than the target number of subscribers had made use of the information on opportunities for participation in European ITS activities. The target for the number of HA visits to the web sites each month was not met in June (largely because the HA communications activities had not been completed), but the target was met by September 2009. One target had not yet been met: the number of HA subscribers was 9% lower than target in September 2009. This is continuing to climb, but has not yet been met; new HA subscribers are being added on a regular basis but this is partly offset by the departure of other HA staff. The area of the HA where the smallest increase has occurred is in Major Projects.

Table 5 Summary of performance against targets

Target	Target	June 2009		September 2009	
		Actual	% difference	Actual	% difference
HA visits to web sites	50 (2 sites) 25 (1 site)	36	-28%	25	0%
HA subscribers	150	113	-25%	136	-9%
DfT subscribers	20	31	+55%	32	+60%
Supply chain subscribers	130	182	+40%	200	+54%
HA awareness of opportunities	8	N/A		18	+125%
Published articles from supply chain	6	6	0%	6	0%

2.7 Recommendations on continuation of the service

There is widespread support for the continuation of the ITS Radar International service; the evidence for this comes from the following sources:

- Stakeholder workshop
- September 2009 user survey
- Peer review
- Increasing number of subscribers to eNews (particularly from the HA) and very few people ask to be deleted from the circulation list
- A steady increase in the number of HA visitors to the web site.

From these sources and indicators, it is recommended that:

- The service should be continued
- The overall structure for organising the information should not be changed but further sub-categories for cross referencing articles into additional sub pages on the web site should be considered for the future
- There is no obvious gap in the information covered on the web site but there are some areas that could be worked on to improve the service or to make the existing features more prominent, such as greater focus on evaluation and research and the outcome of trials, the urban-interurban interface and more links to detailed sources of information, including expanding the directory of ITS web sites
- The project's Help Desk service should be promoted as a way of providing users with more in-depth information on specific topics
- The Fact Sheet topic suggestions are diverse; of the list of topics has been provided to the Highways Agency and three will be selected; these Fact Sheets will then be prepared before March 2010

- Webinars, (including web based PowerPoint and video), emails between eNews to notify urgent information and an extension of the ITS links directory to include sources of analysis and data relevant to ITS, should be considered as options for inclusion in the service in future and a business case for these should be developed
- Telephone briefings and additional web site content did not receive sufficient support to be worth developing a business case immediately, but should be considered again in a future review
- A calendar of events should be considered as an option for the next phase of the project.

3 The future

3.1 Tasks involved in providing the service in future

If the Highways Agency is able to fund a further project to continue the ITS Radar International service, there are various options for the service which could be provided. There is a series of 'Core tasks' which would be required to continue the level of service currently provided. Further 'Optional additional tasks' which have been suggested by the user survey respondents or the peer review, or have arisen in response to experience of working with the new web site.

Core tasks

- 1) Continue current monthly news service and web site, taking account of comments from recent subscriber survey and peer review, with information provided on the following themes:
 - a) European Policy
 - b) European Research
 - c) Standards
 - d) Pilots
 - e) Technologies (which could also include maintenance)
 - f) Location Positioning
- 2) Quarterly updates of Standards tracking spreadsheet, monitoring ISO TC204, CEN TC278 and ETSI ITS working groups
- 3) Quarterly checks on international ITS web sites directory
- 4) Help Desk and project email address
- 5) Improve search service on web site with the aim of providing facilities equivalent to 'Google'
- 6) Annual review of existing Fact Sheets, with updates where appropriate
- 7) Prepare further Fact Sheets - six per year
- 8) Measure web site costs from April 2010 in compliance with Transformational Government (requirement TC128)
- 9) Measure web site use in compliance with Transformational Government (requirement TG116), provide monthly reports on key indicators and annual reports providing more detailed analysis
- 10) Assess additional requirements arising from the Transformational Government initiative and prepare proposal and estimate of costs for further work required to meet those requirements; to include:
 - i) Develop accessibility policy meeting required standard
 - ii) Establish whether the site needs to migrate to a different Content Management System and plan for that move

- iii) Investigate how testing for technical accessibility to meet required standard can be achieved
 - iv) Establish a programme of testing for usable accessibility, alternative hardware and input devices etc
 - v) Establish requirement for supporting screen magnifiers, speech recognition software and speech enablement
 - vi) Investigate replacements for graphical text
 - vii) Establish whether there is a requirement for mobile delivery of the site
 - viii) Establish requirement for further work to ensure that it is possible to produce web stats which meet standard e.g. by identifying specific computers that are used to manage the web site and excluding them from statistics on visits
 - ix) Establish what needs to be done to meet the standard for reporting website costs
 - x) Establish requirements for meeting standard TG126 on measuring web site quality
- 11) Annual project review, including subscriber survey and consultation with key HA stakeholders
- 12) Regular contact with project sponsor.

Optional additional tasks

- 1) Webinars / online briefings, including web based presentations
- 2) Emails between monthly news to pass on urgent information about opportunities
- 3) Extension of ITS web sites directory, e.g. to include sources of data and analysis relevant to ITS
- 4) Additional web site features:
 - a) Calendar of events – either automatically generated or create sub pages on the web site for each month and add articles to those pages
 - b) Reverse linking - when a link from a new article is made to a previous article, a reverse link is generated
 - c) Further sub pages on the site to help readers find information of specific types e.g. to hold articles concerned with the evaluation of schemes and trials, technology maintenance, urban-interurban interface, monitoring, communications, safety, environment.

3.2 Encouraging HA use of the service

Increasing the number of users of the ITS Radar International service at the Highways Agency is essential for improving the business case for the project. Past communications have been extremely effective in encouraging take-up of the service but these efforts need to continue so that new HA staff and those taking on new responsibilities are made aware of the service. The communications plan, which

lists methods of promoting the project, will be updated by the Highways Agency in consultation with the project team. Some campaigns can be re-used and new initiatives will be planned.

Following the recommendations of the 2008 review, work has also begun on involving the supply chain more closely to further enhance the service. Subscribers who responded to the survey in September were asked to put forward suggestions for news articles which they could provide; five replies were received and these individuals have been invited to provide news articles for publication early in 2010.

4 Strategy for continuation of the service

4.1 Business case development

The business case for service enhancements will be developed during December 2009. This will include the 'Core tasks' and 'Optional additional tasks' detailed in Section 3.1.

4.2 Timetable

Funding for extension of the project will be sought in January 2010. It is assumed that if funding is available, that approval will be given before mid March 2010 when the current contract is due to end. It is anticipated that there will be a seamless transition to the new task and the service will be unaffected. Additional new work tasks could start as soon as approval has been obtained.

4.3 Next steps

This draft report will be discussed with the client and recommendations finalised. The report will then be posted on the project web site.

The Highways Agency will develop an updated communications plan in consultation with the Project Team, and this will then be endorsed by the stakeholders. The plan will set further targets which will encourage continuous improvement.

Assuming the project receives approval as discussed in 4.2 above, a further review of the project will be carried out in 12 months time. This will include an investigation of areas for continuous improvement, a survey among subscribers to ask about further options for service enhancements and a review of the total value of the task and its duration.

5 References

Ball S, Hopkin J and McGuigan D 2009. ITS Radar International – Analysis of web site statistics May 2008 to September 2009. Client Project Report 623, Transport Research Laboratory. Available at:

<http://www.itsradarinternational.info/downloads/general/Analysis-of-Website-Statistics-May-08-to-September-09.pdf>

Appendix A - Response to October 2009 Peer Review

In October 2009, a team of three independent peer reviewers carried out a review of the project. This note summarises the response of the project team (Emma Lunnon, HA project sponsor, Jean Hopkin TRL, David McGuigan AECOM) to the findings of that review.

Paragraph	Peer review finding	Project response
3.1	Two of the peer reviewers do not use the service due to information overload and time constraints	This is unfortunate. Proposals to make the eNews briefer may make it easier to sift the material (see 4.7)
3.2	Web site well laid out, structure works for drilling down to obtain more information	This supports our conclusion from the user survey that there is no need to change the way the information is organised
3.3	HA colleagues had been positive about the content but lack of time reduces their use of the service	As for 3.1
3.4	Information is current at the time it is posted but there are no further links to updated or related information	Some cross linking with previous articles does occur but we do not edit old articles to link to future ones. More effort will be devoted to cross linking as articles are written (TRL will provide AECOM with the spreadsheet which is used for this purpose within TRL). Option for a future project: add reverse linking (if an old article is linked to, this generates a link to the new one)
3.5	Publication date of some articles missing	The only items which could be found that do not have a publication date visible on the site were the old ITS Radar Help Desk responses (where the date is within the document). AECOM will put dates in the links to these documents. If other items without publication dates are identified, dates will be added
3.6	The site is updated in bursts. Many historical articles are accessible but relevance not clear	Due to the requirement to review all material within the project and within the HA, it would be too resource-intensive to add material to the site on a more

Paragraph	Peer review finding	Project response
		<p>regular basis. The historic articles are there as a resource for readers to use if they wish.</p> <p>No action.</p>
3.7	<p>Some Fact Sheets are 2 years old or more. It is not clear how current the information; suggest update or move them to an archive</p>	<p>The information on the site is intended as a starting point to help HA staff to find information. The older Fact Sheets should still provide a base point for investigating more recent developments.</p> <p>Option for a future project: annual review of each fact sheet, with update where appropriate</p>
3.8	<p>Fact sheets should not be a marketing channel</p>	<p>The project policy is not to promote specific companies or products. All material published by the project is reviewed for suitability by the HA.</p>
4.1	<p>The search function is limited and does not include a method for refining the search with more logic.</p> <p>The order in which items appear in the search results is not clear. It would be useful if items appeared in date order, with the most recent first.</p>	<p>A more prominent place will be found on the site for explaining how the search works currently.</p> <p>Currently the items appear in date order, oldest first.</p> <p>Emma will investigate the possibility of including a Google search on the site (DfT and HA sites have this feature).</p> <p>TRL will find out how much it would cost to change the order in which results are displayed.</p> <p>Option for a future project: include a Google search or a bespoke one with similar logic.</p>
4.2	<p>Users would want more information on HA activities.</p> <p>Other services already do this but could be better signposted.</p>	<p>This is outside the scope of the project.</p> <p>PartnerNet and the Research compendium already include links to ITS Radar International</p>
4.3	<p>A calendar of events would be useful.</p> <p>Dates shown on the web site for events are publication dates not event dates.</p> <p>The document listing opportunities could not be</p>	<p>Options for a future project: calendar of events to be populated automatically, or a series of sub headings on the site which organise the articles according to the month of the event.</p> <p>The headlines of event articles will include the event date from now on</p>

Paragraph	Peer review finding	Project response
	found.	(also applies to call for papers). TRL will investigate whether the date showing on the site can be the date of the event instead of the date when the article was published. The document listing opportunities is at the bottom of the event page; the top of the page will be edited to mention it there, with a link.
4.4	Surprising that online briefings have 'high' benefit but telephone support 'low'. Professional production of these services would be expensive	The benefit ratings are based on survey responses – only 7 people responded positively to telephone briefing, compared with 32 for online briefings. Simple cost benefit analysis of online briefings and webinars will be carried out as part of the process of considering options for a future project.
4.5	TIH wiki is not working due to lack of participation	This is helpful to know
4.6	Chat service suggested as alternative	The project had already considered the idea of a forum. Participation is likely to be an issue and the cost of moderating a forum would be high. This is not considered to be a worthwhile option for the future.
4.7	The eNews is too long and the housekeeping information should be at the end; targeted notifications to users would be better. Some headlines are not informative.	For the December eNews we will try a different format: <ul style="list-style-type: none"> • Brief informative headlines without any further text • Retain topic groupings to enable people to skip through • Link at top for 'about' text and other housekeeping articles which are placed at the bottom of the email We will include a voting button to gauge readers' reactions.
5.1	The number of other users has reduced since the new site was launched but this may be temporary	Other users are not of great concern, but the number has picked up again – it is a function of the time it takes for search engines to index new sites. HA visits are the main focus and the number of HA visits each month is now

Paragraph	Peer review finding	Project response
		among the highest ever.
5.2	At Halcrow many were not aware of the site but will use it now they know.	
5.3	<p>HA should make the service prominent at events and in publications and make sure it features in search engines.</p> <p>Also suggested prominent links on HA web sites, journal articles and conference presentations</p>	<p>HA is not interested in the site having high search engine rankings</p> <p>The site has much prominence as it will be allowed to have on the HA web site.</p> <p>Emma will ask whether the site can be registered on the HA portal so that it appears in searches on the portal.</p> <p>There is an article ready for publication to the Traffic Technology Group.</p> <p>HA will consider other publicity.</p>
6.1	<p>Recommendations</p> <ul style="list-style-type: none"> a. eNews to be condensed b. targeted eNews as alternative c. Search to be improved d. Links within topics to be improved e. Titles to be meaningful and include date f. Listing of future events, dates in headline links g. Review articles and mark as superseded by, updated by etc with hyperlinks to other articles h. Raise the profile 	<p>To try this immediately</p> <p>Not needed now</p> <p>Option for a future project, minor improvements to current search to be investigated</p> <p>Increase the amount of linking between articles from now on</p> <p>Meaningful titles to be written; publication dates to be added to items which do not show a publication date</p> <p>Listing of events will be positioned more prominently headlines will include dates</p> <p>This is too intensive but will investigate options for automatic reverse linking when a link is added to a previous article, or manually adding a link from the previous article to the new one when a new article is linked to an old one.</p> <p>This is an on-going task within the HA</p>

Appendix B – Performance indicators

Table 6 shows the performance of the project against the indicators which were set in the Communications Strategy and Plan produced in November 2008.

The top part of the table shows the performance against each of the indicators set; most are measured monthly but those which concern the number of subscribers and the HA awareness of opportunities have been recorded only at the key measurement points.

The lower part of the table shows the targets which were set for June 2009, and a comparison of performance against those targets. Two comparison points are shown:

- June 2009 - the date for which the targets were set, at a time when it was expected that the HA communications activities would have been largely completed and the web site would have been launched
- September 2009 – the HA's communications activities and the start of development work on the new web site were delayed by three months; this date reflects the stage of project development which had been expected to be reached in June 2009.

The table shows that by June 2009 the following targets had been met or exceeded:

- subscribers in DfT
- Subscribers in the supply chain
- Total subscribers
- Published articles from the supply chain

By September 2009, performance against these targets had further improved, while the following targets had also been met:

- HA visits to the web site
- HA awareness of opportunities.

The target for achieving 150 HA subscribers had not yet been met: there were 136 HA subscribers in September 2009.

Table 6 Monitoring the project performance indicators

Performance monitoring															
Year	Month	HA visits	Total visits	Total visits excl crawlers	Events page visits	Event articles viewed	News articles	Help Desk responses or equivalent	Opportunities	HA subscribers	DfT subscribers	Supply chain subscribers	Total subscribers	HA awareness of opportunities	Published articles from supply chain
Target reference:		6MR.1 CS C1	6MR.2		6MR.3		6MR.4	6MR.5	6MR.6	6MR.8 CS B2	CS B3	CS B4	CS B5	CS C2	CS C4
2008	May	31	17,015		N/A	N/A	53		6	77					0
	June	29	14,006		N/A	N/A	46		5	82					2
	July	36	12,170		N/A	N/A	50		3	85					1
	August	14	8,922		N/A	N/A	0	1	0	85					0
	Sept	35	6,581		N/A	N/A	50	1	9	95	7	110	249	4	1
	Oct	25	7,457		N/A	N/A	54		5	97					1
	Nov	24	10,684		N/A	N/A	52		5	98					0
	Dec	58	9,352	910	N/A	N/A	55		4	98					0
2009	Jan	76	10,582	886	N/A	N/A	0		0	99					0
	Feb	30	11,181	1,307	N/A	N/A	55	2	1	100					0
	March	59	15,275	1,806	N/A	N/A	49	1	4	101					0
	April	90	13,536	1,666	N/A	N/A	61	1	5	111					0
	May	46	12,323	1,520	N/A	N/A	53		6	121					1
	June	36	14,206	1,706	N/A	N/A	46		2	113	31	182	366		0
	July	252	3,494	843	69	68	42		4						0
	August	63	2,050	232	5	5	0		1						0
	Sept	50	2,589	451	49	97	54	1	3	136	32	200	404	18	0
	Meeting targets														
Target	Jun-09	50								150	20	130	342	8	6
Comparisons with June 09 target (positive numbers exceed target)															
Difference (N)	Jun-09	-14								-37	11	52	24		0
Difference (N)	Sep-09	0								-14	12	70	62	10	0
% difference	Jun-09	-28%								-25%	55%	40%	7%		0%
% difference	Sep-09	0%								-9%	60%	54%	18%	125%	0%

Note: Monitoring indicators with '6MR' reference numbers were set out in the six month review report. Those with 'CS' reference numbers were set out in the communications plan and strategy and included targets to be met by June 2009.