

Appendix 4(1)

Focused Policy Assessment

Green Schools Travel Programme (Published - February 2015)

Key Issues and Recommendations – Follow up Actions¹

[Link to Green Schools Travel Programme - Focused Policy Assessment -
Published FPA](#)

¹ Please see also Section 7.2 of the Quality Assurance Report.

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Programme Objectives						
	Clarify and prioritise objectives		not specified	Objectives and deliverables have been clarified and prioritised in DTTAS/ NTA Green-Schools Agreement.	2015	Completed
	Clarify priorities around expanding the programme vs. the need for behavioural change		not specified	Priorities have been clarified and specified in DTTAS/NTA Agreement. Targeting of schools has been introduced to maximise gain (the FPA raised issue of spreading coverage of schools at the expense of quality). Principal Priority is modal shift. Page 4 of the agreement.	On-going 2015-2018	
	There is a need for the primary overall objective of the programme to be well defined		not specified	The principal objective of the green schools travel programme is to reduce car use and is set out in the 2015- 2018 agreement - page 1.	2015	Completed

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Programme Targets (2008 -2012)						
	Revise the targets so that they are consistent with the objectives.		not specified	Targets have been revised from 15% to 7.5% either walking and/or cycling to ensure that they are consistent with objectives.	2015	Completed
	Ensure the targets are achievable.		not specified	Realistic targets have been set	2015	Completed
	Ensure the targets are measurable.		not specified	Measurable Targets have been set.	2015	Completed
	Ensure targets are focused on areas that can deliver most benefits (such as focusing on walking and cycling rather than mixed modes.) All targets should be measured and reported separately		not specified	A focus is being placed on schools in locations where investment has already been made in infrastructure to encourage a modal shift. Secondary schools are also being targeted in order to raise their participation level. Schools who have received the Green Flag are also being targeted under an enhanced maintenance programme.	On-going 2015-2018	

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Programme Targets (2008 -2012) (Cont.)						
---	--	--	--	--	--	--

	Programme managers should reconsider the appropriate scale of a mixed mode target. Possible options for the treatment of mixed modes going forward would be that mixed modes assume the lowest priority in terms of targets. Cycling and walking would be the highest priority because these modes completely reduce the emissions associated with the journey and also assist in congestion reduction.		not specified	Cycling and walking are being given the highest priority. Page 2 of the agreement.	On-going 2015-2018	
--	---	--	---------------	--	--------------------	--

Efficiency of the Programme						
------------------------------------	--	--	--	--	--	--

	Devise metrics to allow for benchmarking of set cost per school/pupil etc.		not specified	The database records time spent per school. Metrics to be considered to analyse such data, subject to available resources.	On-going 2015-2018	
--	--	--	---------------	--	--------------------	--

	Cost per active school, cost per active pupil, cost per visit and costs per contact hour could be used as benchmark for target setting both in terms of outputs delivered and monetary allocation to the provider.		not specified	Database available to estimate cost per school/ pupil/ visit/ hour, metrics to be considered to analyse this data. Resourcing requirements need to be examined.	On-going 2015-2018	
--	--	--	---------------	---	--------------------	--

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Efficiency of the Programme (Cont.)						
--	--	--	--	--	--	--

	The value of each activity in achieving modal change should be assessed to establish which activities are achieving most change in schools.		not specified	It is planned to carry out a full evaluation in year 3 of the programme including an assessment of each activity and monitoring cost of each activity. It is very difficult to attribute a single activity that can deliver a modal shift as there are normally a number of other variables. A review in a number of pilot schools is being considered. The Department is considering trialling pilot activities in schools to determine their effectiveness.	to be undertaken in 2017	
	Devise efficiency metrics to allow for international comparisons to be made.		not specified	ditto	to be undertaken in 2017	

Effectiveness of the Programme (Cont.)						
---	--	--	--	--	--	--

	Examine the merits of the on-going use of the Green Schools Travel Development Officer given that their primary role was in the year before the schools entered the programme to prepare schools for the Green Schools Travel Programme prior to its introduction.		not specified	Green-Schools Travel Development Officer role no longer exists. It was required to scale the Travel programme from a pilot to national programme.	Since 2013	Completed
--	--	--	---------------	---	------------	-----------

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Effectiveness of the Programme (Cont.)						
---	--	--	--	--	--	--

	Linked with the above, clarify the roles and responsibilities of the Green Schools Travel Officer vs. the Green Schools Travel Development Officer		not specified	Green-Schools Travel Development Officer role no longer exists. It was required to scale the Travel programme from a pilot to national programme. The Green Schools travel officer is the principal agent in Programme delivery.	Since 2013	Completed
--	--	--	---------------	--	------------	-----------

Programme Management and Data Requirements						
---	--	--	--	--	--	--

	A unique school identifier (e.g. roll number), and pupil numbers would facilitate cross referencing with databases in relation to agreed databases and agreed targets.		not specified	Roll number and pupil numbers are recorded and are now available.	N/A	
	Data on separate activities, the level of activity, location of schools, additional costs (in addition to staff costs).		not specified	Database in operation to record time spent per school/ per activity. Metrics need to be examined to analyse information subject to resourcing requirements.	2017	

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Programme Management and Data Requirements (Cont.)						
	Greater consistency around attribution of costs to aspects of the programme is required to allow for improved programme management.		not specified	Database in operation to record time spent per school/ per activity. Metrics need to be examined to analyse information subject to resourcing requirements.	2017	
	A clear link between inputs (financial and staff) and outputs (activities) is required		not specified	This is provided for as part of an overall review of the programme in Year 3.	2017	
	More robust evidence is required in regard to the evidence of the impacts of the programme.		not specified	An independent survey of the green schools programme has been undertaken to evaluate the impact of the programme and provide robust evidence. The results of this should be available by end of 2016. An evaluation of the programme will be undertaken in year 3.	2017/18	

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Programme Management and Data Requirements (Cont.)						
	<p>Survey design and implementation could be improved. The independent monitoring of both behavioural and attitudinal change could improve the certainty of outcomes related to the programme.</p>		not specified	<p>NTA conducted independent verification of the Hands Up Surveys, comparing individual school results to Census small areas results for the same schools. This review found a high correlation between results reported in class by children and mode used reported by parents in the Census 2011. An independent survey of parents has now been conducted and is currently being analysed.</p>	2016/17	
	<p>Consideration needs to be given to the independence of the measures of success.</p>		not specified	<p>Independent survey undertaken to measure change. This is currently being analysed.</p>	2016/17	

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Delivery Mechanism						
	If the scheme is continued either through direct award or competitive tender the efficiency and effective issues identified in the FPA should be addressed.		not specified	Efficiency and effectiveness issues of the programme identified in the FPA have been addressed in the new three year agreement.	2015	Completed
	A long term plan should be developed to cater for continuous development and to assess the benefits of working with similar programmes such as Health Service Executive Active Flag Programme		not specified	The Travel element of the Active Flag programme is usually the Green-Schools Travel programme repeated for the purposes of a different award. The methodology of the Active Flag is based on the Green-Schools international programme of environmental management, which is based on ISO standards. A review of synergies between this and other programmes will be undertaken to assess the benefits of working in co-operation with them.	2017	

Recommendation No.	Recommendation	Area	Target date	Follow up Action	Date	Task Completed
--------------------	----------------	------	-------------	------------------	------	----------------

Delivery Mechanism (Cont.)						
	A new Service Level Agreement (SLA) should be negotiated to ensure transparency (including clear definitions of roles and responsibilities).		not specified	Agreement between the Department and NTA for each funding 3 year cycle with specific details of roles and responsibilities.	2015	Completed
	A sunset clause for the programme should be considered, possibly in keeping with a three year award.		not specified	A new three year agreement has been established will see the current programme completed and evaluated in year 3.	2018	
	Improved monitoring of a future programme should ensure any enactment of a sunset clause is fully informed with robust data.		not specified	Any enactment of the sunset clause will follow a full evaluation of the programme in year 3.	2018	
	Devise appropriate efficiency metrics to assess ways of improving the efficiency of the delivery of the programme.		not specified	Data available pertaining to the delivery of the programme. New metrics and resourcing to be considered to assess ways of improving efficiencies.	2018	
	Linked with the above is the recommendation to examine the efficient and appropriate use of contact between the G.S.T.O.s and the schools/pupils.		not specified	GSTOS have been requested to target schools that have the potential to deliver most change.	2015-2018	