

Business Consultancy Service

Department of Finance and Personnel

Final Report

DOE Review of the Road Safety

Education Officer Service

Department of the Environment

Business Consultancy Service

DOE Review of the Road Safety Education Officer Service (RSEOS)

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Executive Summary

Introduction

In March 2011 the Department of the Environment (DOE) launched the new Northern Ireland Road Safety Strategy to 2020. This strategy sets out the targets and measures to further reduce the road deaths and serious injuries up to 2020. If these targets are achieved, it would result in 418 fatalities and 2750 serious injuries being avoided over the lifetime of the strategy.

Business Consultancy Service (BCS), Information Strategy and Innovation Division, has been commissioned to undertake a review of DOE's Road Safety Education Officer Service (RSEOS) to make recommendations for the future provision of appropriate road safety education services. This will help to support the achievement of the objectives set out in the new strategy.

Transport Research Laboratory (TRL) was appointed by DOE to provide technical advice and guidance to the Review Team on road safety issues.

The RSEOS is part of the Road Safety and Vehicle Regulation Division (RSVRD) of the Road Safety, DVA and Corporate Services Group in DOE and employs 20 staff including management, education officers and administrative support. The organisation has an annual budget of approx £1.5m.

The RSEOS operates under the powers set out in the Road Traffic (NI) Order 1995 (Article 52). This requires DOE to prepare and carry out a programme of measures to promote road safety and enables the RSEOS to carry out their role of promoting road safety by providing advice and information.

Background

Strategic Climate

The inclusion of new target areas and associated measures in the road safety strategy means that the RSEOS will have to address the needs of new target

groups e.g. 17-24 years olds whilst continuing to address the needs of existing groups e.g. children and young people in formal education.

It will be challenging for the RSEOS to engage with both new and existing target groups using current methods of delivering road safety messages e.g. face to face delivery by RSEOS staff. This is due to the fact that methods and ways of engaging younger children and adults are very different e.g. young adults tend to favour electronic methods. Hence the service will need to consider the potential for using new media such as social networking, Bluetooth messaging, viral marketing.

Financial and Resourcing

The RSEOS is currently operating in an environment of reducing resources. The NI Executive Budget passed by the Assembly on 9th March 2011, indicates that DOE will seek to deliver recurring annual savings of some £15.4 million from 2011-12. The current financial constraints facing the Department mean that the RSEOS, like many other business areas, cannot be exempted from the need to make savings. Future finance and resource constraints are likely to require finding new ways of delivering an effective service with reduced resources, the reprioritisation of expenditure and/or the identification of alternative funding streams or opportunities.

Management and Co-ordination of DVA, Road Safety and Vehicle Regulation Functions in the Department

DOE is currently undertaking work to consider the policy and operational responsibilities of RSVRD and the Driver and Vehicle Agency (DVA). The outcome of the work will be to achieve a division of lead responsibility that more appropriately reflects the respective roles of RSVRD in the core of the Department and the Agency. The context for the work is a wider programme of change within the Department and its Agencies. This is seeking to improve business outcomes by ensuring that lead responsibilities are both appropriately located and managed in a manner that is consistent with the roles of the constituent parts of the Department.

Main findings and Recommendations

Service Delivery

Historically the remit of RSEOS has been to support the delivery of road safety messages in schools through the application of Department of Transport (DfT) guidance. This guidance indicates that, supported by Education Officers, teachers are best placed to teach road safety to pupils. Hence, much of the focus of RSEOS is on supporting teachers and other professionals to deliver road safety messages. This is facilitated through the delivery of a number of principal schemes that include the Cycle Proficiency Scheme and Practical Child Pedestrian Safety Training (PCPST). This is also supported by providing educational resources including a teaching aid calendar to every primary and nursery school class in Northern Ireland. To date RSEOS has not in the main been required to focus road safety messages to those outside of schools, as primarily this has been the responsibility of RSVRD's Publicity and Advertising Unit.

Trends in the numbers undertaking RSEOS schemes indicate a continued high demand for some schemes e.g. Practical Child Pedestrian Safety Training, Motor Vehicle and Road User Studies and the Cycling Proficiency Scheme. There is a relatively low demand for some other schemes e.g. Road Traffic Studies and the Driver Training Scheme. The only recent significant change to service provision has been the cessation of the Driver Training Scheme. The main reason for ending this scheme was Senior Management concerns that it no longer addressed the purpose for which it was introduced.

TRL indicates that the range of services and resources currently offered by RSEOS are in line with good practice. Feedback gathered from teachers also indicates that the schemes and resources provided by RSEOS are highly rated. However, a lack of evaluation information held by RSEOS on schemes and resources, means that it is difficult for the Review Team to make any robust assessment on their effectiveness. BCS recommends that current

schemes continue subject to available resource, whilst RSEOS develops mechanisms to evaluate their effectiveness and efficiency.

The Review Team has identified potential for RSEOS to extend their provision into the area of 'Managing Occupational Road Risk (MORR)'. Given the significant number of collisions involving people driving for work (including the many 'grey fleet' drivers who drive their own vehicles in the course of their work) employers are legally required to take steps to help manage occupational road risk. Considering the number of staff employed in driving related jobs or who drive (e.g. to meetings, site visits) as part of their job, these legal requirements could also have a consequence for the NICS. Feedback suggests that little may be known by employers of their legal obligations in this area. The Review Team recommends that RSEOS should examine how best to roll out an awareness raising programme for employers.

Evaluating RSEOS schemes and resources

Evaluating the effectiveness of road safety education provision can be a challenging and sometimes costly exercise. A significant reason for this is that it can be difficult to aggregate out the contribution of specific activities when determining the overall success of road safety initiatives. A secondary factor is that outcomes and the ways in which these can be measured are rarely built into the design of road safety education schemes. As a result, the number of evaluations performed has been limited. This in turn has led to a limited availability of data indicating the effectiveness, or otherwise, of road safety schemes. These challenges and issues associated with evaluation are reflected throughout the wider road safety community.

A review of RSEOS provision reflects the wider picture and issues associated with evaluating road safety activities, in that, with exception of the PCSPT, the current suite of RSEOS schemes does not have evaluation built into its design. This means that currently RSEOS holds little evaluation information on the effectiveness or efficiency of the schemes it provides.

To address these issues, the Review Team has recommended that RSEOS adopts a systemic approach to evaluation. The outcomes of this approach will help to better inform RSEOS Management of the effectiveness and efficiency of schemes. This will be particularly important in helping to inform RSEOS Management's prioritisation of future provision and in making future resource decisions.

RSEOS Budget and Resourcing

The RSEOS has an annual budget of approx £1.5million. This is relatively evenly split between staff and non staff costs. BCS analysis shows that over 90% of the non staff costs in 2009/10 were targeted towards primary schools. Costs in terms of staff time would appear to mirror this financial picture in that most of the time spend was spent engaging with primary schools.

The changing priorities brought about by the Road Safety Strategy to 2020 extend the remit of the RSEOS to include addressing road safety issues for specific groups outside of the formal school setting e.g. those driving for work. The financial constraints facing the department will mean that RSEOS cannot expect any increase in resources to assist with this extension. In fact, indications are that the RSEOS budget will actually reduce by 13% in the 2011/12 financial year. To effectively manage this situation, RSEOS Management will need to prioritise future activities and expenditure of financial and staff resources and find smarter ways of delivering services. These smarter ways of delivering services will include greater use of technology and partnership working.

Methods for delivering road safety education

Greater use of technology

The current provision of road safety education by RSEOS relies heavily on traditional methods of delivery e.g. face to face presentations. Many of the teachers and groups surveyed commented that while the current provision was well regarded they would prefer more interactive and multi media

presentations using Power Point, video clips and sound bites and more modern ways of communicating with young people such as viral marketing and Blue tooth messaging. These media are generally favoured by the younger age groups with whom RSEOS is seeking to engage and to some extent are already in use by the Publicity and Advertising Unit within Road Safety and Vehicle Regulation Division. The Review Team recommends that RSEOS identifies and puts into place a range of suitable alternative communication methods and tools that can be used to deliver road safety messages.

Greater use of partnership working

The RSEOS is involved in a range of formal and informal partnerships. Formally RSEOS has a memorandum of understanding between DOE, the Police Service of NI and the Northern Ireland Fire and Rescue Service. This helps coordinate the delivery of road safety education and training within nursery, primary and post-primary schools in Northern Ireland. Informally RSEOS has a close working relationship with schools which greatly helps enhance the delivery of road safety messages by teachers.

RSEOS has recently engaged with a number of other organisations outside the formal educational environment. However, these engagements are usually reactive in nature e.g. responding to requests from organisations. The Review Team recommends that RSEOS proactively identifies potential partner organisations that can help provide access to the target groups identified in the Road Safety Strategy to 2020. Developing these partnerships will be particularly important in helping RSEOS establish a presence amongst some priority groups and facilitate and support the delivery of road safety messages.

Managing RSEOS Provision

Location of RSEOS within the DOE

The RSEOS is presently located in the Operations Branch of the Road Safety and Vehicle Regulation Division (RSVRD). The scope of this review included

exploring potential future location options for RSEOS within the DOE structure. A range of options were identified from an analysis of departmental stakeholder feedback and these included: re-location to Human Resource/Organisational Change Directorate; re-location to Driver Vehicle Agency (DVA), and retained in Road Safety and Vehicle Regulation Division.

Relocating to the HR and OC Directorate along side the NIEA education service provides real potential to develop a central education model within DOE. However, this would be sensitive as it could be perceived as being financially driven with the Department reducing its road safety provision. It would also be likely to be opposed by some road safety stakeholders. There is a risk with this option that a generalist approach to delivering road safety education could evolve within a wider DOE educational model which could potentially dilute the road safety message.

The Driver & Vehicle Agency was excluded as a viable option on the basis that the Review Team considers that relocating the RSEOS would not currently align with the strategic purpose and mission of DVA.

The Review Team considers that the current location of RSEOS aligns related functions e.g. road safety legislation, strategy, research, policy, education and advertising in one single divisional structure. This offers an efficient method of managing the various business areas involved in delivering DOE road safety provision. The RSEOS also has a significant part to play in helping to deliver RSVRD core business e.g. promoting road safety, training and education to road users. Therefore any re-location of RSEOS outside RSVRD could potentially impact the Division's capacity to deliver significant parts of its core business. The Review Team also considers that locating RSEOS in RSVRD offers opportunities for DOE to build on current arrangements by further integrating RSEOS with other parts of the Division. This can help strengthen the overall delivery of road safety provision. The Review Team recommends that RSEOS remains in the RSVRD as this offers the best location within the DOE structure.

RSEOS Position in the Road Safety and Vehicle Regulation Division

RSEOS is currently located alongside the Publicity and Advertising Unit. This Unit has responsibility for delivering road safety messages using media campaigns and promotional events. Currently, RSEOS and Publicity and Advertising are recognised as two separate services.

During workshops with the Review Team RSEOS staff indicated that they felt as if their efforts and achievements were not recognised within the Division, wider Department or within some schools and organisations. Staff also noted that the RSEOS brand is not widely recognised and that on occasions staff have been mistaken for representatives from the Department of Education or other agencies.

The Review Team believe that RSEOS staff feeling isolated and unrecognised for their achievements is exacerbated by a disconnect created by having a separate education service within the Division. The Review Team also consider there is no longer a robust rationale for continuing with these arrangements. The Review Team therefore recommends RSEOS and Publicity and Advertising Unit are integrated into a single organisational entity that will work together to deliver services under a single DOE road safety brand. Integration can address staff feelings of isolation by promoting more collaboration in the execution of road safety activities. Integration also provides opportunities to bring together the complementary parts that exist between the Publicity and Advertising Unit and RSEOS e.g. use of technology in delivering messages, existing suite of road safety resources and schemes. This will be particularly important in helping both units overcome resource challenges that may arise from implementation of the new road safety strategy.

Organisation

RSEOS is provided Northern Ireland wide and is currently facilitated by area teams operating from five local offices situated in L/Derry, Ballymena,

Armagh, two in Belfast (Hydebank and Cliftonville Road). The RSEOS headquarters is at Clarence Court, Belfast.

At the time of undertaking the review plans to bring together the Hydebank and Belfast Teams and locate them on one site were at an advanced stage. Staff feedback indicates that this decision was taken to address health and safety issues relating to the Cliftonville Road office. Also, as the Hydebank and Belfast Team were managed by one manager this also provided an opportunity to improve management arrangements. The Review Team recommends that when this process is complete, RSEOS should assess the impact of the decision. This could help identify any lessons learnt which could inform future decisions regarding the location of RSEOS offices.

Staffing

The RSEOS presently employs 20 staff including management, education officers and administrative support. Recent staff changes including Management's decision to suppress three vacant posts have disproportionately affected some areas e.g. reduced local delivery capacity. Changes have also resulted in an inequitable distribution of staff management responsibilities among Senior Education Officers.

However, RSEOS staff feedback on current workloads indicates that organisational targets are deliverable within the current staffing levels. Some staff are concerned, however, as to whether the organisation will have the capacity to manage any increase in workload that may arise from implementation of the new road safety strategy or from future staff vacancies not being filled. Feedback from Departmental Senior Management has already indicated that due to current financial constraints facing the department, RSEOS cannot expect to get any increase in resource to assist with implementation of the new road safety strategy. BCS recommends that the most effective means of addressing current issues and managing any resource challenges arising from the new road safety strategy is by RSEOS adopting a new operating model.

RSEOS Operating Model

The current RSEOS model is geographically based along Education and Library Board boundaries. This arrangement has provided little opportunity for staff from different area teams to interact with each other or with Departmental colleagues. This in turn has led to silos developing among area teams. The Review Team recommends that the current operating model is replaced by a project management based approach. While addressing current issues, this model will help maximise the existing resource by aligning staff with individual projects. These projects will be identified, prioritised and coordinated by RSEOS. To assist with this, the Review Team recommends that a project board is established to oversee the work of all projects.

Adopting an operating model that is project management based means that where staff are located will become less important to delivering RSEOS provision. Hence, BCS considers there is no strong rationale for continuing with the current arrangements of aligning local offices with Education and Library Board boundaries. Therefore alternative arrangements should be explored.

RSEOS Management has also indicated that there may be a need to rationalise the number of offices if future staff vacancies cannot be filled. This would be due to some offices no longer being viable. If RSEOS offices are no longer viable then management will need to take action to address this which may include closing some RSEOS offices. However, the long term arrangements for the number and location of RSEOS offices should be based on a full options appraisal. This will ensure that any future decision will be evidence based.

It would be best to undertake this option appraisal when the review recommendations have been implemented and bedded in. This will ensure that any decision is based on future business need. This should include the new ways of working recommended in this report and work activities aligned to the new road safety strategy to 2020.

The Review Team also considers that any options appraisal should take account of the impact of future changes including the planned closure of the Belfast Office (Cliftonville Road) and the PSNI led initiative to develop Safety Centres.

Staff Training and Continuous Development

RSEOS staff indicated that induction and training is provided by colleagues and ongoing learning is self taught. The Review Team is surprised that given the specialist knowledge required to provide advice on road safety there is not a more formal arrangement in place to ensure that RSEOS staff acquire and maintain necessary knowledge and skills. The Review Team recommends that a group is established to develop a RSEOS CPD programme. This programme should help ensure a consistent framework to improving and augmenting staff capability and capacity to effectively deliver road safety education.

The Review Team identified a lack of documented policy guidance on programme delivery. There was also little evidence to suggest that any external validation of staff skills and knowledge in particular areas such as risk assessment has been completed. The Review Team is concerned that these gaps could lead to variation in quality of service delivery among area teams. This could also leave the Department vulnerable to claims that there is not sufficient guidance available to assist staff deliver schemes. The Review Team recommends that operating policy guidance for each specific scheme delivered by RSEOS is made available.

Implementation

The review recommendations will need to be taken forward in a prioritised and controlled manner if the full potential benefits of each is to be realised. The Review Team considers that the most effective way that RSEOS could do this is by adopting a project management approach to implementation. This will involve putting in place a senior team and appropriate Project Management

arrangements including SRO, Project Manager, and Project Board. Potential work streams will include Communications, Organisation and Structure, Processes, Innovation and Service Development.

Conclusion

Underpinning the Team's recommendations are three key themes that are critical to the future success of the RSEOS. These are;

Modernisation – of process, systems and management practice

Integration – working better together with all partners within the Department, with other road safety partners and many other bodies

Best practice – in particular designing interventions based on good evidence and good evaluation of existing and past schemes, together with improved continuous professional development of RSEOS.

The aim of the recommendations is to transform the highly skilled and committed individuals of the RSEOS into a more integrated, results focussed DOE road safety function that will play a key role in delivering the Road Safety Strategy to 2020 targets.

1 Introduction

Business Consultancy Service (BCS) of Information Strategy and Innovation Division (ISID), Department of Finance and Personnel (DFP) has been commissioned by the Department of the Environment (DOE) to carry out a review of the Road Safety Education Officer Service (RSEOS).

The RSEOS is part of the Road Safety and Vehicle Regulation Division (RSVRD) of the Road Safety, DVA and Corporate Services Group in DOE. The RSEOS operates under the powers set out in the Road Traffic (NI) Order 1995 (Article 52) which enable it to promote road safety by providing information or advice and to carry out measures designed to promote road safety and contribute to the cost of such measures.

The Department of the Environment (DOE) and road safety partners, Department for Regional Development (DRD), Department of Education (DE), the Police Service of NI (PSNI), the NI Fire and Rescue Service (NIFRS) and the NI Ambulance Service (NIAS) have produced a new Road Safety Strategy to 2020 for Northern Ireland which sets out their intentions to further improve road safety over the next ten years. In the new strategy is a very public commitment to 'making a journey on Northern Ireland's roads as safe for all road users as anywhere in the world'. The then DOE Minister, Edwin Poots indicated in the strategy foreword that "coordinating the drive to keep people safe on our roads is his most important and challenging priority".

The 'Road Safety Strategy to 2020' identifies targets and measures to further reduce road deaths and serious injuries up to 2020. If these targets are achieved, it would result in 418 fatalities and 2,750 serious injuries being avoided over the lifetime of this Strategy. The value of avoiding those casualties (at 2009 prices; not including reductions in slight injuries) is around £1.2billion.

The immediate and short-term benefits of road safety education at early ages are well established. The new road safety strategy refers to research

which indicates that children and young people who have received such interventions make safer drivers in later life. Improvements in road safety education that reflect today's road environment, young people's learning options and expectations, attitudes and behaviours and road safety issues are crucial to ensure that our children and young people are appropriately prepared to be safer road users. The focus of this review is to make recommendations for the future provision of relevant and appropriate road safety education services within the context of supporting the achievement of the objectives set out in the Road Safety Strategy to 2020.

1.1 Review Objectives

- (a) Carry out a review of the RSEOS and make recommendations as to how the provision of road safety services could be enhanced. This is in the context of supporting the achievement of the objectives set out in the Road Safety Strategy 2010-2020.
- (b) Consider and advise whether synergies between germane Departmental communication programmes with schools might be achieved without diluting key messages.
- (c) Consider and make recommendations on options for the best location of the RSEOS within the DOE structure, and assess the pros and cons of other potential future options.
- (d) Consider and make recommendations on resources used for, and the funding of, road safety services.
- (e) Consider and make recommendations on potential opportunities for DOE to enhance and extend partnership working in, and alternative mechanisms for, the delivery of road safety services.
- (f) Consider and make recommendations as to how DOE could most effectively introduce any changes proposed as a result of the review.

1.2 Review Approach

Given the review objectives, the BCS team approach included the following:

- Research into the RSEOS context ie Road Safety Strategy, the legislative and policy context
- Background reading and desk research into best practice
- Departmental stakeholder engagement involving senior management and RSEOS staff
- Road Safety stakeholder engagement involving other education providers
- Checkpoint meetings involving the client and steering groups members at appropriate points during the review
- The development of recommendations based on the client's requirements and in conjunction with the Expert Advice provided
- The presentation of findings and the preparation of a draft report
- The delivery of the final report.

1.3 Technical Advisors

Transport Research Laboratory (TRL) was appointed by DOE to provide the Review Team with expert advice and guidance on road safety issues. The TRL Team, comprising Suzy Charman and Darren Divall ¹also provided the Review Team with reports on 'Road Safety Priorities for High Risk Groups in Northern Ireland' and 'Best Practice in Road Safety Education'.

The advice and products provided by TRL has greatly informed this report.

¹ Darren Divall is also currently Chair of the Institute of Road Safety Officers.

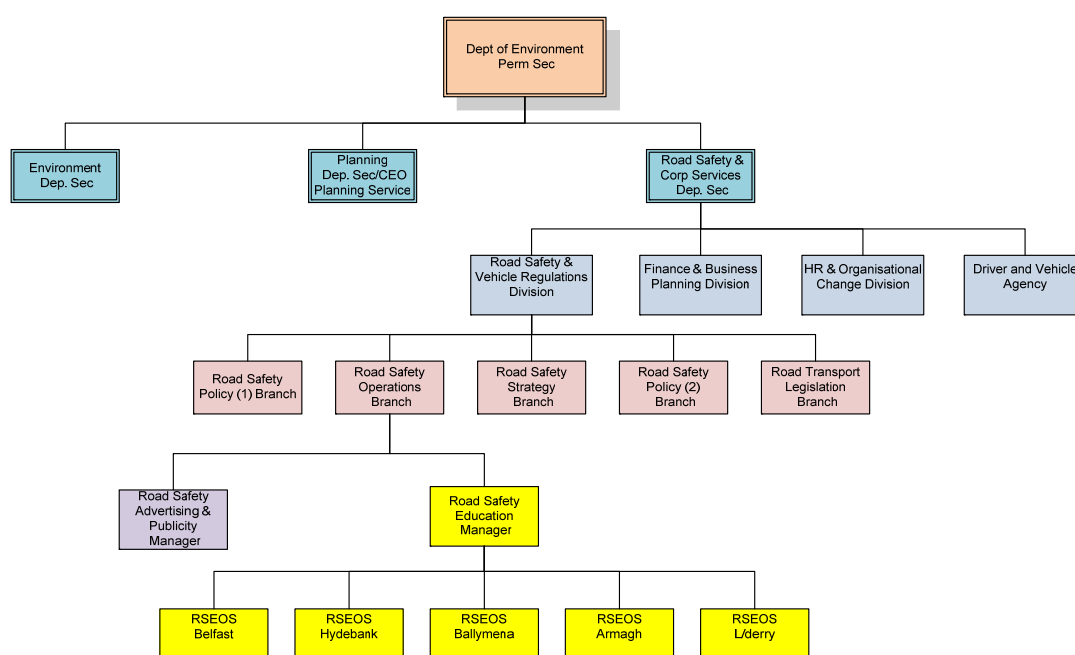
1.4 Acknowledgements

On behalf of the Review Team we would like to thank all of the individuals who participated during the stakeholder engagement process for taking the time to share their thinking with us as part of the Review of Road Safety Education Officer Service.

2 Background

2.1 Road Safety Education Officer Service (RSEOS)

The RSEOS is part of the Road Safety and Vehicle Regulation Division (RSVRD) of the Road Safety, DVA and Corporate Services Group in DOE. The RSEOS employs 20 staff including management, education officers and administrative support. The organisation has an annual budget of approximately £1.5million excluding capital expenditure.



The RSEOS operates under the powers set out in the Road Traffic (NI) Order 1995 (Article 52) which enable it to promote road safety by providing information or advice and to carry out measures designed to promote road safety and contribute to the cost of such measures.

The current mission of RSEOS is:

To contribute to a reduction in the number of people killed or seriously injured (KSIs) on Northern Ireland's roads by increasing the road safety knowledge, skills and understanding of road users – with particular emphasis on children and young people – through education, training and publicity.

RSEOS has related aims which are:

- Providing a road safety education and training programme for schools in accordance with the Department for Transport (Great Britain) Road Safety Education in Schools Good Practice Guidelines.
- Delivering a resource-led approach to road safety education in schools in line with the Department for Transport's Road Safety Education in Schools Good Practice Guidelines.
- Maintaining contact with schools through a programme of visits and provide training and support to teachers as appropriate with a view to having road safety taught on a regular structured basis.
- Taking advantage of PR opportunities throughout the year to promote the road safety message, the work of the RSEOS and the Department.
- Participating in events and working with voluntary, community and other stakeholders to promote the road safety message to young people

The current purpose of RSEOS is to implement the action measures in the Northern Ireland Road Safety Strategy 2002 – 2012 relating to road safety education for children.

It facilitates this through the delivery of a number of principal schemes;

- Practical Child Pedestrian Safety Training (PCPST)
 - A practical training scheme delivered to primary school children, which develops knowledge, skills and understanding of safe pedestrian road use.

- Cycling Proficiency Scheme (CPS)
 - A scheme delivered to primary school children which provides formal training on how to ride a bike safely including learning some of the rules of the road.

- Motor Vehicle and Road Use Studies (MVRUS (GCSE))
 - A GCSE course which covers a wide range of topics such as vehicle control and road use behaviour, accident procedures and the legal requirements of owning and insuring a car.

- Driver Training Scheme (DTS)
 - A scheme which provides subsidised professional driving instruction to students who hold a provisional driving licence.

- Road Traffic Studies (RTS)
 - A 10-13 week/lesson post-primary school course covering a range of topics such as vehicle control and road user behaviour, legal obligation of being a road user and interaction between road users, vehicles and the environment

- Theatre in Education (TIE)
 - Promotes the delivery of road safety messages through the medium of plays which are put on in schools.

In support of these schemes RSEOS also provides the following resources;

- Teaching Aid Calendar
 - Provided to every nursery and primary school class in Northern Ireland, the calendar provides a weekly road safety message along with teaching notes and curricular links.

- Annual Requisition.
 - A catalogue of resources and materials, which support the delivery of road safety education, and which is made available to all schools in Northern Ireland.

In addition to these formal schemes, RSEOS also undertakes;

- Delivery of a large number of individual talks and presentations each year to schools at all age groups
- Delivery of a large number of individual talks and presentations each year to non school groups (Young Farmers Clubs, GAA, scouts/cubs/guides, parent craft meetings, youth clubs, community and interest groups etc.).
- Promoting road safety at events (FE College open days, Local Council Bee Safe events, PSNI RoadSafe Road Shows, Balmoral Show etc.)
- Visits to schools in local area to promote road safety.

2.2 Strategic Context

The recently published Road Safety Strategy to 2020 outlines the way forward, target areas and measures for road safety until 2020. The over-arching targets within the strategy are:

- To reduce the number of people killed in road collisions by at least 60% by 2020.
- To reduce the number of people seriously injured in road collisions by at least 45% by 2020.

- To reduce the number of children (aged 0 to 15) killed or seriously injured in road collisions by at least 55% by 2020.
- To reduce the number of young people (aged 16 to 24) killed or seriously injured in road collisions by at least 55% by 2020.

The new groups/increased profile target groups identified in the Strategy are:

- Young people (16-24yrs)
- Young drivers (<24 yrs)
- Young male drivers (<24 yrs)
- Rural road users
- Older people (esp. pedestrians) (>65yrs)
- Child pedestrians

In total the new Strategy includes 199 new measures in support of the targets and against which a number of organisations will have to deliver. RSEOS will have specific responsibility to deliver against a number of these.

In addition to those measures that continue and enhance the previous strategy targets, there are a number which identify a priority being given to new/emerging target groups. These include;

- Foreign Drivers
- Those driving for work
- Young people not in education, employment or training
- Child road users in areas of social deprivation.

There is clear evidence that children from areas of social deprivation are potentially more susceptible to becoming road casualties. The “Deprivation Disparity Ratio” indicates that children from the most socially deprived backgrounds are up to 5 times more likely to be injured as a result of a traffic collision as children from the least socially deprived areas. The

Department has commissioned further research into tackling the road safety impacts of child poverty which will develop a 5 year programme to include a range of action measures, some of which will fall to RSEOS, which aim to tackle the vulnerabilities peculiar to this target group.

Older Road Users

In its report 'Road Safety Priorities for High Risk Groups in Northern Ireland' TRL has identified older people as being over represented in the road traffic casualty statistics and at a higher risk of suffering a high severity or fatal outcome. This is a situation which is generally mirrored across the UK, as referred to in the National Audit Office Report "Improving road safety for pedestrians and cyclists in Great Britain" which identifies older road users as being at increased risk of being involved in a traffic collision.

Over the period of the Road Safety Strategy to 2020, people over 65 will represent an ever increasing proportion of the Northern Ireland population and as a result the number of KSIs involving older people could also potentially increase.

Addressing the needs of all priority groups will require RSEOS to target provision and embrace changes to the way in which the service engages and delivers services to target groups.

The following table includes some of the measures against which RSEOS will be required to deliver in respect of target groups including some which have not been its previous main focus.

Measure No.	Measure
173	We will consider, learn from and, where appropriate, implement any relevant recommendations from ongoing road safety research projects including: <ul style="list-style-type: none"> • Deprivation and Child Pedestrian Casualties

	<ul style="list-style-type: none"> • Motorcycle Casualties in NI • Benchmarking
177	We will explore opportunities to provide enhanced road safety education for young people aged 16-24 through further education colleges, universities or apprenticeship programmes
181	We will continue to develop alternative communication approaches to reach young people with road safety messages and improve the road safety presence on other media channels, including better use of social networking sites and other technology such as Bluetooth messaging
183	We will continue to target the minority of young and inexperienced mostly male drivers exhibiting more dangerous driving behaviour through education, training and enforcement
184	We will continue to look for innovative ways to target younger drivers with appropriate messages about safe driving, to increase their awareness and understanding of the vulnerability, and the dangers they face due to inexperience
189	The safety of older people will have a likely increasing importance to the delivery of the objectives of this Strategy. There are currently particular safety issues with older pedestrians. We will give further consideration to how we can work with partners, including the wider voluntary and community sector, to better understand the causes of collisions involving older people and develop strategies to tackle these.

2.3 RSEOS challenges emerging from the Road Safety Strategy to 2020

It is important that the significant achievements and progress made under the previous strategy are further built upon. The inclusion of new target areas and associated measures in the new road safety strategy means that the RSEOS will have to address the needs of different target groups e.g. 17-24 years olds whilst continuing to address the needs of groups which have been in the past its main focus e.g. children and young people in formal education.

It will be challenging for the RSEOS to engage across a wider range of target groups using current methods of delivering road safety messages e.g. face to face delivery by RSEOS staff. This is due to the fact that

methods and ways of engaging younger children and adults are very different e.g. young adults tend to favour electronic methods. Hence the service will need to consider the potential for using new media such as social networking, Bluetooth messaging, viral marketing.

The following measure will be crucial in engaging with these new target groups;

181	We will continue to develop alternative communication approaches to reach young people with road safety messages and improve the road safety presence on other media channels, including better use of social networking sites and other technology such as Bluetooth messaging
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2.4 Finance and Resourcing

The RSEOS is currently operating in an environment of reducing resources. The NI Executive Budget passed by the Assembly on 9th March 2011, indicates that DOE will seek to deliver recurring annual savings of some £15.4 million from 2011-12. The current financial constraints facing the department mean that the RSEOS, like many other business areas, cannot be exempted from the need to make savings. Future finance and resource constraints are likely to necessitate finding new ways of delivering an effective service with reduced resources, the reprioritisation of resources finance and staff, and/or the identification of alternative funding streams or opportunities.

2.5 Management and Co-ordination of DVA, Road Safety and Vehicle Regulation Functions in the Department

DOE is currently undertaking a piece of work to consider the policy and operational responsibilities of RSVRD and DVA. The outcome of the work will be to achieve a division of lead responsibility that more appropriately reflects the respective roles of RSVRD in the core of the Department and the Agency. The context for the work is a wider programme of change

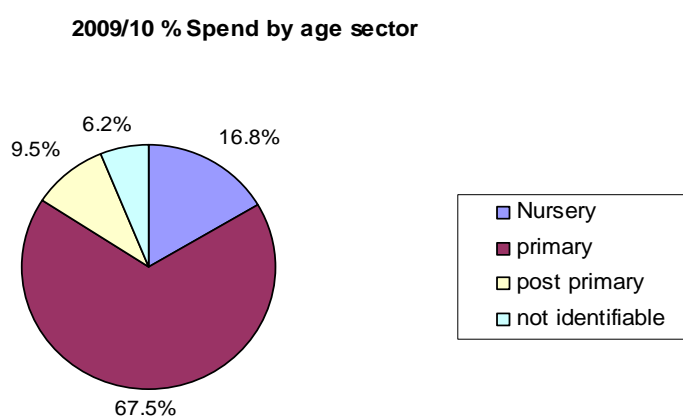
within the Department and its Agencies. This is seeking to improve business outcomes by ensuring that lead responsibilities are both appropriately located and managed in a manner that is consistent with the roles of the constituent parts of the department.

3 Main findings and recommendations

This section outlines the issues and recommendations which the Review Team believe need to be addressed if the RSEOS is to play an enhanced role in the delivery of the new Road Safety Strategy 2020. An analysis of good practice in the delivery of road safety and advice support provided by TRL has also been used to inform the Review recommendations.

3.1 Service Delivery

Historically the remit of RSEOS has been primarily to support the delivery of road safety messages through provision of a number of schemes and resources in schools. To date RSEOS has not been required on a large scale to deliver road safety messages to those outside of this remit, as primarily this has been the responsibility of DoE Publicity and Advertising Unit. It is therefore not surprising that the 09/10 finance report² clearly identifies that the vast majority of the RSEOS non-staff budget is spent in the schools area.



3.1.1 Schemes

In order to assess the activities currently being undertaken and the resources on offer, the Review Team engaged with the staff delivering the services through area office meetings and a workshop. BCS also spoke

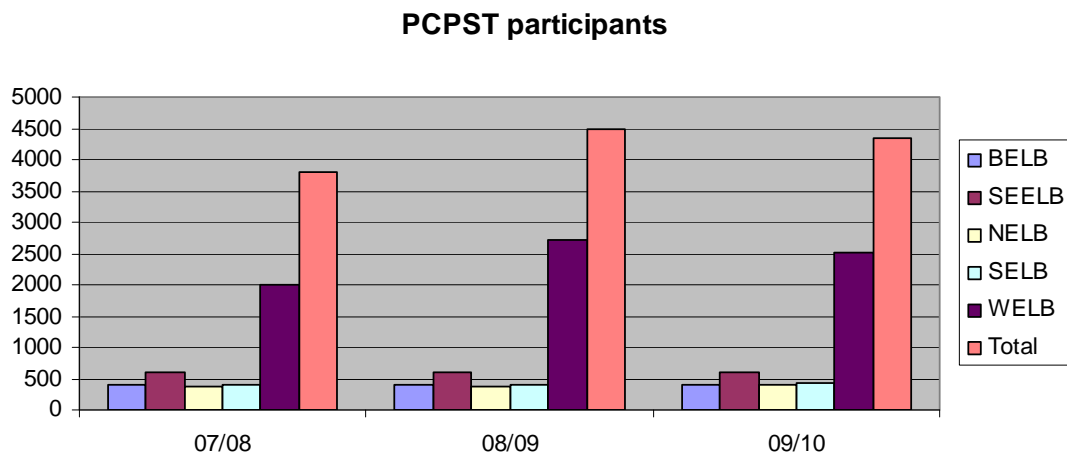
² Finance reports for other years not provided

with a large number of internal and external stakeholders (a full stakeholder list is attached at Appendix 1). However the Review Team also considered that it was important that the views and opinions of teachers and group organisers i.e. those with whom the service has directly engaged, were captured. As the schemes target school children, the majority of were from the teaching profession. The sample also included representatives from non-school groups with whom the service has engaged over the years. Of the 65 selected teachers and group organisers, 45 provided feedback through a telephone survey. Their opinions have been summarised and included under each scheme heading.

Practical Child Pedestrian Safety Training (PCPST)

PCPST is a combination of classroom theory and practical roadside training, delivered to primary school children, that seeks to improve children’s knowledge, skills and understanding of safe pedestrian road use. It provides the opportunity for them to develop pedestrian skills, observe dangers and practice crossing roads safely. The children are presented with a certificate on completion of each stage.

At any one time the scheme is delivered to 75 schools within identified areas of social need across Northern Ireland. The chart below shows the total number of children involved each year over the last 3 full academic years.



RSEOs undertake support to the teaching staff throughout the programme and occasionally deliver some of the classroom teaching.

In addition to this, RSEOs conduct risk assessments for guided walks, and also accompany classes on the guided walk. This often involves two RSEOs. RSEOs confirmed that they had not received any formal risk assessment training nor were there any formal guidelines or procedures in place to assist in their completion.

The children participating in the scheme complete pre and post learning questionnaires which are contained in their workbooks. However it is not clear to what use, if any, this is put.

In an internal review of PCPST, undertaken in 2009, in which teachers were asked to respond to a number of questions, the perceived benefits to the children and quality of the scheme were rated very highly scoring over 90% for:

- Helping children to survive on our roads (100% agree or strongly agree)
- The 'walk' allowed children to practise what they had learned. (99% agree or strongly agree)
- Risk assessment of the road route is very important.(100% agree or strongly agree)
- A lot of the work fitted into my ongoing schemes.(96% agree or strongly agree)
- The specific 'DOE' materials were useful (98% agree or strongly agree)
- I was clear about the skills included in the scheme. (97% agree or strongly agree).

It is however important to note that the responses from teachers above are based on their perceptions of the benefits of the scheme and not on any hard evidence or measurements.

During the telephone survey conducted in this review, teachers commented:

- Schools undertake PCPST as a result of being offered by RSEOS. Those schools generally place a high priority on road safety education and many commented on the need to learn pedestrian skills as early as possible.
- Particular praise was directed towards the practical element (local walks) which ensured improved learning by the children involved.
- Development of the workbooks rather than the previous separate sheets was very good.
- Although the pupils complete pre and post learning tests in their workbooks, teachers were unclear of any use of this being made by RSEOS.
- Some commented that they had completed evaluation/feedback sheets (“happy sheets”).
- Some teachers commented that it could be beneficial if some of the materials/resources were provided electronically (more interactive) whilst the majority considered the current materials/resources to be appropriate for the scheme.

Best practice and Recommendations

Based on the “Kerbcraft” model which was developed following the “Drumchapel” report in 1997, PCPST is seen as an effective means of providing children with the tools for using the road safely. A further study “Evaluation of the National Network of Child Pedestrian Training Pilot Projects” (Whelan, Towner, Errington and Powell, 2008), found that systematic, practical roadside training has a positive effect on the safety of children.

When consulted TRL commented that pedestrian training delivered at an early age provides significant benefits in terms of road safety education

and is therefore an essential constituent of all road safety education programmes.

The Review Team considers that PCPST is an important and high priority element in the delivery of road safety education in Northern Ireland and therefore recommends that it should continue.

Direct delivery/facilitation

DfT good practice states that road safety education is most successfully delivered by teaching professionals. This being the case, the role of the RSEOS staff should be to provide the training, guidance and support necessary to facilitate the teaching staff to effectively deliver the scheme. However some RSEOS staff commented that they are frequently involved in the delivery of the learning to the participants. This does not build the capacity of teaching staff to deliver road safety education and impacts the capacity of the RSEOS to undertake other areas of work.

The Review Team recommends that RSEOS provides the necessary support and guidance to build the capacity of teaching staff to deliver the PCSPT scheme with a minimum of RSEOS input.

Risk Assessments

The review team was concerned at the lack of training or corporate guidance around undertaking risk assessments. This has the potential to cause liability issues should there be an incident when the children are participating in the guided walks and may leave the Department and possibly individual RSEOs vulnerable to litigation.

The Review Team recommends that all RSEOS staff undertaking risk assessments are correctly trained and that proper procedures and guidance are put in place.

The Review Team recommends that when Senior RSEOs/RSEOs have been suitably trained and procedures/guidance put in place that

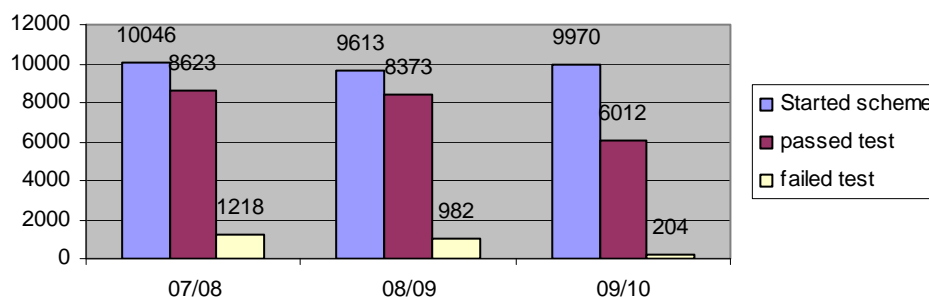
consideration should be given to one Senior RSEO/RSEO completing each risk assessment.

Cycling Proficiency Scheme (CPS)

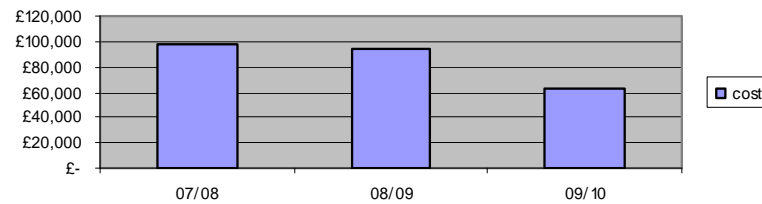
CPS provides for formal training in how to ride a bicycle safely, learn some rules of the road, and how to negotiate junctions, whilst still at primary school.

CPS is offered in a large number of primary schools across Northern Ireland (on average, 574 schools over the last 3 full academic years). The role of RSEOS in CPS is to train teaching staff to deliver and test the subject to the appropriate standard. In the first year the delivering teacher receives significant support from the RSEOS to achieve this. RSEOS continues to monitor the quality of the delivery through the CPS test statistics every year and visits delivering teachers every four years to assess their further training needs. The teaching staff delivering CPS are paid a fee of £10 for each child undertaking the final test. Each child who is trained and reaches the required standard on the day of the test receives a certificate and badge in recognition of their achievement. The following charts provide firstly details of the number of students entering the scheme each year and the numbers that either pass or fail the final test, and secondly the cost in terms of payments to teaching staff for pupils completing the test.

CPS - Participants



Cycling proficiency cost



In practice many of the RSEOs commented that they spend a significant proportion of their time helping in the delivery and testing of CPS during the spring/summer term every year.

RSEOs are even more heavily involved where schools have chosen to include the on-road element of CPS in assessing the routes to be used and providing and setting up safety measures in the area. However schools undertaking this would be very much in the minority (<10%).

During the telephone survey, teachers commented:

- The majority of schools contacted that offered CPS noted that they had been doing so for a number of years.
- Considered it to be a good scheme which catered well for the children's cycling needs and was enjoyed by participants.
- The materials/resources provided were considered appropriate, good quality and supported the scheme well.
- The test at the end of the scheme is the only evaluation undertaken and is seen as important by teachers to ensure that the participants have taken on board the learning.

Best practice and Recommendations

In its technical note 'The Road Safety Benefits of Cyclist Training', TRL state "Early research into the benefits of cyclist training suggests that untrained children are 3 to 4 times more likely to be involved in a road crash / incident whilst cycling than those who have received training. This is in part reinforced by more recent research that shows that children who

have received cycling training feel safer than those who have not. Parents also felt more confident about their child's ability following training".

CPS has been around for some considerable time and whilst teachers acknowledge that it does provide benefits to participants some other teachers also commented that they were not in a position to offer CPS as they did not have staff to provide it. However the CPS programme has never been evaluated therefore the true effectiveness of the programme cannot be quantified.

Given the more recent development of National Cycle Training Standards and the length of time the current CPS programme has been offered in its current format, the Review Team considers it would be timely to undertake a review of the content of the CPS programme and methods to deliver it. This will help ensure these are up to date and fit for purpose.

The Review Team recommends that RSEOS continues to offer cycle training through the provision of the CPS, while the scheme is evaluated to assess the benefits and impact of the programme. The evaluation should include reviewing the content of the course and methods of delivery to ensure these are up to date and fit for purpose.

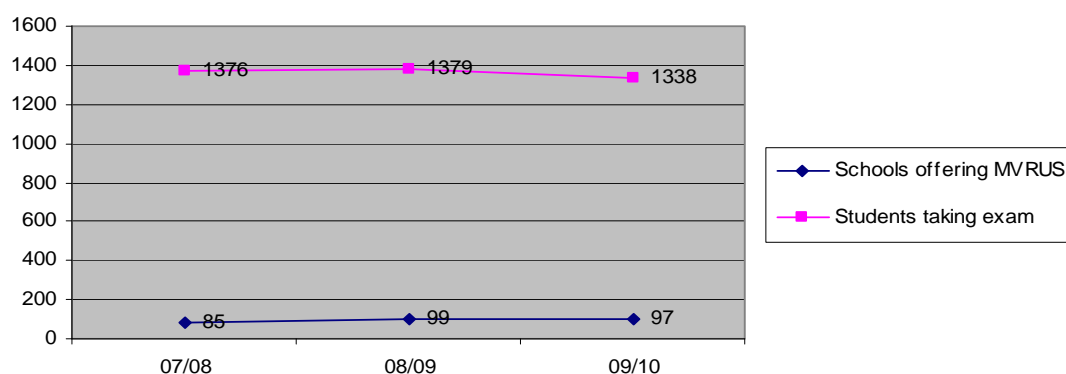
As part of stakeholder engagement the Review Team had the opportunity to meet with a number of organisations involved in cycling and cycle training. The Review Team heard accounts and received testimony of the benefits of cycle training including Sustrans' 'Bike It' cyclist training programme for schools. The scope of the review did not include an evaluation of alternative schemes, and therefore the Review Team is not in a position to compare the benefits of the RSEOS cycle proficiency offering with the benefits of other cycle training available. DOE has previously engaged with external cycling training providers, and depending on the outcome of the evaluation of the CPS programme and available resources, the DOE may wish to engage further with external providers to

explore how any gaps or issues identified during the evaluation may be addressed.

Motor Vehicle and Road Use Studies (MVRUS GCSE).

MVRUS is a GCSE course which covers a wide range of varied topics including vehicle control and road user behaviour, accident procedures and the legal requirements of owning and insuring a car. Pupils completing the course will have a greater knowledge and awareness of road safety. The course includes a practical element which involves learning to safely ride a moped.

As MVRUS is now an established GCSE, RSEOS participation in the delivery of the scheme has lessened, compared to when it was very closely involved in the development of the new subject some years ago. The current number of schools participating and students undertaking the exam in the MVRUS scheme has been relatively stable over the last 3 complete academic years.



RSEOs deliver presentations to the participants in support of the learning on request from the school(s) involved. Staff also promote the inclusion of the subject on school curricula where it is not currently offered.

RSEOS supplies and maintains the mopeds used for the practical element of the course. In recent years the weighting for the practical element of the GCSE has increased to 30% of the overall mark.

During the telephone survey, teachers commented:

- Provision of the mopeds by RSEOS and the supporting maintenance is vital for the continued success of the subject. The mopeds are a very useful “hook” to get pupils interested.
- Administration and arrangements for maintaining the mopeds with RSEOS is excellent and very efficient.
- Due to the high priority on road safety and recognition of the quality of the scheme, MVRUS is currently a mandatory subject for some schools
- The new text book in support of MVRUS is excellent but could not be afforded by the schools if it were not supplied by RSEOS.
- MVRUS is considered a good GCSE as it provides vocational learning that is achievable by students of all abilities.

Best practice and Recommendations

MVRUS engages with students at a very important point in their lives from a road safety perspective e.g. immediately prior to learning to drive. The practical element involving the use of a moped increases the appeal of the subject to many potential participants as well as allowing them to develop and practice real vehicle control skills.

In consultation, TRL commented that to the best of its knowledge the RSEOS is unique in having road safety included as a formal subject and qualification within the school curriculum. In this regard it could be seen as representing best practice, although no evaluation of the scheme has been undertaken that would support this. As a result many of their GB counterparts viewed this scheme with some degree of envy.

At present the course is offered within a relatively small proportion of schools mainly in the non-selective school sector. However, about five years ago DE launched a programme leading to an Entitlement Framework whereby students would have access to a wider range of

subjects at Secondary level. There are basically two types of subject, viz. General (academic) and Applied (vocational). Schools must offer a minimum of 24 subjects at GCSE, one third of which are Applied. MVRUS is considered an “Applied” subject.

The Entitlement Framework was due to be implemented in 2009 but will not now be fully implemented until 2013. However as schools move towards full implementation, there is likely to be an increase in the numbers of schools offering MVRUS. This may place a strain on RSEOS budgets as they may need to procure additional mopeds.

Mopeds

The Review Team are concerned that the RSEOS did not appear to be fully aware of the location and condition of all of the mopeds that they have supplied. This however is currently being addressed through an ongoing stock take. In the review of the RSEOS by BIS in 2004, a number of concerns were raised around the Department’s liability in the event of an incident involving injury as a result of moped use. Those issues have not been resolved and indeed the Department has been listed as a respondent in an ongoing litigation following one such incident.

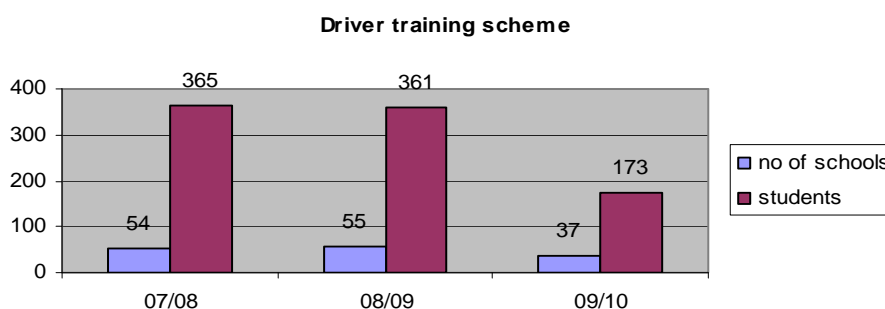
The Review Team recommends that, subject to the availability of sufficient resources, RSEOS should continue to support MVRUS. However before deciding whether this continued support should include the continued provision of mopeds, Management should consult with DSO to address any outstanding legal liability issues identified in the previous BIS report.

Driver Training Scheme (DTS)

DTS is a subsidised scheme for full time students, who hold a provisional driving licence. The scheme consists of 12 hours training on the road, made up of six hours practical driving and six hours as an observer, delivered by a professionally qualified driving instructor, during which time roadcraft and the theory of driving will be taught.

Each year, schools are contacted and advised of the availability of funding for DTS. Schools canvas interest from across the eligible age group and invite applications from interested students. The students are “paired up” and applications forwarded to RSEOS. Approved Driving Instructors are allocated to paired students and on completion of the course of lessons submit requests for payment to RSEOS. Therefore the primary role undertaken by RSEOs is the initial promotion of the scheme and administration of payments.

Over the last full academic year there has been a marked decrease in the uptake of this scheme, as shown below.



During the telephone survey, teachers commented:

- Teachers had relatively little involvement in the DTS scheme, most simply fulfilling a co-ordination role to get the scheme started e.g. advertising around the schools, collecting fees and applications and forwarding these to RSEOS.
- Positive attributes of the scheme included the support it provided to those students from low income backgrounds and providing possibly the only chance to receive good quality, professional driving instruction.
- It was also commented that the application process is laborious which could be improved by moving to an on-line application.

Best practice and Recommendations

The Review Team were advised that initially the scheme was intended to target those from a background who may not otherwise be able to afford good quality professional driving instruction. However as it appears that no specific eligibility criteria were applied in relation to this, the scheme attracted applicants from all social backgrounds. Over recent years, demand for the scheme has been falling. This may be due to the increasing pressures on school timetables and the need for the scheme to be delivered to students during the school day, usually during “free periods”

The driver training scheme directly targets young drivers. This is a group that is increasing in prominence and is the subject of a significant number of measures in the Road Safety Strategy to 2020. However, it could be considered that the scheme may be encouraging young people to obtain their driving licence and start driving at an earlier age, when statistically they are at greater risk of collision and injury.

Overall, due to management concerns that this scheme may no longer address a need and the potential for the resources involved (approximately £11k in 2009/10) to be better used elsewhere, Management has decided to withdraw the scheme. Management also considers that the existing driver training industry is adequately servicing this area.

TRL commented that they were not aware of any similar schemes elsewhere and particularly within GB. They did consider that it may be a means of engaging with an increasingly important group at the outset of their driving career although recognised that at present, RSEOS did not directly engage with scheme participants.

Road Traffic Studies (RTS).

Designed to be delivered to post-primary school students through “Learning for Life and Work”, RTS covers a wide variety of topics including vehicle control and road user behaviour, legal obligations of being a road user, interaction between road users, vehicles and the environment and

the adoption of positive attitudes to road use and other road users, including their road safety. RSEOS provides books and materials in support of the scheme.

There is little evidence that RTS is being delivered to schools. RSEOS continue to promote the scheme in post-primary schools but encounter difficulty as many schools cannot afford to devote sufficient time to RSE due to the many competing subject/topics.

During the telephone survey, teachers commented:

- Very few of the teachers had any real knowledge of delivery of the scheme.
- A number commented that whilst schools generally place a high importance on RSE, which is usually delivered as part of learning for life and work, it is very difficult to include a 10-13 week/lesson course when there are so many other topics to be covered.
- Teachers considered that the development of a short (possibly 3 lesson) high impact multi-media course would be much more useful and welcomed by schools.

Best practice and Recommendations

Road Safety Education in post-primary schools is mainly delivered in the “Learning for Life and Work” section of the school curriculum.

Unfortunately there are a significant number of other topics also to be covered, in very limited timetables. As a result, very few schools are offering RTS as it requires a commitment to a 10-13 week programme. As a result, there is a real danger that RSE may not be included in school provision or not delivered in any structured way.

The Review Team considers that there is an opportunity to develop a shorter programme designed to fit within the post-primary school curriculum that will address the key learning points. In fact one teacher

indicated a willingness to engage with RSEOS to assist with the development of such a programme.

It is important that RSEOS continues to identify links between road safety messages and the curriculum. TRL views this as an effective means of delivering road safety messages without the necessity to devote specific time to the road safety topic.

The Review Team recommends that, subject to the continued availability of sufficient resources and competing priorities, the RSEOS should consider developing short road safety programmes for post-primary schools, with links to the curriculum, to run in parallel with the present RTS offering. This should ensure that there are suitable RSE offerings available for post-primary schools regardless of the time-table pressures.

Theatre in Education (TIE)

TIE promotes the delivery of road safety messages through plays which are put on in schools. Each of the plays is written and produced to be appropriate for a specific age group and TIE is available to school children of all ages (Nursery, Primary and Post-Primary).

As TIE is delivered by visiting travelling theatre groups, RSEOS involvement is in selecting the schools in which plays will be delivered including ensuring that those schools have the necessary facilities to accommodate the production. Generally there are 2 theatre tours per academic year each visiting 20 schools.

RSEOS pay visits to the schools shortly before the production is due to be put on to ensure that the school is ready.

Teachers were supportive of TIE as a useful medium for conveying RS messages, commenting that it was particularly good for the younger children.

Best practice and Recommendations

TIE gives the RSEOS the opportunity to deliver road safety messages to larger groups of school pupils through innovative media, and potentially with minimal input from the Service.

It was noted that the current plays were provided by travelling GB theatre companies, which some teachers commented can cause difficulty for children in understanding their accents. It is noted that the Department has recently engaged with, and is providing financial support to, a local group to write and produce road safety plays with a focus on local issues and communities.

Teachers reported that TIE is generally very well regarded and seen as an effective tool for the delivery of road safety messages.

The Review Team recommends that, subject to the availability of sufficient resources and competing priorities, RSEOS should continue to offer TIE as a means of delivering road safety messages.

RSEOs visiting schools that are hosting productions shortly before the arrival of the theatre company to ensure that they are ready, is not an efficient use of their time, particularly those schools that have hosted TIE in the past. Schools need to take responsibility for this. To facilitate this, it may be useful for the service to develop a checklist for schools and follow this up with a reminder e-mail or phone call.

The Review Team recommends that RSEOS ceases assurance visits to schools hosting TIE productions and replaces this by sending schools a preparation checklist. Schools preparation for TIE visits can also be supported by RSEOs via telephone and e-mail contact.

3.1.2 Resources and Materials

Teaching Aid Calendar (TAC)

RSEOS provides an appropriate level calendar for every class in every nursery and primary school in Northern Ireland.

Produced for the school year September – June (term-time only), the calendars have been designed to help teachers educate their class about important road safety lessons throughout the school year. The messages are as simple as possible for the children but as road safety fits into many parts of the Northern Ireland Curriculum, suggested links are provided on each calendar page. This allows teachers to expand the message to suit their class or local circumstances in order to explain the road safety points. The calendar can help serve as a constant reminder within the classroom of the importance of road safety.

The calendar is designed and printed under contractual arrangements with local companies. The contract includes the provision of professionally produced photographs and consultation with teaching professionals regarding the links to the Curriculum. RSEOs assist the contractor/photographer with the local arrangements for taking the photographs, ensuring road safety during photo shoots and selection of the final photographs to be used.

A Senior RSEO leads a working group with responsibility for overseeing the production and contracts for the calendar.

During the telephone survey, teachers commented:

- There was unanimous support for the continued provision of the calendar.
- Teachers liked the weekly message, most commenting that they dedicated a regular time to the calendar message every week.

- Teachers liked the NI Curriculum links and teaching notes although there were some mixed feelings about the format e.g. some would like to see it smaller as it can be difficult to find space at times; some others would like it to be more interactive electronic version for use on interactive white boards.

Best practice and Recommendation

It is clear from the teachers' comments that they value the calendar very highly. TRL also commented that delivering road safety messages through normal everyday school lessons, by linking the road safety messages with the NI Curriculum was an effective way of ensuring that road safety education was provided to all students. However, the Review Team has identified a number of issues with the current provision and have identified some ways which these may be addressed.

A large proportion of classes now have interactive white boards available to them and many consider that a more interactive electronic version of the calendar may be beneficial. However it should be noted that the electronic version is likely to only be visible when it is being used for the delivery of road safety messages, whereas display of the current hard copy version is a constant road safety reminder on classroom walls. That said, the corollary view could be it becomes invisible through familiarity. A number of teachers commented that the current version of the calendar is also quite large and it can be difficult to find sufficient space for it on classroom walls. The Review Team therefore considers there is merit in RSEOS exploring the potential for making the calendar available in alternative formats including electronically.

The Review Team recommends that, resources permitting, RSEOS continues to provide the teaching aid calendar; while it fully investigates the benefits and costs of offering the teaching aid calendar in alternative formats.

The TAC is an expensive resource to design, print and distribute each year (approx £137k in 2009/10). The Review Team noted that there is an internal design facility within the Department which may be available for future calendar development.

The Review Team recommends that RSEOS fully investigates the potential for using internal design capacity for developing future teaching aid calendars.

There is a significant resource requirement in supporting the contractor to develop the calendars e.g. photo shoots, and there appears to be some confusion among RSEOs as to the role to be undertaken by staff in helping to produce the calendar.

The Review Team recommends that RSEOS clarifies the lines of responsibility between the design contractor and any role RSEOS staff may have in the planning, development and production of the teaching aid calendar.

Annual Requisition

Every year a Road Safety requisition is produced which is essentially a catalogue of relevant resources available to each nursery, playgroup, primary school, and post-primary school in Northern Ireland. Each school is allocated a budget to spend according to the number of teachers. Materials are carefully selected with the NI Curriculum in mind, maximising the potential for the teaching of road safety education by both subject specific and cross curricular approaches.

The catalogue is issued either electronically or in paper form to each school. All schools that wish to make use of the requisition are required to submit their request by a specified cut off date.

Suppliers deliver the requested items direct to the schools involved and send invoices for payment to relevant local RSEOS offices. RSEOS check delivery of the goods and approve the invoices for payment.

There is movement towards the issue of the catalogue and ordering of resources by electronic means. The 2010/11 RSEOS annual plan included the following target in support of this:

“Phased introduction of the electronic annual requisition to reach 60% of all schools in current year, with final target of 100% by March 2011.”

During the telephone survey, teachers commented:

- Some resources could be updated to be relevant to the present road environment and more up to date in terms of their appearance.
- A number of teachers felt that there were some resources/materials that could be provided electronically e.g. downloadable. However it was also pointed out that providing downloadable material could significantly increase the schools' printing costs.
- A broader range of resources could be made available, as some teachers commented that they had most of the resources already.
- The teachers involved with very young school children (KS1) noted that the puzzles and games available to them were excellent for children to learn through play.
- The manual process for ordering was very laborious but that this had improved with the electronic ordering.
- Those teachers that were involved with the delivery of specific schemes were very complimentary of the support materials/books available.

Best practice and Recommendations

An evaluation conducted by NISRA undertaken in 2006 rated the impact and benefits of the resources provided through the annual requisition as

high. However the absence of up to date evaluation data means that the benefits of current materials and resources cannot be quantified. BCS considers that it is now timely to undertake an evaluation of the current benefits of the resources provided through the annual requisition.

The resources ordered through the annual requisition are currently demand led and represent a significant proportion of the non-staff budget spend every year (>£400k, approx 60% in 2009/10). The level of expenditure is due to most of the materials on offer being developed, produced and “owned” by other organisations and can be relatively expensive to purchase. In the current environment of reducing resources, the Review Team considers there could be potential for reducing costs associated with this scheme. This could be achieved by RSEOS staff using their knowledge and expertise to develop their own materials for provision through the Annual Requisition. This may also help retain control over the content and flexibility for the formats in which they are offered. The Review Team further considers that the outcomes of an evaluation of the resources should provide an indication of where those materials and resources have had the greatest intended impact. This could help Management make informed decisions on where resources could be best targeted which can also help inform future spending decisions in this area.

TRL commented in its best practice report that in the current economic climate, local authorities in GB appear to be increasing the provision of on-line educational resources to ensure delivery of road safety messages. This may also have advantages in terms of being more attuned to young people’s preferred learning styles. Our stakeholder survey indicated that there was some demand for more interactive and downloadable materials to be available.

The Review Team recommends that RSEOS continues to offer the provision of resources and materials through the annual requisition at a level which meets with prevailing budgetary constraints, whilst an evaluation of the impact and value of the materials provided

through the requisition is undertaken. This evaluation should also explore the potential for offering future materials and resources through the annual requisition in other formats.

The Review Team further recommends that RSEOS exploits opportunities to develop its own resources and materials and make these available through the annual requisition.

3.1.3 Non Scheme Engagements

In addition to the formal schemes/programmes on offer, RSEOS also undertakes the following complementary activities:

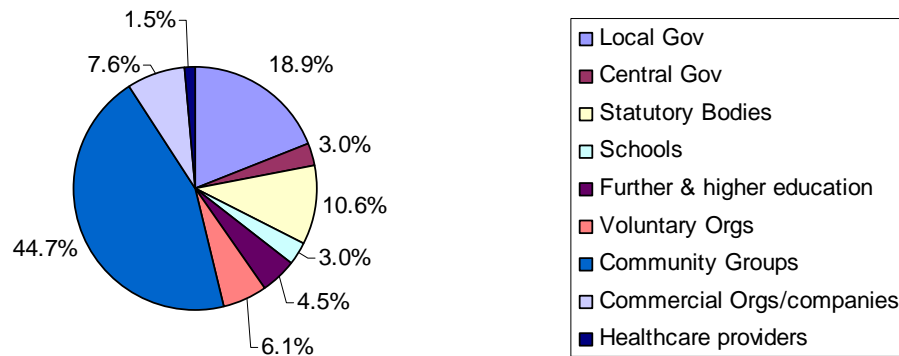
- Delivery of a large number of individual talks and presentations each year to schools at all age groups,
- Although not the main focus of its remit, delivery of a large number of individual talks and presentations each year to non school groups (Young Farmers Clubs, GAA, scouts/cubs/guides, parent craft meetings, youth clubs, community and interest groups etc.).
- Promoting road safety at events (FE college open days, Local Council BeeSafe events, PSNI Road Safe Road shows, Balmoral Show etc.)
- Visits to schools in local area to promote road safety.

Many schools across Northern Ireland make requests to RSEOS to undertake the delivery of individual road safety presentations/talks. This may be seen as a regular (annual) event or a “one off”, perhaps following an incident in the school area involving some of their students.

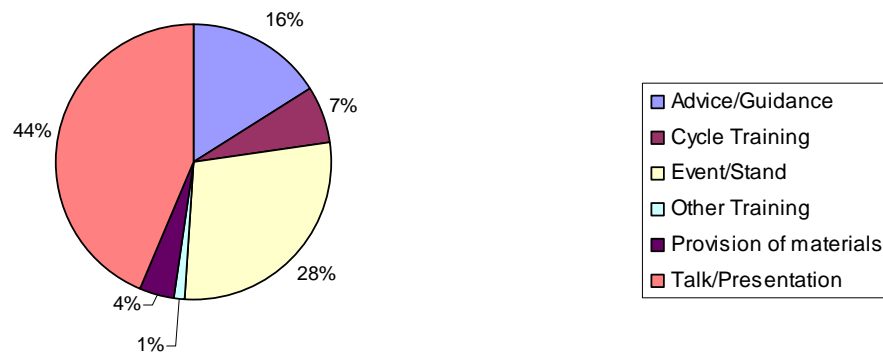
Similarly there are an increasing number of requests for road safety presentation/talks to non school organisations. Some of these requests will be from children’s organisations.

The following charts indicate the type of requests made to RSEOS and type of organisation which made the request

Non Scheme requests by org type



Requests By Type



In considering these requests, RSEOS takes account of availability of Senior RSEO/RSEO to deliver and the potential for duplication of road safety education messages that should be delivered through the school environment. The most significant recent growth area and one in which RSEOS has shown significant success, is organisations outside the school environment e.g. Young Farmers Clubs, GAA etc. Although not historically its main focus, RSEOS is keen to engage further with this age group. However due to their nature, they invariably involve delivery of road safety education outside normal working hours, for which Senior RSEOs/RSEOs take Time Off In Lieu.

Where possible RSEOS has a presence at events where they can promote road safety messages. RSEOS works in partnership with a number of other agencies to attend events, speaking to members of the public, providing advice and guidance and distributing road safety leaflets.

Traditionally RSEOS has had a presence at Bee Safe (Local Council), Road Safe Roadshows (PSNI), Balmoral Show etc. as well as local community events. However they are increasingly attending FE College and University open days and events that attract road users identified as target groups in the Road Safety Strategy to 2020.

During the telephone survey, teachers and group organisers commented:

- That they place high value on Senior RSEOs/RSEOs visiting their organisation to deliver talks/presentations, most commenting that they felt that the participants paid more attention as it was being delivered by a stranger.
- That the RSEOS staff relate well to the audience, seem to have a thorough knowledge of the subject and are very professional in their approach.
- That RSEOS was very responsive and flexible to requests for road safety education engagement, always trying to help where possible.
- That their school held a road safety day every year for which they suspended the timetable and that the local RSEOS offices were very much involved.

Recently RSEOS has been engaging with a number of new non school organisations to deliver road safety messages. These have included GAA, Young Farmers.

Individuals from the groups contacted commented:

- Positively about the level and type of engagement and would like to increase use of RSEOS in the future.
- RSEOS is seen very much as an important integral part of events such as Bee Safes, Road Safe Roadshow etc. by the event organisers.

Best Practice and Recommendations

Given the comments made by teachers in the telephone survey, it is highly likely that the demand from schools for non-scheme engagements will remain at least at its current level.

In line with Department for Transport (DfT) best practice, RSEOS should seek to facilitate the delivery of the road safety messages by teaching staff through training/guidance and the provision of resources and materials. This could include the use of detailed lesson plans and multi-media presentations using for example the advertising campaign footage or sound bites.

The Review Team recommends that RSEOS develops further lesson plans and resources that would support teachers to deliver road safety messages in areas in which RSEOS currently provides presentations and talks.

Although not currently the focus of RSEOS activities, the demand from non-school groups is likely to significantly increase as the priority in the Road Safety Strategy to 2020 shifts in their direction. This is also an area in which RSEOS will have to deliver against a number of measures within the strategy.

The only non-school groups that the RSEOS is currently engaging with are those that have approached them to request road safety education input. If the RSEOS is to significantly contribute to the achievement of the measures in the Road Safety Strategy to 2020, they will need to proactively identify and engage with other organisations that include the target age groups and road user types.

RSEOS does not have the capacity to meet every request seeking its input, and this is further complicated by the fact that most of the non-school groups meet out of office hours which can only be met through the

good will of the staff, for which TOIL is taken, and which reduces the capacity of RSEOS during normal office hours.

It would be more beneficial and assist in making progress against strategy measures, for RSEOS to engage with headquarter organisations rather than individual groups. This would be similar to the approach to delivery of road safety education in schools, provide the organisations with the ability to deliver to their groups or clubs e.g. Ulster Farmers Unions delivering to Young Farmers Clubs, GAA delivering to individual GAA clubs.

The Review Team recommends that RSEOS identifies and engages with headquarter organisations to support and facilitate their delivery of road safety messages to member groups/clubs.

Much of RSEOS non-scheme time is devoted to contacting and visiting schools outside of arranged support or presentations. This is driven by measures within the current operational plan (RSEOS Operational Plan 2010 – 2011 para 4.1 Key Objectives 2010 – 2011, measure 1):

“As a guide it is anticipated that the average number of pre-notified visits (or contacts with) each type of school will be as follows (one of which may be an interactive road safety session):

- *3 visits (or contacts) to primary schools;*
- *2 visits (or contacts) to post-primary and special needs schools;*
- *1 visit (or contact) to nursery/playgroups; and*
- *4 visits (or contacts) to schools in areas of social need.”*

The Review Team noted that despite the measures stipulating that visits are “pre-notified” that Senior RSEOs/RSEOs were making a significant

number of their visits unannounced when they were in the area i.e. “cold calling”.

The value of un-planned visits is questionable with little evidence in support of its continued use. Some of the teachers also commented that on occasions journeys were wasted as they were not able to see the visiting staff or that un-planned visitors were disruptive to classes. Most teachers who expressed a preference considered that pre-arranged visits with an agreed agenda would be much more productive. Very occasionally the need for un-planned visits may arise e.g. after repeated attempts to contact have failed.

The Review Team recommends that RSEOS staff should make more use of phone and e-mail as a means of contacting schools and that “cold calling” should only be used in exceptional circumstances.

3.1.4 Specific Non-Scheme Engagements

The need for specific non-scheme engagements have been identified from an analysis of stakeholder feedback.

Post Primary Schools

Many of the teachers in the post-primary school environment felt that there is a gap in the provision of RSE to their students particularly in the years 8-10 (1st to 3rd form). Many of the children moving to secondary schools are, for the first time, having to undertake independent travel and some learning around how to undertake this safely could be very useful.

The current provision of formal road safety education schemes in post – primary schools is restricted to those undertaking RTS, MVRUS and DTS which only reach a small proportion of post-primary school pupils. Despite the effort of RSEOs to embed road safety in the post-primary curriculum, the majority of those surveyed appear to have limited provision in the form

of occasional talks or presentations through curricular links or worse, none at all.

The Review Team recommends that RSEOS looks at its current road safety provision in post-primary schools and engages with teachers to explore ways that barriers to the delivery of road safety education in post primary schools may be overcome.

Managing Occupational Road Risk

The Review Team have also identified potential for RSEOS to extend their provision into the area of 'Managing Occupational Road Risk (MORR).

Given the significant number of collisions involving people driving for work (including the many 'grey fleet' drivers who drive their own vehicles in the course of their work) employers are legally required to take steps to help manage occupational road risk. Considering the number of staff employed in driving related jobs or who drive (e.g. to meetings, site visits) as part of their job, these legal requirements could also have a consequence for the NICS. Feedback suggests that little may be known by employers of their legal obligations in this area. The Review Team recommends that RSEOS should examine how best to roll out an awareness raising programme for employers.

The Review Team recommends that the RSEOS should explore how best to roll out an awareness raising programme for employers of their legal obligations under the Occupational Road Risk agenda.

3.1.5 Evaluating RSEOS schemes and resources

Evaluating the effectiveness of road safety education provision can be a challenging and some times costly exercise. A significant reason for this is because it can be difficult to aggregate out the contribution of specific activities e.g. those undertaken by engineering, education and enforcement when determining the overall success of road safety initiatives. A secondary factor is that there is little evidence which suggests

outcomes that are to be achieved by schemes or resources and ways which these can be measured are built into the schemes or resource design. These challenges have led to only a limited number of evaluations having been conducted on aspects of road safety provision. This in turn has led to limited data on the effectiveness of road safety schemes and resources. Our research indicates that these challenges and issues relating to evaluation are reflected throughout the wider road safety environment.

The TRL report “Road Safety Education Best Practice”, indicates that where local RSE schemes or projects have been evaluated, the most common method is through a survey of perceptions and experiences (qualitative methods). Very few schemes have been assessed using quantitative methods, or a combination of qualitative and quantitative methods. As such, levels of effectiveness have historically been based on participants’ opinion.

A review of evaluation activity relating to current RSEOS programmes and schemes reflect the wider picture and issues associated with evaluating road safety activities. In that there is little evidence to suggest, with the exception of the PCSPT, that the current suite of programmes and schemes have evaluation mechanisms built into their design. This has had the consequence that to date there has been little evaluation undertaken of programmes and schemes, with only an external evaluation of the TAC and annual requisition having been completed a number of years ago. However there does appear to be some information gathered on current schemes and programmes which could help inform a wider assessment of the effectiveness of individual schemes and resources.

This information includes;

- quantitative data e.g. the number of participants in a scheme, the number of schools offering a scheme, the number of visits made

- Perceived quality through the opinions of teachers, presentation organisers etc. e.g. use of “happy sheets”, PCPST questionnaire.

BCS recognises the effort in gathering this information and potential affect it could have in helping to assess the effectiveness of schemes and resources. However it would appear that this information is usually retained at local office level and rarely collated at an organisational level for the purposes of informing an assessment of the effectiveness of schemes. There is also little evidence to suggest that this information is used to help inform decisions regarding resourcing of schemes.

Recognising the challenges and difficulties associated with evaluating the effectiveness of road safety schemes and resources, the Review Team considers RSEOS could do more in the area of evaluating its provision. This could include using existing information which it gathers on schemes and resources. By undertaking evaluations of individual schemes and resources Management should be better informed of their effectiveness and efficiency in helping to achieve casualty reductions. Outcomes of evaluations of RSEOS provision will also be particularly important in helping to inform RSEOS Management’s prioritisation of future provision. This can also help when taking decisions on the future resourcing of schemes. The Review Team considers that current challenges and issues relating to evaluation activity could be best addressed by RSEOS establishing a systemic approach to evaluating schemes and resources. This will help by incorporating evaluation into the design of RSEOS provision which will help drive forward a programme of evaluation activity.

The Review Team recommends that the RSEOS establishes a systemic approach to evaluating the effectiveness and efficiency of schemes and resources, which will be overseen by the formation of a Design and Evaluation group.

BCS considers this systemic approach should incorporate evaluation criteria into current and future schemes. These criteria could include:

- Measurable success factors
- Value for money
- Appeal of scheme to target groups
- Effectiveness of methods and timeliness of delivery
- Levels of customer satisfaction
- Key learning points.

It will be important to ensure that evaluation is a continuous process. The Review Team considers this can be achieved by the formation of a Design and Evaluation group which can help develop a culture of evaluation and learning by driving evaluation activities. BCS considers this group should have a remit to:

- Approve the design of any new schemes
 - Plan and schedule an evaluation programme.
 - Allocate resources for the purpose of evaluation.
 - Monitor and review progress of evaluations.
 - Apply organisational learning from evaluations.
 - Build internal capacity among staff to undertake evaluation.
- Activities using readily available evaluation tools e.g. DfT/ROSPA
E-Valu-It tool kit

BCS considers that this group should be comprised of relatively senior staff and led by someone with sufficient authority to make decisions on allocation of resources.

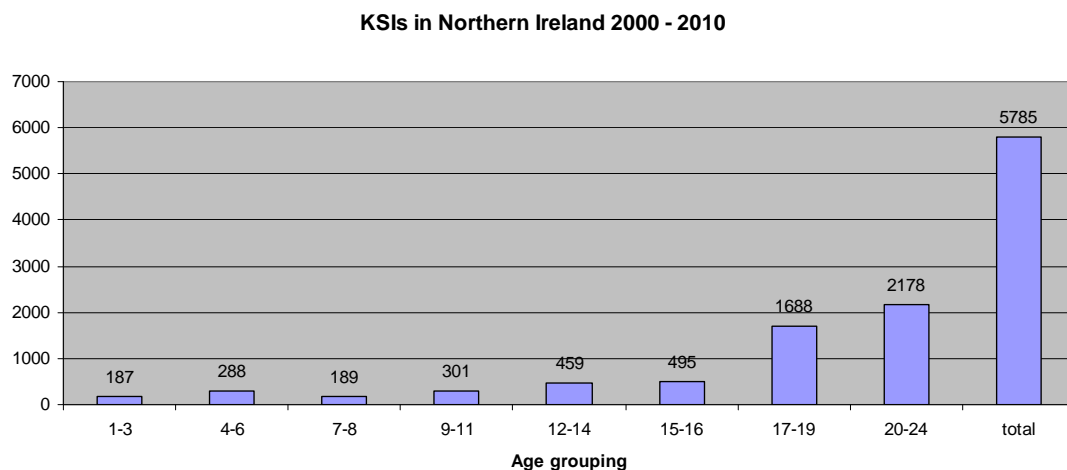
The Review Team also considers that customer satisfaction measurement should also form an integral part of the systemic approach to evaluating activities. This can provide important customer feedback which can help contribute to service and product improvement.

3.2 Delivering Road Safety Education

3.2.1 RSEOS Budget and Resourcing

Historically the remit of RSEOS has been to primarily deliver road safety education within the school environment. To date RSEOS has demonstrated significant success in doing this. Delivering Road Safety messages to those outside of the formal school environment and in particular to the 17 – 24 year old age group has primarily fallen to DOE Publicity and Advertising Unit.

The statistical information provided by TRL in their report “Road Safety Priorities for High Risk Groups in Northern Ireland” gives a clear indication of where the main issues relating to road deaths and serious injuries on our roads actually lie.



The TRL report reflects the changing priorities set out in the Road Safety Strategy to 2020 which shifts the focus of the RSVRD's education remit to include addressing road safety issues for:

- Young people (16-24yrs)
- Young drivers (<24 yrs)
- Rural road users
- Older people (esp. pedestrians) (>65yrs)
- Child pedestrians

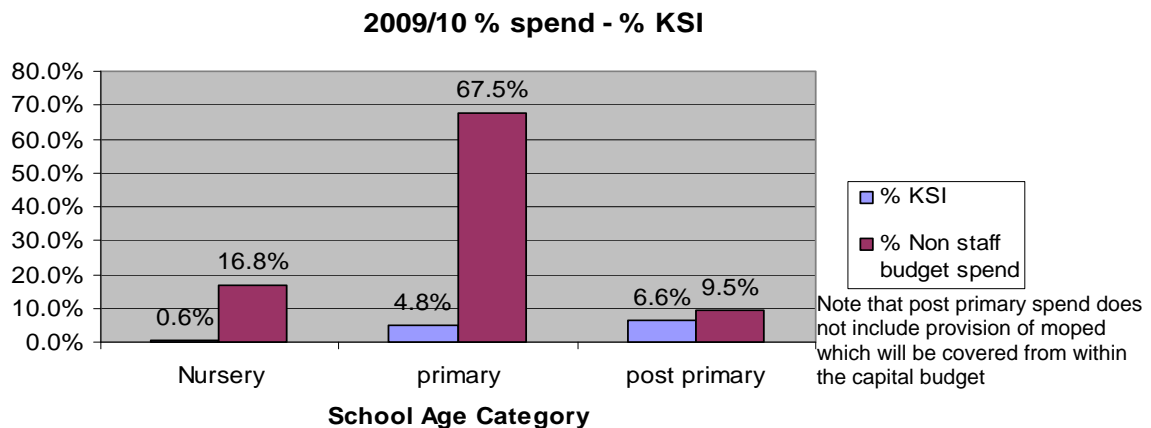
The new road safety strategy also identifies specific sub-groups as priorities.

These include:

- Foreign Drivers
- Those driving for work
- Young people not in education, employments or training
- Child road users in areas of social deprivation.

In the 2009/10 financial year RSEOS had a total budget of approx £1.5m (excluding capital budget) of which £697k was non-staff costs. If the level of spend is compared with the TRL statistics, it shows a high proportion of RSEOS funding being used to target relatively low KSI numbers.

Due to unavailability of compatible financial reports and the manner in which spend is recorded, it is only possible to use 1 years financial report (2009/10) and compare it with the non-staff spend within the 3 school types (nursery, primary and post-primary). It is not possible to reflect individual age ranges as reported by TRL.



The figures show that in 2009/10, 93.8% of non-staff budget targeted 12% of the KSIs. The remaining 6.2% was used for areas such as events, non school engagements and publicity materials. However, a number of the activities against which it is recorded also include school children. The Review Team feels, and has not seen any evidence that would indicate otherwise, that the concentration of effort in terms of staff time would closely resemble that of the non-staff budget. The age groups 17-24 yrs

and over 24yrs represented 27.8% and 60.2% of KSIs in Northern Ireland in 2009/10 respectively. These groups will have been targeted mainly through the Publicity and Advertising Unit budget.

To date the RSEOS target groups have been children and young people in the formal school environment. However, changing priorities brought about by the Road Safety Strategy to 2020 will require RSEOS to extend its provision to include addressing the needs of priority groups outside the formal school setting e.g. young adults not in school or formal training.

Departmental stakeholder feedback suggests that RSEOS cannot expect to get any increase in resource to assist with implementation of the new road safety strategy. In fact the current financial and resource constraints facing the department mean that like many other business areas, RSEOS cannot be exempted from the need to make savings. In turn RSEOS Senior Management has already indicated that the RSEOS budget will be reduced by 13% in 2011/12 financial year. Senior Management has also indicated that the current restrictions on recruitment mean that any future staff vacancies are unlikely to be filled in the short to medium term. This could potentially reduce RSEOS capacity to delivery provision. It is also likely that any reduction in staffing numbers amongst area teams will mean that some RSEOS offices would no longer be viable.

The Review Team considers that if an extension to the RSEOS remit is to be managed within current resource constraints, RSEOS will need to prioritise future RSEOS activities, and expenditure of financial and staff resources and find smarter ways of delivering provision.

Prioritisation

The Review Team, based on an analysis of end user feedback and best practice advice and research, has identified the existing schemes which RSEOS should ideally continue to provide in future. The lack of evaluation

data held by RSEOS on the effectiveness of individual schemes makes it difficult, at this time, to prioritise one RSEOS scheme over another.

The extent of the resource constraints facing RSEOS may mean that some existing schemes will need to be rationalised. However, future prioritisation of RSEOS schemes should be based on an assessment of their effectiveness and the resource available to deliver them.

Although this report endeavours to give some general advice as to the relative merits of individual road safety education schemes and activities, the prioritisation of existing schemes together with the review recommendations on targeting the priority groups identified in the new road safety strategy, sets a considerable challenge for the Management of RSEOS. It is clear that some difficult decisions will have to be made and that RSEOS may well not be able to proceed with all the desired schemes and implement all the recommendations in the short to medium term.

RSEOS will also need to develop smarter ways of working which will help to increase capacity if future resource constraints are to be managed. This will require taking early action on how services are currently delivered and managed. The following sections of the report provide detail on the current issues within these areas and recommended action.

3.2.2 Methods for Delivering Road Safety Education

The inclusion of new target groups particularly the 17 – 24 year olds means that the service will need to balance its existing resources across all priority groups. This may mean that less resource is available to dedicate to the younger age groups who have been the primary focus of RSEOS activities to date. The RSEOS will therefore need to develop 'smarter', more efficient ways of providing the necessary training, support and resources to teaching staff. This will help ensure that road safety education continues in the school environment. These methods could include:

- Targeting larger groups of teachers e.g. teacher training colleges, input in to school teacher training days
- Developing resources that can reduce the need for RSEOs to have a physical presence in schools e.g. development of further detailed lesson plans, development of multi-media presentations

3.2.2.1 Greater Use of Technology

The current provision of road safety education by RSEOS relies very heavily on traditional methods of delivery such as, face to face presentation and provision of paper based materials and resources.

Many of the teachers and groups surveyed commented that they would prefer more interactive and multi media presentations using Power Point, video clips and sound bites and more modern ways of communicating with young people such as:

- Increased use of e-mail
- Viral marketing
- Blue tooth messaging
- Social networking.

These media are generally favoured by the younger age groups with whom the Service is seeking to engage and to some extent are already in use by the Publicity and Advertising Unit within RSVRD.

The Review Team recommends that the RSEOS should identify and put into effect suitable alternative communication methods and tools that can be used to deliver road safety messages.

3.2.2.2 Greater Use of Partnership Working

The 2020 Road safety Strategy emphasises the need for greater collaboration and partnerships. Para 6.1 Improving Information Understanding and Delivery states:

“To support effective delivery we want to ensure that those who might contribute to addressing our road safety problems have access to the best information possible. We plan to conduct more local research, both independently and in partnership, assess road safety initiatives that have worked or are working elsewhere to identify good practice and work with partners to better understand our issues and pilot new road safety ideas to deal with them”.

The strategy also identifies a number of challenges which must be addressed if targets set in the strategy are to be achieved. Among these is the challenge ‘Improving our knowledge and understanding of, and broadening involvement in, solving road safety problems’.

In its Road Safety Education Best Practice report, TRL commented that most common partnerships amongst other road safety educators exist at a local level and are informal. The review identified the following benefits of partnership working;

- Overcoming barriers to the delivery of RSE e.g. staff shortages
- Provides a consistent approach to road safety
- Increased opportunities to deliver road safety messages via related disciplines such as health
- Provide linkages and synergies with other public sector services e.g. travel planning, sustainable travel and health promotion
- Opportunities to deliver to a wider audience
- Opportunity to continue or enhance road safety education delivery against a background of reducing resources.

The EU's Rose 25 Report (2003) on good practice on road safety education targeted at young people also states that road safety education, as part of the life-long learning process, necessitates the active involvement of several organisations, such as health care, youth centres and sport associations.

Formal Arrangements with other Statutory Partners

A formal memorandum of understanding is currently in place between DOE, PSNI and NIFRS. This agreement seeks to formalise the partnership approach to the delivery of road safety education and training within nursery, primary and post-primary schools in Northern Ireland.

A number of stakeholders consulted during this review commented that the introduction of the memorandum of understanding has been helpful to better coordinate the delivery of road safety education amongst the parties involved. However, given the launch of the new road safety strategy and inclusion of new measures which RSEOS will need to deliver against, the Review Team considers that it is timely to undertake a review of the existing memorandum of understanding. This can help ensure that key objectives relating to the RSEOS reflect any new responsibilities arising from the Road Safety Strategy to 2020.

The Review Team recommends that DOE revisits the current memorandum of understanding involving the PSNI and NIFRS to ensure that key objectives relating to the RSEOS reflects any new responsibilities arising from the Road Safety Strategy to 2020.

BCS considers that RSEOS should explore the potential for extending this agreement to include other road safety education providers. RSEOS may also wish to consider developing separate agreements with other organisations that can support RSEOS endeavours. This may involve engaging in partnerships with departments or agencies involved in addressing other needs relating to RSEOS priority groups e.g. DSD is

engaged in addressing specific needs of those living in areas of deprivation, Public Health Authority engaged in delivering wider public health messages. Engaging in this type of partnership activity can further help RSEOS integrate road safety messages into wider public initiatives and help to build more collaborative approaches to addressing the needs of priority groups.

The RSEOS meets regularly with other key players who are represented on the Road Safety Review Group (RSRG) such as DVA and DRD's Roads Service. The RSEOS also has links with the DE, the Council for the Curriculum, Examinations and Assessment (CCEA) and each of the Education and Library Boards (ELBs).

The delivery of road safety education by teachers in Northern Ireland schools is also greatly enhanced by a close partnership between the RSEOS and the school. Close co-operation between the school and the RSEOS ensures teachers are equipped with the support and resources needed to prepare the new generation of road users with the knowledge, skills, and understanding required to enable them to stay safe on our roads. RSEOS also has a number of other informal partnership arrangements for the provision of schemes and resources. These include organisations such as community groups, statutory agencies and voluntary organisations.

BCS recognises the efforts and degree of success, particularly in recent years, which the RSEOS has had in developing partnership arrangements with other groups particularly those outside the formal education setting. However, stakeholder feedback indicated:

- Varying accounts of the impact and effectiveness of current partnership arrangements
- Little knowledge of RSEOS and schemes provided
- Perceptions that RSEOS can be precious over road safety remit
- A perception that the RSEOS can be too internally focussed.

In the course of this review, it became apparent that there was a degree of fear amongst RSEOS staff regarding the credibility and consistency of road safety messages should other organisations provide it; the perception of a reluctance among some organisations to engage in partnership working and a tendency to see some other road safety education providers as competitors.

The key to the success of any partnership working approach will be the development and maintenance of good working relationships built on trust and mutual respect between all parties. Whilst acknowledging the recent achievement that RSEOS has had in extending its engagement with organisations outside of the educational environment, BCS considers that if the RSEOS is to play a significant role in helping to target the priority groups identified in the new Road Safety Strategy to 2020 whilst continuing to meet the needs of existing stakeholders, the RSEOS will need to better plan and coordinate its partnership activity. Better planning should involve pro-actively engaging organisations who are involved with priority groups which RSEOS is targeting. This should help provide RSEOS with access to these groups. Although RSEOS should also be careful to ensure that increased partnership activity does not divert them from the main thrust of its role of providing road safety education

The Review Team recommends that RSEOS should identify potential partner organisations both within the public sector and without, that can help provide access to the target groups identified in the Road Safety Strategy to 2020.

The Review Team considers that enhancing the use of partnership arrangements in the delivery of road safety education has the potential to:

- Enhance coordination and targeting of activities and resources.
- Increase awareness of RSEOS provision.
- Address gaps in provision.

- Assist in organisational learning and development.
- Avoid duplication across delivery partners.

During stakeholder consultation the Review Team met with representatives of the Environment and Heritage Education Programme and Department for Regional Development Travel Wise. Whilst the links between the environmental and road safety messages would be tenuous at best, and linking could lead to one or both messages being diluted, there is potential for RSEOS to learn from the approaches taken by Environment and Heritage. DRD Travel Wise delivers education programmes backed up by engineering/infrastructure solutions from a sustainable transport perspective, some of which includes road safety messages. This may present opportunities for RSEOS to further promote and reinforce road safety through further engaging with the DRD Travel Wise Team.

The Review Team recommends that the RSEOS, Environment and Heritage and DRD's Travel Wise Education programmes collectively engage to explore the potential for improved coordination and practice sharing.

3.3 Management of the RSEOS

3.3.1 Structure

3.3.1.1 Departmental Location

The RSEOS is currently in RSVRD's Road Safety Operations Branch. The Division is responsible for promoting road safety, training and educating road users, producing the Highway Code and developing policy and legislation. The scope of this review included examining options and making recommendations on the best location of the RSEOS within the DOE structure.

The Review Team has identified that the location of Road Safety Officers within other parts of the UK typically involves local government, local

authorities and the Police. Our research has also indicated that there is a greater emphasis on local delivery partnerships involving statutory and community providers. The location of Road Safety Officers elsewhere provides little indication of the merits of alternative models, therefore the following options have been identified from the Review Team's analysis of stakeholder feedback;

Re-locate to HR and Organisational Change Division – Central Departmental Education Model

The HR and OC Division already has within it the NIEA Education Service. This option presents a real opportunity to develop a central Education model within the Department, therefore providing opportunities to develop its people and educational standards. Having a central model could provide a consistency of approach and feel in how the Department promotes and delivers all its education programmes. This could also provide a single point of contact within the Department for all education programmes, thereby supporting the NICS citizen facing principles. This option may also provide opportunities for RSEOS staff to work across other education programmes which can help build capacity and skill and facilitate career progression and development. Working alongside communication specialists and information officers could also enhance opportunities for RSEOS to utilise latest communication and promotional aides.

However the inclusion of road safety educators into a central education model would create management implementation challenges as there would be a significant imbalance in the size of education teams. Relocating RSEOS into a central education model would also be sensitive as this could be viewed as being financially driven with the Department reducing its road safety provision. Re-location could also be strongly opposed by road safety stakeholders, particularly those stakeholders that believe road safety education is a specialist area and education officers can benefit from a network of practitioners such as those working in similar areas of road safety e.g. engineering. There is a considerable risk that a

generalist approach to delivering road safety education may evolve within a wider DOE educational structure which could potentially dilute the road safety message. The Review Team has also found little evidence of synergy between road safety programmes and other departmental educational programmes. A 'generalist' approach could also potentially reduce the importance of road safety education in the eyes of teachers and may increase the current difficulties which RSEOS staff experience in raising the profile of DOE Road Safety.

Re-locate to Driver Vehicle Agency (DVA)

The mission of the DVA is "To contribute to road safety, law enforcement and a cleaner environment by promoting compliance of drivers, vehicles and transport operators through testing, licensing, enforcement and education." The education remit extends to information, education and training to vehicle manufacturers, owners, operators, drivers and repairers through the use of online and paper-based publications, advertisements, seminars, and presentations. Whilst the DVA mission indicates an educational element to the organisation, the Review Team considers that the RSEOS mission currently does not align. The Review Team considers that any relocation of RSEOS would not provide a good strategic fit with the mission or purpose of DVA. However, DOE is currently completing a review of the policy and operational responsibilities of RSVRD and DVA. The outcome of this work will be to achieve a division of lead responsibility that more appropriately reflects the respective roles of RSVRD in the core of the Department and the Agency. Whilst it is not envisaged that this review will have any significant impact at the RSEOS level, RSEOS should examine outcomes from this work within the context of potentially enhancing any complementary parts of the educational remit of both organisations.

Remain in the Road Safety and Vehicle Regulation Division (RSVRD)

The current structure aligns related functions e.g road safety strategy, legislation, policy, education and advertising in one single divisional structure. This offers an efficient method of managing the various business areas involved in delivering DOE road safety provision. The divisional planning process also provides for effective planning of road safety activities amongst business areas and increased communication mechanisms for those involved in delivering activities. Co-location of the various strands of road safety provision helps provide a spread of knowledge and expertise which can further enhance the support network available to officials involved in road safety.

A significant part of RSVRD core business is promoting road safety, training and education to road users. The Road Safety Operations Branch, of which RSEOS is a part, provides a critical mechanism for delivering on this and therefore relocating RSEOS out of the Division could potentially impact on RSVRD capacity to deliver significant parts of its core business.

Retaining current arrangements does not address issues that may arise from DOE operating separate education programmes e.g. several contact points for education programmes, although, corollary the current location does offer one single point of contact for the DOE road safety provision. Other issues which potentially exist about inconsistencies among education programmes could be addressed though increased engagement and communication amongst those involved in delivering the programmes. It is likely that retaining RSEOS in the RSVRD would be favoured by road safety stakeholders, particularly those which believe that there should be greater integration amongst road safety practitioners. There would also be no implementation issues to consider if RSEOS was retained in RSVRD.

The Review Team considers that locating RSEOS in RSVRD also offers further opportunities for DOE to build on current arrangements to

strengthen the delivery of road safety provision through greater integration with other parts of the division.

The Review Team considers that locating RSEOS in the RSVRD offers real potential for a coordinated approach to delivering the Department's road safety provision and is the best location within the DOE structure.

The Review Team recommends that the RSEOS remains in the Road Safety and Vehicle Regulation Division as this offers the best location within the DOE structure.

3.3.1.2 RSEOS Position in the Road Safety and Vehicle Regulation Division

During workshops with the Review Team RSEOS staff indicated that they felt as if their efforts and achievements were not recognised within the Division, wider Department or within some schools and organisations. RSEOS staff considered this was particularly evident recently when RSEOS had not been mentioned in any Departmental press releases in respect of the contribution of the Departmental measures to achieving a drop in last years casualty figures. Staff indicated that this lack of recognition was leading to some staff feeling isolated and not valued within the Department.

During the same workshop staff also described that the RSEOS brand is not widely recognised among external stakeholders and that on occasion staff have been mistaken for representatives from the Department of Education or other agencies. In part staff indicated that this was due to a limited supply of up to date materials aimed at promoting the RSEOS. RSEOS also indicated that this pointed to an issue with the RSEOS brand not being easily identifiable. More recent action to raise the profile of the RSEOS has included RSEOS staff, with assistance from colleagues in the Road Safety Publicity and Advertising Unit, developing press releases for local papers. Staff feedback indicated that this action was beneficial and that the media knowledge provided by publicity was valuable.

The RSEOS and the Publicity and Advertising Unit are within the Operations Branch and under the same command of the Head of Operations. Publicity and Advertising Unit is responsible for delivering road safety messages using media campaigns and promotional events. The unit uses the latest research data on road safety to help inform what road safety messages are required and how and when these should be delivered. The unit develops an annual schedule which prioritises the forthcoming events and campaigns which will be executed throughout the year. Whilst the Publicity and Advertising Unit is probably best known for road safety advertising on television, the unit is also using other methods of promoting road safety messages e.g. text messaging and viral marketing.

As part of the normal reporting process, managers from the Publicity and Advertising Unit and RSEOS come together on a regular basis and outside of this, some joint working has occurred. However, the Review Team understands that there are no formal arrangements for advertising and RSEOS to come together for the purposes of coordinating or integrating activities. Presently these units are seen as two separate services.

The Review Team believes that RSEOS staff feeling isolated and unrecognised for their achievements is exacerbated by having a separate education service within the Division. The Review Team further believe this separation has led to a disconnect between the service and wider developments within the Division, in terms of modern management practices and new methods to delivering road safety messages. Little evidence of engagement involving the RSEOS and other stakeholders in the Division including policy and legislation has also further compounded this. The Review Team considers that greater integration is required and there is no longer a robust rationale for having the activities of the RSEOS as a separate identity within the Division.

To enhance the coordination and delivery of DOE road safety activities, the Review Team recommends that the RSEOS and Publicity and Advertising Unit are integrated into a single organisational entity which will work together to deliver services under a single DOE road safety brand.

Bringing together the complementary parts which exist between the Publicity and Advertising Unit and RSEOS will help address the issues raised by staff. This will also assist both units overcome some of the challenges arising from the implementation of the new road safety strategy. Those characteristics which the Review Team see as complementary are listed below:

Characteristics	
Publicity and Advertising Unit	RSEOS
Use of technology in delivering messages	High levels of knowledge and expertise in delivering road safety advice and guidance
Identifiable brand particularly amongst road safety target groups	Access and physical presence among stakeholder groups
Media and publicity expertise	Existing suite of road safety resources and programmes
Annual schedule of campaigns	
Precision targeting using latest casualty data	
Promotional and information materials	

BCS recognises that bringing the Publicity and Advertising Unit and RSEOS together will require sensitive handling and careful management. It should be emphasised that taking action on integrating the RSEOS and Advertising and Publicity Unit is to enhance the current delivery of road safety provision by realising the potential of the complementary parts from each unit. This will strengthen coordination between the Division's road safety activities.

Integration should encourage closer working together to jointly execute road safety initiatives and create synergy in the delivery of key road safety messages. The need to have activities arranged formally into one single organisational entity will also require all activities to be grouped under the one DOE road safety brand. Whilst also echoing a recommendation made in a previous organisational review, developing a corporate road safety brand should help address any confusion among stakeholders as to the identity or source of DOE's road safety resources. It is the Review Team's opinion that this corporate brand should be included on all road safety materials and resources.

Further integrating road safety activities within the Department and developing a corporate brand, should ensure DOE is better placed to build a platform to further integrate the road safety agenda across government Departments and within the voluntary and community sector. This will be particularly important as the Department orchestrates and aligns road safety activities in order to implement the new road safety strategy.

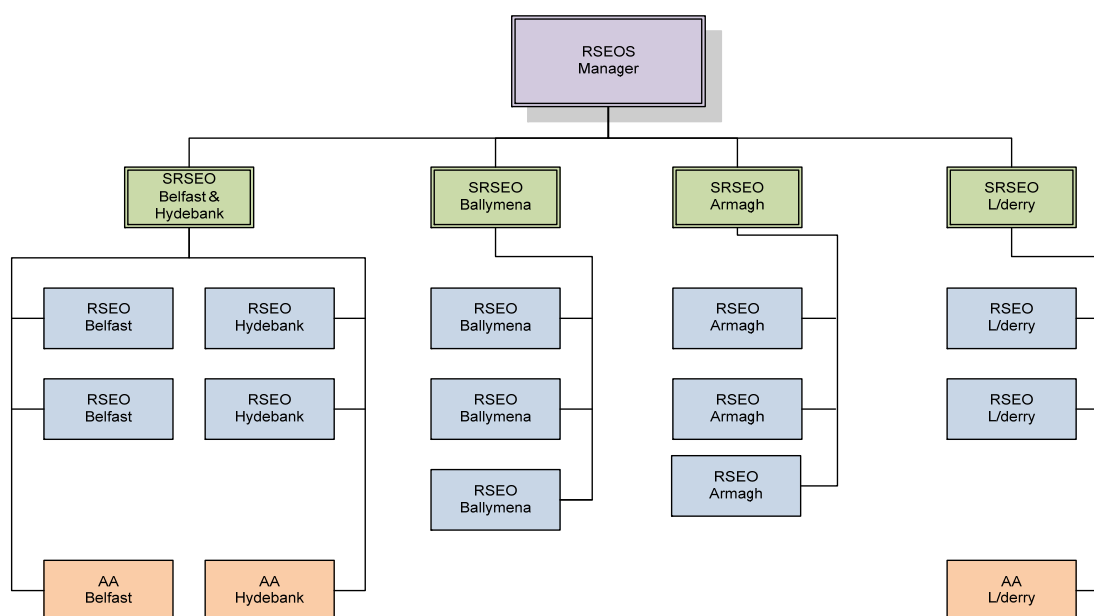
3.3.2 Organisation

3.3.2.1 Geographical Spread

The RSEOS operates Northern Ireland -wide. This is currently facilitated by area teams operating from five local offices situated in L/Derry, Ballymena, Armagh, two in Belfast (Hydebank and Cliftonville Road). The RSEOS headquarters is based at Clarence Court, Belfast. The office locations were initially identified to align with the ELBs to reflect the teacher focussed approach adopted by the RSEOS.

3.3.2.2 Operational Structure

RSEOS management structure is hierarchical and consists of:



Each area office and team is managed by a Senior Road Safety Education Officer (Senior RSEO) with the exception of Belfast and Hydebank which are managed by one Senior RSEO. The current arrangement involving Belfast and Hydebank offices is as result of a management decision to suppress a vacant Senior RSEO role within the Hydebank office, and incorporate the responsibilities for this team into the Belfast Senior RSEO role. Following this decision it was also decided to bring the Hydebank and Belfast Teams together and locate them onto one site at Hydebank. At the time of undertaking this review amalgamation plans were at an advanced stage.

A review of the decision to amalgamate Hydebank and Belfast RSEOS teams appears to be borne from a necessity to address health and safety issues relating to the Cliftonville Road office, whilst attempting to improve management efficiency by locating staff teams onto one site.

RSEOS management comes together on a regular basis to review progress on the operational plan. Area teams also come together with

their respective Senior RSEO to discuss operational progress and issues. Individual meetings involving the RSEOs and Senior RSEOs occur as part of the normal reporting progress against Personal Performance Agreements. At present, areas teams do not collectively come together.

The Senior RSEO role involves promoting and managing the delivery of the full range of schemes within their geographical areas, although, each Senior RSEO has designated lead responsibility for gathering information for an individual scheme.

3.3.3 Target Setting

The RSEOS sets objectives and output measures in the annual business plan which dictates the prioritisation of service delivery. Ongoing monitoring is the responsibility of the RSEOS Manager and Senior RSEOs report progress on a regular basis. RSEOS Management has indicated that operational plans may be replaced in April 2011 with a Balanced Score Card.

Stakeholder feedback from within the Department indicated that objectives are output focussed and provide little value to indicating the effectiveness of services. In fact some stakeholder and staff feedback indicated that activities related to achieving some output measures was having had an adverse affect on service delivery e.g. increasing staff administration time. The Review Team also heard a range of divergent views among local areas teams on how some outputs measures are to be achieved e.g. number of school contacts. Staff feedback also indicated that the pursuit of output measures was also appearing to drive some management decisions without a clear direction or communication of outcomes to be achieved. Some staff indicated that this was also leading to confusion among them as to what was to be the current focus of the RSEOS provision.

The Review Team noted that the output objectives and measures had not significantly changed over the three year period analysed by the Review Team. Whilst recognising that staff resource has fluctuated over this period, the Review Team would have expected to have seen evidence of the organisation setting progressively stretching measures in order to ensure continuous improvement.

Good practice indicates that road safety targets should involve a combination of top down long term goals as well as bottom up interim targets which are soundly related to the stated measures and their likely effectiveness in any national road safety strategy.

The Review Team considers that RSEOS should revisit the current approach to setting and agreeing output focussed objectives and measures to ensure that these reflect good practice and are evidence based. Any new emerging objectives should be outcome focussed and should clearly link with measures set out in the new road safety strategy. This should help staff see the direct contribution of their actions to the overall delivery of road safety targets and ensure that the organisation is maximising the use of its staff resource in pursuit of these.

The Review Team recommends that RSEOS revisits its current objectives and measures to ensure these reflect good practice, are evidence based and outcome focussed. RSEOS should also ensure that objectives and measures are progressively stretching which support the organisations continuous improvement.

3.3.4 Reporting

Each office gathers statistical information on service delivery in its area, including the number of schools participating on the various initiatives, number of pupils involved etc. This is reported back to senior management as part of the normal reporting process.

In the past year RSEOS has moved from a weekly retrospective reporting on the activities carried out by the Senior RSEOs to an electronic calendar. This reportedly allows for a real time confirmation by management to view the location of each member of staff in the Branch. It is also used to check against Travel & Subsistence claims. Each RSEO also keeps a record of all visits in their diaries which are the source information for most of the systems used by RSEOS.

Work is underway to refine the financial and statistical reporting spreadsheets with a view to standardisation and the removal of duplication of effort due to data held for local and HQ purposes.

RSEOs feed into the Annual Road Safety Report which is produced by RSVRD. This provides details on progress achieved against the relevant Strategic objectives outlined in the Road Safety Strategy. The effective delivery of the Road Safety Strategy has many contributing factors, some of which will include the impact of services and schemes provided delivered by RSEOS. However due to the high level nature of reporting progress on the delivery of Strategic Objectives the contribution of RSEOS is difficult to aggregate out to identify any correlation between the effectiveness of RSEOS schemes and the successful delivery of objectives in the Road Safety Strategy 2002/12.

Low level reporting also provides little indication of the effectiveness of service delivery, as these are predominantly activity focused. Overall BCS considers that the current reporting mechanisms used by RSEOS provide little indication of any outcomes that are achieved by the organisation.

The Review Team recommends that RSEOS puts in place a reporting system that provides sufficient detail on any outcomes which are being achieved by the organisation.

BCS considers that any future reporting mechanisms should be characterised by a qualitative assessment of the impact and effectiveness of activities undertaken.

3.3.5 Management Information

Information supports decisions, decisions trigger actions, and actions affect the achievements or performance of the organisation. A good information management system provides infrastructure support for:

- Collection of relevant information and data
- Access to relevant, accurate and complete information and data
- Provision of different types and range of reports
- Management and organisation of resources
- Planning, prioritisation and decision making

Despite a recommendation from a previous organisational review conducted in 2004 that the RSEOS should have an electronic file for each school, the main data collection system used by the RSEOS is still a hard copy file. This contains information and reports of all contact with the schools including:

- Details of talks given
- RS initiatives delivered
- Presentations and discussions with teachers/Principals
- Provision of requisition for teaching road safety
- Evaluation returns on talks and presentations by staff
- Risk assessments for the Practical Child Pedestrian Safety Training and the Cycling Proficiency Scheme

The Review Team had significant difficulties in gathering and analysing RSEOS management information. In the main this was due to the continued retention of paper based records and an inconsistency in the templates used for gathering and reporting management information. The

Review Team also found that time was spent by RSEOS staff gathering information which was not widely used to inform service delivery.

The Review Team believes that the RSEOS should identify its information requirements and put in place an electronic system to help ensure these can be met as efficiently and effectively as possible. When identifying the organisation's information requirements it will be important for the RSEOS to also consider what information needs may exist among stakeholders and teachers to ensure these can be met by any newly established system.

The Review Team recommends that RSEOS identifies its information requirements and develops an electronic based system for managing information. The system should ensure that the process of data gathering and managing information is conducted as efficiently and effectively as possible.

BCS considers that a more structured and consistent approach to managing information should help RSEOS:

- Reduce staff time spent recording and reporting management information
- Provide real-time quality data
- Align and harmonise information management systems with other road safety partners
- Better manage organisational assets

BCS considers that any improvements in RSEOS information management should help provide the organisation with timely and relevant data which will assist in organisational decision making and prioritisation of resources and effort. Effective information management will also help develop a further understanding of road safety problems / trends and target interventions more effectively.

3.3.6 Staffing

A previous organisational review recommended that the RSEOS staff complement comprise a DP Manager, SO led teams of 3 EO1s and AA in each of the five offices. However, as a result of some staff changes and a management decision to suppress 3 posts the current staffing complement comprises a DP Manager, 4 SOs, 12 EOIs and 3 AAs.

The 1989 Road Safety Code of Good Practice recommends the provision of 1 RSO per 50,000 population. The current staffing levels provide for 1 RSO per 105,000 (based on NI population of 1.685m as at 2001 census and 4 Senior RSEOs and 12 RSEOs). However this figure does not take account of other road safety education providers e.g. PSNI which alone has 6 dedicated road safety officers and may call on up to another 200 case officers to support educational services. Staffing trends elsewhere indicate that this guideline staffing ratio is also on the decline due to the prevailing economic climate. The TRL Best Practice Report indicates that organisations are addressing some gaps left by the declining staffing numbers by improving their partnership arrangements with other road safety providers.

The Review Team considers that RSEOS staff changes, in particular staff retirements, have had an adverse affect on knowledge management within the service. During this review, BCS encountered some difficulties and delay in obtaining information, in particular on how schemes were originated and how RSEOS provision has evolved over time. Some gaps in information were filled by colleagues from within the wider Road Safety and Vehicle Regulation Division and by some retired RSEOS staff.

Departmental Stakeholder feedback indicates that it is likely that education officers once in post will remain for a considerable time with the service and during this time will gather a significant amount of road safety knowledge and experience. Some stakeholders talked favourably about the high level of specialist road safety knowledge held by RSEOS staff

although some stakeholders did indicate that with the departure of some staff, specialist knowledge in some areas of road safety has significantly reduced. Staff feedback has indicated the possibility that area teams will shortly be affected by the loss of some further staff which will raise similar issues of knowledge retention. The Review Team has found no evidence of a systemic approach to managing the knowledge acquired by RSEOs.

Whilst the Review Team recognises that staff movement is unavoidable in any organisation, given the specialist nature of road safety education, it is the Review Team's opinion that a systemic approach to knowledge management should be adopted by RSEOS to ensure that the organisational impact from staff departures is minimised.

The Review Team recommends that RSEOS Management adopts a systemic approach to knowledge management to ensure that the organisational impact from staff departures is minimised.

BCS considers that knowledge management in the RSEOS should be continuous. To assist with this RSEOS may wish to consider developing a central deposit for resources developed or gathered by staff and establishing a RSEOS practitioner's forum where good practice can be shared and experiential learning can take place.

RSEOS staff have also indicated that recent staffing changes and management decisions to suppress posts have disproportionately affected some area teams. Staff have highlighted that this has increased administration responsibilities among some Education Officers, whilst reducing the capacity among some area teams to respond to requests for services. It is clear to the Review Team that some areas teams have more staff than others. This also means that there is currently an inequitable distribution of staff management responsibilities among Senior RSEOs.

RSEOS feedback on current workloads indicates that the targets are deliverable within the current staffing levels. Although some staff are

concerned as to whether the organisation will have the capacity to manage any increase in workload which may arise from implementation of the new road safety strategy.

Stakeholder feedback with Departmental Senior Management indicates that given the Department's financial constraints, RSEOS cannot expect any increase in its current staffing complement to assist with an extended RSEOS remit. Therefore RSEOS will need to identify different ways which existing resources can be deployed to ensure that resources are appropriately balanced among priority groups.

Senior Management has also indicated that current financial constraints also mean that there are restrictions on the recruitment of staff. These could mean that future staff vacancies are not filled in the short to medium term. It is likely this will present further resource challenges for RSEOS senior management and further raise staff concerns over the organisation's capacity to deliver on its remit.

BCS considers that the most effective means of addressing current resource issues and key challenges arising from the implementation of the new road safety strategy is by RSEOS adopting a new operating model.

The Review Team also considers the review recommendations should be implemented and that the current RSEOS systems and processes are improved before any business case for further staff is made.

The Review Team recommends that the review recommendations are implemented and efficiencies, if any, realised before any business case for further staff is made. BCS also considers any future business case should include the results of a formal loading and grading review of posts within the RSEOS.

3.3.7 RSEOS Operating Model

The current RSEOS operating model is geographically based along ELB boundaries which historically has facilitated their gaining access to and successfully establishing a road safety education presence in schools within each area. More recently, these arrangements have had more negative consequences leading to staff inequities across areas teams, provided little opportunity for staff from different area teams to interact with each other or with Departmental colleagues. This in turn has led to the development of silos among area teams. This, in our opinion, has also further compounded feelings of isolation felt by some staff. Current arrangements may also have contributed to the lack of recognition of the DOE brand. During RSEOS staff consultation, the Review Team also heard divergent views on how some services were being delivered in areas. This could possibly represent an inconsistent approach to how some services are being delivered. Evidence to support this was also identified from an analysis of management information which highlighted that there has been a disproportionate uptake in some services based on geographical locations e.g. MVRUS.

BCS considers that removing the geographical based model and replacing it with a project management based approach will address current issues and enhance service delivery. This can be achieved by removing the geographical basis of service delivery and instead aligning and coordinating staff with individual projects. These projects will be identified, prioritised and coordinated by RSEOS. While maximising the staff resource this will also provide opportunities for different staff to work collaboratively on projects. BCS also considers that a project management based approach offers the flexibility and resilience to respond to future changes including any priorities arising from a new Programme for Government.

The Review Team recommends that RSEOS adopts a project management based approach to delivering road safety education to

help improve effectiveness and efficiency by maximising the existing staff resource and addressing current staffing issues.

BCS considers that the project management approach will also provide:

- A formal structured approach to the planning, development and execution of schemes that can be applied consistently across the organisation.
- Clear lines of accountability and effective monitoring of progress including quality and performance of schemes. This should enable RSEOS to quickly identify and take action on the projects that are not achieving against their objectives.
- Flexibility to respond to changing demands by a greater emphasis on aligning resource with teachers' needs. This will be particularly important to enable the organisation to adequately respond to spikes in demand or to target concentration of resource on areas with highest need
- Opportunities for staff development across a range of skill, competency and knowledge areas. RSEOS staff will be provided with opportunities to work across a variety of projects which can also help build the RSEOS capability and capacity.
- A managed approach to ensure schemes are delivered consistently across Northern Ireland

Each project should be characterised by:

- Defined goals, objectives and success criteria which are communicated and understood by project teams

- Adequate resources including finances and a project team with the required skills / knowledge mix
- Effective leadership
- A focus on target group needs.

The Review Team suggests that implementing a project management based approach will not require fully qualified PRINCE2 Project Management Practitioners, however, project management principles and good practice should be applied appropriately and in proportion to the size and scale of the project.

The resource constraints already discussed in this report will also place a greater emphasis on the prioritisation of areas of work. To help with this and oversee projects, BCS considers that a project management board should be established. Comprising of senior management, the board's role should involve prioritising and coordinating projects. The board should also be responsible for providing adequate governance arrangements for all projects. Where appropriate, the board may wish to seek input from external stakeholders involved in delivering road safety provision which could help inform the prioritisation and coordination of projects.

In practice education officers will remain assigned to a Senior RSEO for the purposes of management reporting, albeit more evenly spread, although project leads will be able to call on the support of the 'pool' of education officers in the delivery of specific projects.

The Review Team recommends that a project management board is established to oversee the work of all RSEOS projects. This should ensure projects have in place adequate governance arrangements and are appropriately prioritised and coordinated.

The Review Team recommends that RSEOS management addresses the inequitable distribution of line management responsibilities among Senior RSEOs to ensure that this is more evenly spread.

Adopting an operating model that is project management based means that where staff are located will become less important to delivering RSEOS provision. Hence, BCS consider there is no strong rationale for continuing with the current arrangements of aligning local offices with Education and Library Board boundaries. Therefore alternative arrangements should be explored.

RSEOS Senior Management has also indicated there may be a need to rationalise the number of offices if, due to current resource constraints, future staff vacancies cannot be filled. This would be due to some offices no longer being viable. This in turn may require RSEOS Senior Management to take action to address this, which may include closing some RSEOS offices.

However, BCS considers that the long term arrangements for the number and location of RSEOS offices should be based on a full options appraisal which will help ensure that decisions are evidence based.

It would be best to undertake this option appraisal when the review recommendations have been implemented and bedded in. This will ensure that any decision is based on future business need. This should include the new ways of working recommended in this report and work activities aligned to the new road safety strategy to 2020.

BCS also considers that future management decisions should take into account the impact of the Cliftonville Road office closing and the coming together of the Hydebank and Belfast teams. To help with this BCS consider that when complete a review that assesses the impact of these actions should be undertaken. Any lessons learnt from these actions

should also help inform a future options appraisal on the number and location of RSEOS offices.

Future management decisions should also take into account the potential impact of other initiatives occurring in the wider public safety arena such as the PSNI led initiative to develop and launch Safety Centres in Northern Ireland. At this stage it is not fully understood what services will be included within the centres, or their priorities, and the relationships between potential partners. Although it is envisaged that there will be two centres, one located within the Greater Belfast area serving the East of the Province and the other in the west (e.g. Dungannon, Cookstown or Omagh). This project is still at an early stage and until such times as more is known, the Department is unable to make any decision regarding its future involvement. However, taking these types of developments into account should help RSEOS senior management take more informed decisions on future business needs.

The Review Team recommends that a full option appraisal is conducted to ensure that any future decisions on the number and location of RSEOS offices is evidence based.

The Review Team recommends that when the Cliftonville Road office is closed and the full amalgamation of Hydebank and Belfast offices is complete, that RSEOS management should undertake a review to assess the impact on the effectiveness and efficiency of service delivery and identify lessons that can be learnt.

3.3.8 Staff Training and Continuous Professional Development

The RSEOS staff use the NICS approach to identifying training and development needs. This involves identifying training needs following agreement of the Personal Performance Agreement, which are forwarded to the Divisional TLO for inclusion in the Divisional Training Plan. There

have been no significant training needs identified by RSEOs for this coming year.

Induction and training for new recruits is provided by colleagues. This involves a combination of presentation / lectures relating to specific road safety topics usually over a week, followed by on-the-job training. With the exception of the advanced driving test, RSEOs are not required to undertake any formal training. Staff's continuous learning is self taught and based on background research. However, more recently RSEOS Senior management, given the focus of service delivery, is attempting to source formal training in Children and Vulnerable Adults Protection. Formal training in Cycle Proficiency is also being sourced for RSEOs in order to address concerns should the service be asked what qualifications they hold.

According to the 'Strategic Guidance for Road Safety Professionals', produced by the Royal Society for the Prevention of Accidents (ROSPA), professional training, qualifications and development are vital for road safety practitioners to ensure:

- they have the necessary expertise to fulfil their roles
- are accorded due status for the work they do
- encourage people to enter and stay in the road safety profession.

The Review Team is therefore surprised that given the professional guidance and specialist knowledge required to provide advice on road safety that there is not a more formal arrangement in place to ensure that RSEOS staff acquire and maintain the necessary knowledge and skills to deliver road safety education effectively. The Review Team recognises that the recent induction of new recruits involved a training programme and on-the-job training; however, there appears to be no quality assurance or validation of the standard of training provided. There also appears to have been no formal evaluation undertaken to ascertain how this knowledge was transferred into practice and what impact this had on

service delivery. The Review Team acknowledges the role Senior RSEOs have for monitoring service delivery, however, BCS would be concerned that an absence of formally agreed quality standards or operating policy guidance to support a standard approach to delivering schemes could lead to variation in the quality of service delivery among area teams.

The Review Team is also concerned that the lack of documented operational policy guidance on programme delivery or external validation of staff skills and knowledge in particular areas such as risk assessment could leave the Department vulnerable to claims that there is not sufficient guidance available to assist staff deliver schemes. The absence of external recognition could also lead others to question the credibility of RSEOS staff to deliver road safety education effectively.

The Review Team recommends that operating policy guidance for each specific scheme delivered by RSEOS is available and regularly reviewed to ensure that it is up to date.

In its 'Road Safety Education Best Practice' report, TRL commented that it is important to ensure that whoever is delivering the road safety message has acquired in depth grounding of the main road safety issues and the skills to deliver an educational message and to continually enhance knowledge at a practitioner level.

The breadth of knowledge among RSEOS staff will be particularly important as the service evolves into other areas of road safety education e.g. Management of Occupational Road Risk. The knowledge of new methods for delivering road safety and the skills to use these methods will also be important to 'reflect today's road environment, young people's learning options and expectations, attitudes and behaviours and road safety issues' (Road Safety Strategy to 2020)

Trends in other parts of the UK indicate that the role of the Road Safety Officer is changing. Some areas have seen an increase in integrating

wider public messages into road safety education e.g. public health. This is placing a greater emphasis on the need for education officers to establish and maintain a knowledge and support network amongst other road safety practitioners. Among the organisations that support this network are Road Safety GB and the Institute of Road Safety Officers (IRSO). During our consultation with TRL the Review Team were particularly impressed by the ongoing work conducted by the IRSO on the developing training standards for road safety practitioners.

If the RSEOS is to effectively overcome any future challenges arising from the new road safety strategy, the competence of staff will be crucially important. A coordinated organisational approach to continuous professional development (CPD) will help ensure that any knowledge and skill requirements can be addressed.

The Review Team recommends that a group comprising senior management and staff representatives is established to develop a RSEOS CPD programme. This programme should help ensure a consistent framework for improving and augmenting staffs' capability and capacity to effectively deliver road safety education.

A RSEOS CPD programme should seek to achieve synergy in meeting individual and organisational needs by using a diverse set of methods and approaches. Some methods and approaches identified by the Review Team are:

- Practitioner days involving all RSEOS staff coming together to share good practice and develop resources
- Establishing an electronic central deposit for all organisational resources
- Developing delivery manuals for schemes and programmes

- In house training on the use of newly developed resources.

The Review Team considers that a newly established group should have a remit for also setting and monitoring training standards in the organisation. To help in developing these standards the RSEOS should explore the outcomes from work being completed by IRSO on the development of training standards. This should include assessing the potential benefits of incorporating these when establishing a new CPD programme.

The Review Team recommends that the group established to develop a RSEOS CPD programme should explore the outcomes from work being undertaken by the Institute of Road Safety Officers on developing training standards. This should include assessing the potential benefits of incorporating these when developing a new RSEOS CPD programme.

3.3.9 Systems and Processes

Office Management/Administration

A significant proportion of records held within each of the offices are in paper format, which are bulky and severely limit access and the use to which they can easily be put.

The NICS wide records information management system TRIM provides for an accessible format for the storage of documents that can be accessed by anyone on the NICS network with appropriate access.

The Review Team recommends that RSEOS moves to fully integrate its records within the TRIM system and investigate the value of scanning its historical information for storage in TRIM.

It was noted that in addition to desktop PCs, RSEOS maintains a number of laptop computers for the sole purpose of delivering PowerPoint

presentations. In addition to the costs of maintaining additional computers, it is unlikely that these laptops conform to NICS information security standards. The Review Team considers that if RSEOS staff are required to use laptops in the normal course of their work then their current provision of desktop PCs should be replaced with secure encrypted laptops. This would ensure that information contained on the laptop remains secure while out of the office and would also facilitate remote working should the need ever arise.

The Review Team recommends that RSEOS reviews its current IT provision to ensure that it supports effective and modern work practices.

RSEOS staff feedback indicated that some processes and systems used by staff in their daily line of business are outdated and can be labour intensive. The Review Team considers that as part of continuous improvement, the RSEOS should initiate a programme of ongoing review of its systems and processes.

4 Implementing the Review Recommendations

The scope of the review included considering and making recommendations on how best DOE could most effectively introduce changes proposed as a result of the review.

4.1 Considerations

The Review Team has identified a range of issues which RSEOS should consider when implementing the review recommendations. These are listed below:

Resources – some recommendations will need an initial investment of staff time and finance e.g. developing new resources or providing existing resources in alternative formats.

Policy development – existing and new ways of working will require operating policies / guidance to be developed or updated e.g. engaging employers in Managing Occupational Road Risk.

Training – staff may require necessary skills to take on new responsibilities or update working practices e.g. project management skills.

Timing - some recommendations will need to be taken forward in a stage manner to ensure that the impact on RSEOS operations is minimised e.g. implementing a new operating model.

Communication – it will be important for RSEOS Management to communicate to staff why change is required and create a vision for what is to be achieved as a result – integrating and modernising. It will be important that RSEOS management clearly communicates this vision to

staff e.g. 'Town Hall' events and ensure that they are supported in delivering it.

4.2 Approach to implementing the recommendations

The review recommendations will need to be taken forward in a prioritised and controlled manner if the full potential benefits of each are to be realised. The Review Team considers that the most effective way that RSEOS could do this is by adopting a project management approach to implementation. This will involve putting in place a senior team and appropriate Project Management arrangements including SRO, Project Manager, and Project Board.

The Review Team recommends that the RSEOS should adopt a formal project management approach to implementing the review recommendations, as this will ensure activities can be coordinated, communicated, aligned, managed and controlled.

4.3 Work Streams

A number of work streams will be required to deliver the project. Based on experience of similar projects the Review Team has developed a list of work streams that are likely to be required;

- Communications
- Operating model
- Organisation and structure
- Processes
- Innovation and service development

4.4 Monitoring and evaluating

The project will require careful monitoring and review. This should help ensure that progress can be tracked and that any adverse impact arising from a change in RSEOS activities can be addressed. On completion, the project should be fully evaluated and the benefits captured. The out

workings of the project evaluation should help inform any future change initiatives involving the RSEOS.

5 Conclusion

The need for the work of the RSEOS is as great now as ever was because how the DOE helps protect road users young and old remains a high profile and an emotive issue. The challenging targets set in the Northern Ireland Road Safety Strategy to 2020 cannot be achieved without effective road safety education.

Underpinning the Review Team's recommendations are three key themes it sees as critical to the future success of the RSEOS. These are;

Modernisation – of process, systems and management practice

Integration – working better together with all partners within the Department, with other Departments, road safety partners and many other bodies.

Best practice – in particular designing interventions based on good evidence and good evaluation of existing and past schemes, together with improved continuous professional development of RSEOS.

The aim of the recommendations is to transform the highly skilled and committed individuals of the RSEOS into a more integrated, results focussed DOE road safety function that will play a key role in delivering on the Road Safety Strategy 2020 targets.

The Review Team recognise that it will not be easy to implement all the recommendations from this report, but it is very important as an organisation's capacity to change and adapt is a pre-requisite for survival and success. Given strong commitment and skilful leadership this can be done and DOE Road Safety Education Officers can go on to play a key role in achieving the 2020 Vision – "To make a journey on Northern Ireland's roads as safe for all road users as anywhere in the world".

Summary of Recommendations

No.	Section	Recommendation
PCPST		
1	3.1.1	<i>The Review Team considers that PCPST is an important and high priority element in the delivery of road safety education in Northern Ireland and therefore recommends that it should continue.</i>
2	3.1.1	<i>The Review Team recommends that RSEOS provides the necessary support and guidance to build the capacity of teaching staff to deliver the PCSPT scheme with a minimum of RSEOS input.</i>
3	3.1.1	<i>The Review Team recommends that all RSEOS staff undertaking risk assessments are correctly trained and that proper procedures and guidance are put in place.</i>
4	3.1.1	<i>The Review Team recommends that when Senior RSEOs/RSEOs have been suitably trained and procedures/guidance put in place that consideration should be given to one Senior RSEO/RSEO completing each risk assessment.</i>
CPS		
5	3.1.1	<i>The Review Team recommends that RSEOS continues to offer cycle training through the provision of the CPS, while the scheme is evaluated to assess the benefits and impact of the programme. The evaluation should include reviewing the content of the course and methods of delivery to ensure these are up to date and fit for purpose.</i>

MVRUS

- 6 3.1.1 *The Review Team recommends that, subject to the availability of sufficient resources, RSEOS should continue to support MVRUS. However before deciding whether this continued support should include the continued provision of mopeds, Management should consult with DSO to address any outstanding legal liability issues identified in the previous BIS report.*

RTS

- 7 3.1.1 *The Review Team recommends that, subject to the continued availability of sufficient resources and competing priorities, the RSEOS should consider developing short road safety programmes for post-primary schools, with links to the curriculum, to run in parallel with the present RTS offering.*

TIE

- 8 3.1.1 *The Review Team recommends that, subject to the availability of sufficient resources and competing priorities, RSEOS should continue to offer TIE as a means of delivering road safety messages.*
- 9 3.1.1 *The Review Team recommends that RSEOS ceases assurance visits to schools hosting TIE productions and replaces this by sending schools a preparation checklist. Schools preparation for TIE visits can also be supported by RSEOs via telephone and e-mail contact.*

Teaching Aid Calendar

- 10 3.1.2 *The Review Team recommends that, resources permitting, RSEOS continues to provide the teaching aid calendar; while it fully investigates the benefits and costs of offering the teaching aid calendar in alternative formats.*

11 3.1.2 *The Review Team recommends that RSEOS fully investigates the potential for using internal design capacity for developing future teaching aid calendars.*

12 3.1.2 *The Review Team recommends that RSEOS clarifies the lines of responsibility between the design contractor and any role RSEOS staff may have in the planning, development and production of the teaching aid calendar.*

Annual Requisition

13 3.1.2 *The Review Team recommends that RSEOS continues to offer the provision of resources and materials through the annual requisition at a level which meets with prevailing budgetary constraints, whilst an evaluation of the impact and value of the materials provided through the requisition is undertaken. This evaluation should also explore the potential for offering future materials and resources through the annual requisition in other formats.*

14 3.1.2 *The Review Team further recommends that RSEOS exploits opportunities to develop its own resources and materials and make these available through the annual requisition.*

Non-Scheme Engagements

15 3.1.3 *The Review Team recommends that RSEOS develops further lesson plans and resources that would support teachers to deliver road safety messages in areas in which RSEOS currently provides presentations and talks.*

16 3.1.3 *The Review Team recommends that RSEOS identifies and engages with headquarter organisations to support and facilitate their delivery of road safety messages to member groups/clubs.*

- 17 3.1.3 *The Review Team recommends that RSEOS staff should make more of use phone and e-mail as a means of contacting schools and that “cold calling” should only be used in exceptional circumstances.*

Specific Non-Scheme Engagement

- 18 3.1.4 *The Review Team recommends that RSEOS looks at its current road safety provision in post-primary schools and engages with teachers to explore ways that barriers to the delivery of road safety education in post primary schools may be overcome.*

- 19 3.1.4 *The Review Team recommends that the RSEOS should explore how best to roll out an awareness raising programme for employers of their legal obligations under the Occupational Road Risk agenda*

Evaluating RSEOS schemes and resources

- 20 3.1.5 *The Review Team recommends that the RSEOS establishes a systemic approach to evaluating the effectiveness and efficiency of schemes and resources, which will be overseen by the formation of a Design and Evaluation group.*

Greater Use of Technology

- 21 3.2.2 *The Review Team recommends that the RSEOS should identify and put into effect suitable alternative communication methods and tools that can be used to deliver road safety messages.*

Greater Use of Partnership Working

- 22 3.2.2 *The Review Team recommends that DOE revisits the current memorandum of understanding involving the PSNI and NIFRS to ensure that key objectives relating to the RSEOS reflects any new responsibilities arising from the Road Safety Strategy to 2020.*

23 3.2.2 *The Review Team recommends that RSEOS should identify potential partner organisations both within the public sector and without, that can help provide access to the target groups identified in the Road Safety Strategy to 2020.*

24 3.2.2 *The Review Team recommends that the RSEOS, Environment and Heritage and DRD's Travel Wise Education programmes collectively engage to explore the potential for improved coordination and practice sharing.*

Departmental Location

25 3.3.1 *The Review Team recommends that the RSEOS remains in the Road Safety and Vehicle Regulation Division as this offers the best location within the DOE structure.*

26 3.3.1 *To enhance the coordination and delivery of DOE road safety activities, the Review Team recommends that the RSEOS and Publicity and Advertising Unit are integrated into a single organisational entity which will work together to deliver services under a single DOE road safety brand*

Managing RSEOS – Target Setting

27 3.3.3 *The Review Team recommends that RSEOS revisits its current objectives and measures to ensure these reflect good practice, are evidence based and outcome focussed. RSEOS should also ensure that objectives and measures are progressively stretching which support the organisations continuous improvement.*

Managing RSEOS – Reporting

28 3.3.4 *The Review Team recommends that RSEOS puts in place a reporting system that provides sufficient detail on any outcomes which are being achieved by the organisation.*

Management Information

29 3.3.5 *The Review Team recommends that RSEOS identifies its information requirements and develops an electronic based system for managing information. The system should ensure that the process of data gathering and managing information is conducted as efficiently and effectively as possible.*

Staffing

- 30 3.3.6 *The Review Team recommends that RSEOS Management adopts a systemic approach to knowledge management to ensure that the organisational impact from staff departures is minimised.*
- 31 3.3.6 *The Review Team recommends that the review recommendations are implemented and efficiencies, if any, realised before any business case for further staff is made. BCS also considers any future business case should include the results of a formal loading and grading review of posts within the RSEOS.*

RSEOS Operating Model

- 32 3.3.7 *The Review Team recommends that RSEOS adopts a project management based approach to delivering road safety education to help improve effectiveness and efficiency by maximising the existing staff resource and addressing current staffing issues.*
- 33 3.3.7 *The Review Team recommends that a project management board is established to oversee the work of all RSEOS projects. This should ensure projects have in place adequate governance arrangements and are appropriately prioritised and coordinated.*
- 34 3.3.7 *The Review Team recommends that RSEOS management addresses the inequitable distribution of line management responsibilities among Senior RSEOs to ensure that this is more evenly spread.*
- 35 3.3.7 *The Review Team recommends that a full option appraisal is conducted to ensure that any future decisions on the number and location of RSEOS offices is evidence based.*
- 36 3.3.7 *The Review Team recommends that when the Cliftonville Road office is closed and the full amalgamation of Hydebank and Belfast offices is complete, that RSEOS management should undertake a review to assess the impact on the effectiveness and efficiency of service delivery and identify lessons that can be learnt.*

Staff Training and Continuous Professional Development

- 37 3.3.8 *The Review Team recommends that operating policy guidance for each specific scheme delivered by RSEOS is available and regularly reviewed to ensure that it is up to date.*
- 38 3.3.8 *The Review Team recommends that a group comprising senior management and staff representatives is established to develop a RSEOS CPD programme. This programme should help ensure a consistent framework for improving and augmenting staffs' capability and capacity to effectively deliver road safety education.*
- 39 3.3.8 *The Review Team recommends that the group established to develop a RSEOS CPD programme should explore the outcomes from work being undertaken by the Institute of Road Safety Officers on developing training standards. This should include assessing the potential benefits of incorporating these when developing a new RSEOS CPD programme.*

Systems and Processes

- 40 3.3.9 *The Review Team recommends that RSEOS moves to fully integrate its records within the TRIM system and investigate the value of scanning its historical information for storage in TRIM.*
- 41 3.3.9 *The Review Team recommends that RSEOS reviews its current IT provision to ensure that it supports effective and modern work practices.*

Implementing the Review Recommendations

- 42 4.2 *The Review Team recommends that the RSEOS should adopt a formal project management approach to implementing the review recommendations, as this will ensure activities can be coordinated, communicated, aligned, managed and controlled.*

Stakeholder List

Departmental

Leo O Reilly	Permanent Secretary, DOE
Cynthia Smith	Deputy Secretary, DOE
Steve Hare	Assistant Secretary, DOE Personnel
Paul Duffy	Director DOE Finance
Deirdre Kenny	Director Road Safety and Vehicle Regulation Division, DOE
Lynda Hurley	Head of Road Safety Operations, DOE
Ronnie Tosh	Road Safety Education Officer Service Manager, DOE
Anne Hayes	Head of Education, Interpretation & Design DOE
Stanley Duncan	Chief Executive DVA
Bridin Becket	Road Safety Advertising & Publicity Manager, DOE
Lorraine Gartley	Retired Senior Road Safety Education Officer, DOE
RSEOS staff	Road Safety Education Officer Service, DOE

Other NICS Departmental Staff

Carla McManus	Sustainable Transport, DRD
Andy Bready	Sustainable Transport, DRD
John Kennedy	Inspectorate, DE

Other Statutory Bodies

Rosie Leech	PSNI
Stanley Bentley	NIFRS
John McPoland	NIAS
Donna Finlay	CCEA
Alan Hawthorne	CCEA

Others

Stephen Patterson	Sustrans
Karen Mawhinney	Tri-Cycle
Tom McClelland	Cycle Touring Club
John News	Sport NI
Anthony Mitchell	Cycling Ulster

Abbreviations

ADI	Approved Driving Instructor
BCS	Business Consultancy Services
CPD	Continued Professional Development
CPS	Cycling Proficiency Scheme
CSR	Comprehensive Spending Review
DE	Department of Education
DEL	Department for Employment and Learning
DFP	Department of Finance and Personnel
DfT	Department for Transport (GB)
DOE	Department of the Environment
DTS	Driver Training Scheme
DVA	Driver and Vehicle Agency
FE	Further Education
GAA	Gaelic Athletic Association
HR	Human Resource
ISID	Information Strategy and Innovation Division
KSI	Killed and Seriously Injured
MVRUS	Motor Vehicle and Road User Studies
NIAS	Northern Ireland Ambulance Service
NICS	Northern Ireland Civil service
NIEA	Northern Ireland Environment Agency
NIFRS	Northern Ireland Fire and Rescue Service
PCPST	Practical Child Pedestrian Safety Training
PSNI	Police Service of Northern Ireland
RoSPA	Royal Society for the Prevention of Accidents
RSEO	Road Safety Education Officer
RSEOS	Road Safety Education Officer Service
RSRG	Road Safety Review Group
RSO	Road Safety Officer
RTS	Road Traffic Studies
SRO	Senior Responsible Officer
TAC	Teaching Aid Calendar
TIE	Theatre In Education
TLO	Training Liaison Officer
TOIL	Time Off In Lieu
TRIM	Towers Record and Information Management (NICS corporate records management system)
TRL	Transport Research Laboratory (Technical Advisors)