



Department
for Transport

Joint Analysis Development Panel

Annual Report 2015/16

December 2016

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Contents

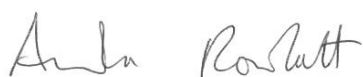
Foreword	4
Executive summary	5
1. Introduction.....	7
2. Discussion Topics	9
Strategy for Developing Road Demand Models and Forecasts.....	9
Long Term Forecasting and Uncertainty	11
Impact of Future Technologies on Travel Demand	11
Cross Modal Principles	12
Strengthening the Links between Evaluation and Appraisal.....	12
3. Next Steps.....	14
4. Bibliographies of Panel Members.....	15
5. Terms of Reference: First Year.....	18

Foreword

The Joint Analysis Development Panel was formed in June 2015 and tasked with providing strategic advice on the Department for Transport's appraisal guidance and modelling methods. The Panel has met three times in its first year and provided valuable comment and challenge on subjects including our strategy for developing road demand forecasts, the treatment of uncertainty in long-term forecasting and ways to strengthen the links between appraisal and evaluation.

The Panel's input has helped to shape DfT's analytical priorities and, as we move into the second year, we are keen to strengthen and develop the role of the Panel by meeting more frequently and having greater interaction with Panel members, including holding an away day to take a longer term view of modelling and appraisal issues. We will also seek to involve Panel members more closely in the preparation for, and follow up to, meetings.

I would like to thank the Panel and, in particular, my co-chair, Professor Peter Jones, for their time and valuable contributions and I look forward to building on the momentum established over the first year.

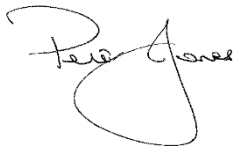


Amanda Rowlatt, Chief Analyst and Strategy Director

On behalf of myself and the other non-DfT members of the Panel, I would like to thank Amanda Rowlatt and her colleagues at the Department for Transport for instigating this initiative, and opening up its analysis and research programme to external scrutiny and debate.

Departmental colleagues have been very open in sharing their work and plans with us, and have been very responsive to the comments we have made. The meetings have provided us with greater insight into the challenges and constraints faced by government analysts in a fast-changing world, and has led to constructive debates about the forecasting and appraisal methods needed to respond to these challenges.

We look forward to working with DfT colleagues in the coming year.



Peter Jones, Director, Centre for Transport Studies, UCL
Co-chair, Joint Analysis Development Panel

Executive summary

Introduction

1. The Joint Analysis Development Panel was established in the Spring of 2015, with the aim of providing strategic comment and advice on the Department for Transport's approach to developing its transport modelling, appraisal and evaluation guidance and methods. The Panel brings together eminent academics, professional experts and senior Departmental analysts to help shape our analytical strategies and strengthen our links with the academic community.
2. The Panel is co-chaired by the Department for Transport's Chief Analyst and Strategy Director, Amanda Rowlatt, and Professor Peter Jones, Director, Centre for Transport Studies, University College London.

Membership

3. The Panel includes six external members, including the co-chair. These are eminent academics and professionals with a range of expertise, skills and experience and an ability to take a strategic view of Departmental issues. Members of the Panel have generously provided their time and expertise free of charge, for which the Department is grateful.
4. For the first year, the Panel has comprised the following academic standing members:
 - Peter Jones, Director, Centre for Transport Studies, University College London (co-chair)
 - Richard Batley, Professor of Transport Demand and Valuation and Director of the Institute for Transport Studies, University of Leeds
 - Phil Goodwin, Emeritus Professor of Transport Policy, University College London and University of the West of England
 - Glenn Lyons, Professor of Transport and Society, University of the West of England
 - Anthony Venables, Professor of Economics, Oxford University
 - Tom van Vuren, visiting professor ITS Leeds and Mott MacDonald
5. Biographies of members can be found in Section 4.
6. The Panel has been supported by a broader network of subject matter experts who have attended meetings on specific issues.

Impact of the Joint Analysis Development Panel

7. This has been a successful first year of the Panel, with members providing valuable input across a range of topic areas. The Panel has

met three times and discussed a number of topics relating to the Department's strategies for strengthening and developing its transport modelling, appraisal and evaluation methods. The focus of the Panel has been on identifying priorities in relation to the Department's analytical strategies and providing strategic level comment and advice. It has not replaced the more focused peer review the Department subjects its analysis and research to on a regular basis and DfT has continued to hold wider engagement events on topics including the value of travel time savings.

8. Over the first year, the Panel has helped to shape priorities within the Department's strategy for developing its modelling and forecasts of road travel and its research to strengthen the links between appraisal and evaluation. It has provided valuable input to, and challenge on, work on long term forecasting and uncertainty and cross modal analysis and also highlighted some of the main challenges associated with modelling and forecasting the long term impact of new technologies on travel demand.

Continued Joint Working

9. We look forward to working closely with the Panel over the next year, with a view to strengthening and developing its role and value to the Department. This will include holding shorter but more frequent meetings, plus an away day where we will take a longer term view of modelling and appraisal needs.

1. Introduction

- 1.2** This is the first annual report of the Department for Transport's Joint Analysis Development Panel. It covers the Panel's activities from its formation in June 2015 through to May 2016. The report describes how the Panel operates, its interaction with the Department and reviews its impact over the first year. It is being published in the spirit of openness and transparency.

Background

- 1.3** The Department for Transport's appraisal framework and strategic models that are used to produce forecasts and assess policy impacts have evolved over many years to be a world-class basis for informing decisions about transport investment options. It is vital that the Department's strategic models, forecasts and appraisal framework remains robust, facilitates decision-making, is transparent and can meet decision-makers' needs in a world of advancing evidence and greater stakeholder scrutiny.
- 1.4** In October 2013, the Department for Transport published 'Understanding and Valuing the Impacts of Transport Investment'¹ which set out ambitious plans for developing its methods further and commitment to placing experts and stakeholders at the heart of these plans. This included the creation of a Joint Analysis Development Panel comprising experts, both within the Department and externally, to help build consensus and ensure that the Department draws on the best evidence.
- 1.5** Meanwhile, in 2014, the Department told the Transport Select Committee that it would seek to work with the Joint Analysis Development Panel to open up its National Transport Model to wider scrutiny. The National Transport Model is used to produce the Department's road traffic forecasts and has played a critical role in informing a number of key Departmental policies over the years, most recently the Roads Investment Strategy.

Membership

- 1.6** The members of the Joint Analysis Development Panel were initially asked to commit for a year while the Panel ran as a pilot. All members are responsible for ensuring independence, objectivity and impartiality and have declared any conflicts of interest with the remit of the Panel. They have generously provided their time and expertise free of charge, for which DfT is grateful.

¹ <https://www.gov.uk/government/publications/transport-appraisal-in-investment-decisions-understanding-and-valuing-the-impacts-of-transport-investment>

1.7 For the first year, the Panel has comprised the following academic and professional standing members:

- Peter Jones, Director, Centre for Transport Studies, University College London (co-chair)
- Richard Batley, Professor of Transport Demand and Valuation and Director of the Institute for Transport Studies, University of Leeds
- Phil Goodwin, Emeritus Professor of Transport Policy, University College London and University of the West of England
- Glenn Lyons, Professor of Transport and Society, University of the West of England
- Anthony Venables, Professor of Economics, Oxford University
- Tom van Vuren, visiting professor ITS Leeds and Mott MacDonald

1.8 Biographies of members can be found in Section 4.

1.9 The Panel has been supported by a broader network of subject matter experts who have attended meetings on specific issues. During the first year this has included Clare Lindsay (Atkins Ltd), Simon Nielsen (Transport for London) and John Bates.

Format of Meetings

1.10 The Joint Analysis Development Panel has met three times in its first year. Meetings have been structured around one or more substantive topics with Departmental analysts, or occasionally Panel members, presenting papers for discussion providing background information and posing key analytical questions. Where relevant, external subject matter experts have been invited to attend.

1.11 Potential topics for the first year were identified and discussed at the first meeting of the Panel based on priorities in DfT's analytical strategies and have been refined following further discussion with the Panel and co-Chairs.

1.12 Between meetings, discussions have continued on Basecamp, a discussion forum for exchange of ideas and sharing relevant papers on topics.

2. Discussion Topics

Introduction

- 2.1** This section provides an overview of the topics discussed by the Panel over its first year of operation. The Panel has provided valuable input and challenge on topics including: the Department's approach to developing its forecasts, modelling and evidence on road transport trends, long-term forecasting and uncertainty, the impact of future technologies on transport demand, cross-modal analytical issues and the links between evaluation and appraisal.

Strategy for Developing Road Demand Forecasts and Models

Discussed on 8th June 2015, 15th October 2015 and 1st February 2016

- 2.2** In June 2015, the Department presented its strategy for developing how it models and forecasts road demand to the Panel. This aimed to build on a number of steps the Department had previously taken to improve understanding of trends in road demand and to better reflect the uncertainty around these trends in a wider range of road traffic forecast scenarios. These forecasts accompanied the first Roads Investment Strategy and were published in Road Traffic Forecasts 2015².
- 2.3** Panel members were invited to discuss how the Department could best build on this earlier work, focusing on four main strands – developments to the Department's National Transport Model (NTM), transparency around the modelling framework and its assumptions, making more use of forecast scenarios, and development of an analytical work programme to address the key evidence gaps identified in Understanding the Drivers of Road Travel³.
- 2.4** The Panel broadly supported the direction of travel the Department had set out, but made a number of practical suggestions to help clarify and inform plans, and provided comments which led to the Department reviewing priorities and emphasis on different approaches in some areas.
- 2.5** In order to promote trust in the Department's modelling, the Panel discussed the risks and benefits of different approaches to opening up the model to greater scrutiny, commenting that greater consideration of the different audiences and their requirements would be beneficial. Members suggested the need for detailed, but less-technical material to

² <https://www.gov.uk/government/publications/road-traffic-forecasts-2015>

³ <https://www.gov.uk/government/publications/understanding-the-drivers-of-road-travel-current-trends-in-and-factors-behind-roads-use>

explain how drivers of travel and other assumptions feed through the model.

- 2.6** The members commented on the importance of using scenarios, but noted the risk of these becoming complex and the need to be careful about how they are interpreted. The Panel suggested they remain simple, proportional and intuitive, and that use is made of scenarios developed previously. They also highlighted the need for clear guidance on how scenarios should be presented and used in appraisal to inform decision makers.
- 2.7** Work was already underway for a major programme of updates and upgrades to the NTM, to ensure it has the necessary capabilities for informing policies likely to be considered in future Roads Investment Strategies. However, members raised a number of helpful questions over the merits of alternative modelling approaches, and commented on the need to take advantage of advancements in software and computing. The link between the NTM and other regional models, in light of the move towards greater devolution, was also noted.
- 2.8** The Panel was updated on progress against the plan in subsequent meetings, before discussion turned to the approach to demonstrating how the modelling framework remains credible, methods for confirming that developments to it result in improvements to forecasts, and the mechanisms for guiding where further improvements to the model may be needed.
- 2.9** The Panel discussed proposals for a series of diagnostic tests in more detail. The proposals were welcomed and the principle accepted, but it was noted that in order to determine the tests most appropriate to assessing the model's performance, greater clarity around the purpose of the National Transport Model and forecasts was needed. The need for further consideration of how this fitted within the existing programme of model development was also raised, and it was suggested that a workshop to discuss an appropriate suite of tests in more detail would be useful.
- 2.10** In summary, Panel members have provided a number of helpful comments and recommendations on the Department's strategy for developing its road demand modelling and forecasts, ranging from short-term practical suggestions to improve and shape the Department's existing plans, drawing attention to the case for greater testing of model performance and suggesting an approach to doing this, and providing strategic comment on the over-arching aims of the strategy and modelling framework to ensure this remains focused on its underlying purpose and has maximum effectiveness.

Long Term Forecasting and Uncertainty

Discussed on 15th October 2015

- 2.11** The Panel was invited to comment on the proposed work plans of the Transport Appraisal and Strategic Modelling team in the area of uncertainty and long-term forecasting. Thoughts on uncertainty past final

modelled year and possible actions, including those to reduce uncertainty and to better communicate it, were suggested.

- 2.12** Overall, members of the Panel suggested a modest/light-touch approach to addressing issues. There was caution against an approach that is too complex and would convolute rather than clarify if not executed well or had the wrong focus. It was emphasised that communication of uncertainty is fundamental and quicker progress might be made in this area than addressing the more complex issues associated with uncertainty.
- 2.13** There was support for the Department's proposed research into longer-term benefits which will address some important, but difficult research questions, particularly since with a low discount rate, much of the benefits of a scheme can rest in the longer-term, non-modelled period. For instance, supply-side constraints are important and should not just be assumed, hence they will be an important area of investigation. The proposal to develop a better understanding of the sources of uncertainty around key parameters, and how these propagate through models, was also supported.

Impact of Future Technologies on Travel Demand

Discussed on 15th October 2015

- 2.14** The Department's Chief Scientist and Head of Social and Behavioural Research presented a 'blue skies' paper on the impact of future technologies on travel demand.
- 2.15** A raft of new technologies and business models are emerging that have the potential to transform the transport sector. From advances in communications enabling people to change how they work and interact, to automated transport systems and new business models making use of smartphone data, new technologies are already impacting on travel patterns and demand.
- 2.16** The net impact of these technologies is unclear. Despite digital connectivity promoting working from home, virtual meetings and multiple social media opportunities for family, friends and business linkages, evidence of their impact on the overall demand for travel is inconclusive. New business models making use of smartphones and reliable location data, such as Uber and automation in transport systems have the potential both to create efficiencies but also to stimulate travel demand as barriers to access are removed.
- 2.17** How these technologies interact with each other and with wider economic, demographic and urbanisation trends presents a number of challenges for analysing, modelling and forecasting transport demand. One of the main issues relates to whether the existing modelling toolkit can be used.
- 2.18** Members thought that many responses to technological changes could be captured, however, there is a need to be mindful of "game changers" which may prove more difficult to capture and represent in traditional modelling. Suggested areas to consider for modelling and forecasting

include: the blurring of private/public modes, blurring of trip purpose, representing new modes in transport models and model transferability. To help prioritise further work, it was suggested there would be value in understanding the extent to which different types of behavioural change might impact on the transport system.

- 2.19** Panel members also suggested that scenarios could be a useful way of testing the supply and demand impacts of different technologies. In the longer term, there is scope to look beyond the 4-stage modelling approach and see which of the future drivers of behavioural change might be amendable to testing in other models or toolkits, for example, Activity Based Models.

Cross Modal Analysis

Discussed on 1st February 2016

- 2.20** In February, the Department presented a proposed approach for managing the synergies and trade-offs that exist between the second Road Investment Strategy and Network Rail Control Period 6 planning processes. This included planned work to: set out principles for the relative advantage of different modes in different contexts; map relevant metrics such as congestion and air quality; and short-list schemes or areas for more detailed consideration.
- 2.21** The Panel had useful suggestions for how the work could be broadened in the future to include local transport, land use development and non-infrastructure interventions. In addition, to put the decisions for the next five year investment periods within the long term context. On a practical note, the Panel stressed the importance of consistency between forecasts of future demand and of having good quality base data to inform decisions.

Strengthening the Links between Evaluation and Appraisal

Discussed on 1st February 2016

- 2.22** The Panel discussed a draft executive summary of a DfT research project by Frontier Economics investigating how the links between appraisal and evaluation can be improved⁴. The study was commissioned because appraisal and evaluation are often conducted in isolation from each other, with evaluation failing to build on assumptions from the appraisal stage while appraisal processes miss the opportunity to utilise evaluation to inform their future development. As part of the Department's commitment to improve its provision of monitoring and evaluation evidence, DfT felt that it was important to examine how the relationship with appraisal could be developed to support this objective.
- 2.23** The Panel was invited to comment on whether the report covered the right areas, whether there were any gaps and if the recommendations

⁴ <https://www.gov.uk/government/publications/strengthening-the-links-between-appraisal-and-evaluation>

were broadly right. The Panel felt that the report was addressing a real problem. The quality of evaluation could be improved by planning for it at the appraisal stage. Moreover, lack of evaluation can mean that there is an insufficient feedback loop to appraisal. It is important to understand how out-turns differ from forecasts because small variations could make a big difference to the success of a scheme, especially as forecasting errors may get larger over the life of a scheme.

- 2.24** There was some support for the idea of a ‘handover pack’ from appraisal to ensure that key assumptions were stored for later use by evaluation. This could be complemented by implementation logs to record how scheme plans were changed during delivery. The Panel noted that there is a need to be realistic about what can be achieved in this area as building up a databank of evaluations would take considerable time and effort.

3. Next Steps

- 3.1** This has been a successful first year of the Panel, with members providing valuable input across a range of topic areas. There has inevitably been some experimentation with approaches to topics and meetings and, given that the Panel was initially set up to run as a pilot for the first year, we have taken the opportunity to work with the external Panel members to review its operation and value to the Department.
- 3.2** Over the next year, the Panel will meet more frequently but for a shorter amount of time, with a view to selecting more timely topics and exploiting the benefits of more regular dialogue.
- 3.3** We will continue to explore different ways of working with Panel members, in addition to meetings. For example, we have recently consulted individual members on our approach to dealing with uncertainty around the future path of trip rates. We are also planning to hold an 'away day' in the Autumn to take a longer term view of modelling and appraisal issues and assess our priorities within this. Alongside this, we will seek to involve panel members more in the preparation for meetings and subsequent follow up.
- 3.4** We have reviewed the balance of skills, experience and expertise and concluded that the current membership meets the needs and objectives set out in the Terms of Reference (which can be found in Section 5). However, we will continue to supplement the Panel with additional subject matter experts on specific topics.

4. Biographies

Peter Jones

- 4.1 Peter Jones is Professor of Transport and Sustainable Development. His PhD, DIC (Engineering) Thesis from Imperial College was entitled: 'The Development of a New Approach to Understanding Travel Behaviour and its Implications for Transportation Planning'. Before joining UCL in 2005, Peter was director of the Transport Studies Group at the University of Westminster where he carried out numerous research projects funded by organisations including the Department for Transport, the European Commission, the Joseph Rowntree Foundation, and BAA.
- 4.2 He is a member of the Independent Transport Commission, the London Roads Task Force, the UCL Grand Challenges Sustainable Cities theme leader for Transport & Sustainable Mobility, and Chair of the RGS-IBG Transport Geography Research Group. He is Overseas Special Advisor to the International Association of Traffic and Safety Sciences, Japan, and a member of the International Steering Committee for the International Travel Survey Conference and a member of the Technical Committee of the South Africa Transport Conference.
- 4.3 He has also acted as a consultant to Transport for London, the European Commission and several national and local governments.

Richard Batley

- 4.4 Richard is Professor of Transport Demand and Valuation at the Institute for Transport Studies (ITS), University of Leeds. With a disciplinary background in transport economics, Richard's specialist expertise covers two related areas: first, valuing qualitative aspects of travel (e.g. journey time, punctuality and comfort) in monetary terms, and second, forecasting the impacts of changes in these qualitative aspects on the demand for travel.
- 4.5 He has operated mainly at the interface between academe and public policy, and can demonstrate lasting impacts from his research, especially in the form of official UK policy and practitioner guidance issued to transport operators and transport scheme promoters. Richard has reported research outcomes to senior public servants and politicians (e.g. to transport ministers, and to the House of Commons Transport Select Committee).

Phil Goodwin

- 4.6 Phil Goodwin is Emeritus Professor of Transport Policy at University College London and University of the West of England. He was previously Director of the Transport Studies Unit, an ESRC centre of excellence at Oxford University and UCL, a transport planner at the Greater London Council, and non-executive Director of the Port of Dover.

- 4.7** He was a member of SACTRA and co-author of its three reports on Transport and the Environment (1991), Induced Traffic (1994), and Transport and the Economy (1999). He has carried out research for the DfT and other agencies on travel demand, transport appraisal, road and public transport projects, road pricing, suppressed traffic, smarter choices, wider economic benefits (and losses) and transport strategy.

Glenn Lyons

- 4.8** Glenn Lyons is Professor of Transport and Society and founder of the Centre for Transport & Society (CTS) at UWE Bristol. He was CTS Director from 2002-2010 and is now Associate Dean (Research and Enterprise) for the Faculty of Environment and Technology and its 300+ staff alongside continuing to be active as a research professor. His research focuses upon the role of new technologies in supporting and influencing travel behaviour both directly and through shaping lifestyles and social practices. A former secondee and expert advisor to the Department for Transport's Transport Direct initiative for national travel information provision, Glenn has led major studies for the DfT and UK research councils into traveller information systems, teleworking, virtual mobility, travel time use, user innovation, road pricing, public and business attitudes to transport and future mobility. He has been involved in a number of strategic futures studies.
- 4.9** In 2014 he was seconded to the New Zealand Ministry of Transport in the role of Strategy Director and was responsible for leading a major piece of national work examining future demand for travel out to 2042 and its implications for policy and investment. During 2015-16 Glenn had led the CIHT FUTURES initiative involving workshops across the UK with members of the Chartered Institution of Highways and Transportation to examine the profession's views concerning future uncertainty and whether or not our existing approaches to transport analysis, policymaking and investment are fit for purpose. In June 2016 he joined the CIHT Board of Trustees.

Anthony Venables CBE, FBA

- 4.10** Tony Venables is Professor of Economics at Oxford University where he also directs a programme of research on urbanisation in developing countries and the Oxford Centre for the Analysis of Resource Rich Economies. He is a Fellow of the Econometric Society and of the Regional Science Association, and is a Fellow and Council member of the British Academy. Former positions include chief economist at the UK Department for International Development, professor at the London School of Economics, research manager of the trade group in the World Bank, and advisor to the UK Treasury.
- 4.11** He has published extensively in the areas of international trade and spatial economics, including work on trade and imperfect competition, economic integration, multinational firms, economic geography, and natural resources. Publications include "The Spatial Economy; Cities, Regions and International Trade", with M. Fujita and P. Krugman (MIT press, 1999), and "Multinationals in the World Economy" with G. Barba Navaretti (Princeton 2004).

Tom van Vuren

- 4.12** A transport modeller and demand forecaster, Tom van Vuren combines an interest in academically sound theory with experience and pragmatism in application to real life situations. As a Visiting Professor at the University of Leeds and a Divisional Director at Mott MacDonald he is well positioned to advise the Department for Transport on making their analytical methods accessible to the profession. He has been a long-term supporter of TASM's efforts to make forecasting and appraisal more transparent, and in particular WebTAG as a tool to improve best practice.
- 4.13** Throughout his career, Tom has emphasised and contributed to knowledge sharing in modelling and forecasting. Between 2008 and 2010 he was Chairman of the Association for European Transport and in that capacity had responsibility for the organisation of the annual European Transport Conference. Since 2006, Tom has organised and chaired Modelling World.

5. Terms of Reference: First Year

Aim

- 5.1** The aim of the Joint Analysis Development Panel is to provide strategic comment and recommendations on the Department for Transport's approach to developing its transport modelling, appraisal and evaluation guidance and methods.
- 5.2** The Panel will be jointly chaired by DfT's Chief Analyst and an independent expert and will bring together academic and professional experts and senior departmental analysts.
- 5.3** In the first year we hope the group will focus on the analytical strategies developed within the Transport Modelling and Appraisal Division:
 - Understanding and Valuing the Impacts of Transport Investment Analytical Strategy, which underpins the development of DfT's transport modelling and appraisal and its transport analysis guidance;
 - Draft Road Demand Modelling and Forecasting Strategy.

Remit

- 5.4** The Panel, which will meet around three times a year, will be asked to discuss the overall direction and technical merit of the Department's transport modelling, appraisal and evaluation methods. In addition, the group may choose to focus on specific areas for discussion which will be agreed before each meeting.
- 5.5** The Panel is being established to help identify priorities in relation to our analytical strategies and will provide strategic level comment and recommendations. It is not intended to replace the more focused peer review we subject our analysis and research to on a regular basis. We will continue to hold engagement events on topic areas where we look forward to maintaining close and productive working relationships with all our stakeholders.
- 5.6** At first, we intend to focus on priorities within our analytical strategies, including road demand modelling and forecasting, transport and the economy and demand forecasting. Later on, we would like to include a session on 'horizon scanning', to identify whether there are any wider issues not covered by our current strategy.
- 5.7** The Panel will not be discussing details of research specifications or work that is imminently going out to tender. All our contracts will continue to be tendered through our standard procurement channels.
- 5.8** The Panel will initially run for a year as a pilot.

Membership

- 5.9** The Panel, which will meet around three times a year, will be asked to discuss the overall direction and technical merit of the Department's transport modelling, appraisal and evaluation methods. In addition, the group may choose to focus on specific areas for discussion which will be agreed before each meeting.

Academic and Professional Members

- 5.10** The Panel will consist of six external members (including the co-chair). These will be senior professionals with a range of expertise, skills and experience and an ability to take a strategic view of Departmental issues. They will need to be independent, intellectually neutral and familiar with relevant Government policies and processes.
- 5.11** Members will need to commit for one year (possibly longer if the pilot is successful) and will need to confirm that they can fulfil the commitment required in terms of meeting attendance, preparation for meetings and travelling time. They will generously provide their time and expertise free of charge. DfT will reimburse all reasonable travel and incidental expense.
- 5.12** All members (including the co-chair) are expected to abide by the seven principles of public life as set out in the Nolan Principles. They will also need to complete and sign a Declaration of Interests and update as appropriate. The Register will be held by DfT and not shared with third parties.

DfT Members

- 5.13** The group will include a number of DfT senior analysts, with the DfT's Chief Analyst jointly chairing the Panel.

Subject Matter Experts

- 5.14** The core group will be supported by a wider network of subject matter experts who will be invited to attend meetings as and when relevant.

Responsibilities of the Joint Chairs

- 5.15** The Chairs will be responsible for ensuring the independence, objectivity and impartiality of the group.
- 5.16** The Chairs will ensure a full range of views are taken into account and will steer the discussion, maintaining a focus on the specific issues raised by DfT.
- 5.17** The Chairs will be responsible for representing the consensus of the panel discussion, agreeing and summarising the advice and recommendations given and resolving/clarifying any disagreements within the Panel.

Responsibilities of the Joint Analysis Development Panel Secretariat

- 5.18** The Secretariat will organise three meetings a year and will co-ordinate the production of papers which will be circulated one week in advance. The Secretariat will also establish alternative ways of working to facilitate interaction between meetings.
- 5.19** The Secretariat will work with the panel to record minutes of each meeting and to provide an annual report.

Contact details

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