



PIARC TC 1.1 – Performance of Road and Transport Administrations Paris, France, 12 – 14 February 2024

Executive Summary

The kick off meetings for the 2023-2027 cycle for all Technical Committees of the World Road Association (PIARC) were held in Paris France in January and February. Alan Colegate, from Main Roads Western Australia attended meetings as part of Strategic Theme1: Road Administration over the period 12 to 14 February. Specifically, Alan is the English-Speaking secretary for TC 1.1 – Performance of Road Transport Administrations.

In this cycle, the Technical Committee is addressing three specific issues:

1. The Transport Agency of the Future
2. Public Value Creation by Transport Agencies
3. Strengthening Workforce Through Modernizing Skills, Enhancing DE&I

The main activities of the meetings were to:

- Participate in a plenary session to introduce all members of the Strategic Theme to PIARC, the new Strategic Plan, the focus of strategic theme 1 and the operations and activities of the association on the international stage.
- Discuss, define and agree to the Work Plans, approach and outputs that will be produced for each of the three issues identified in the Strategic Plan that this Technical Committee has carriage of.
- Establish the three Working Groups and assign individual members for each and begin the allocation of work tasks and actions.
- Appoint a Webmaster and appoint members to fill all the associated roles that ensure the effective operation of the Technical Committee
- Begin planning of future meetings and Seminars.

The next meeting will be in Bangkok, Thailand in September 2024.

Background

PIARC (World Road Association) is an international road organisation that has 127 Member National Governments and operates on a four-year cycle governed by its Strategic Plan. To activate the plan, technical committees deliver the strategic outcomes. The PIARC strategic plan for 2024-2027 has four Strategic Themes, including Road Administration, Mobility, Safety and Sustainability and Resilient Infrastructure. There are 15 committees each aligned to a strategic theme and several special projects. The committees meet over the four years of the plan and will report to their respective organisation, Austroads, the World Road Congress and consequently the wider profession.

The work of the Technical Committee that Alan is representing Australia and New Zealand on brings together matters within Strategic Theme 1 that are related to the policies and strategies that transport administrations face today and aims to provide information on how to address them. Technical Committee 1.1 will develop guidance on the most critical issue facing road administrators to ensure they are managed effectively and efficiently including having systems in place to measure and monitor performance.

The arrival of the 4th Industrial Revolution and the rapid development and fusion of multiple disruptive and innovative technologies are changing the behaviour and the expectations of our customers and stakeholders. At the same time demographic, economic, development, environmental, technological, and other trends are changing the demand for moving people and freight; the mobility options available to serve our customers and the capacity of Transport Administrations to carry out their mission. TC 1.1 will extend their work through the umbrella topic of the “Transport Agency of the Future” focussing on the following topics.

Work Program

The following outlines the agreed program and outputs for each work stream:

1.1.1. Transport agency of the future	
<p>The purpose of this work is to investigate how the transport agency of the future must evolve to meet the changing customer needs, how to leverage technology and innovation, with highlights on different important aspects such as, role and function, changing and evolving transport agencies, business and operating models, addressing issues of equity, diversity, and inclusivity, addressing uncertainty, impact of digitalization including the impact of Artificial Intelligence (AI), and incorporating innovation at the organizational level, the efficient and high-performing agency. How do transport agencies enable effective engagement and dialog with the evolving stakeholder ecosystem and how do they work with other public and private entities to carry out this mission.</p>	
Strategies and Objectives	Outputs
<ul style="list-style-type: none"> Identifying key megatrends and process of addressing them Special attention to equity and inclusivity New modes and mobility trends including multimodality Business and operating models of the TA of the Future The Innovative Agency (Promote innovation / The Contribution of Transport Agencies Disruptive Technology and Service Models) [Innovation – How do you foster innovation, create a culture of innovation in Transport administrations] Artificial Intelligence (AI) and Digitalization (Dx) for better efficiency of road organization 	<ul style="list-style-type: none"> State of Knowledge (Secondary Evidence) Report – 2025 Data Collection and Analysis (Primary Evidence) Report – 2026 Final Technical Report – 2027 High Impact Summary – 2027
1.1.2 Public Value Creation by Transport Agencies	
<p>The work will to explore how the principles of public value can be considered by transport administrations as they redefine strategic frameworks to better represent a focus on more holistic societal expectations. It will explore what drivers transport agencies should consider in their strategic framework review that are linked to public value creation. It will also explore if there are other drivers beyond resilience, sustainability, digitization, decarbonization, equity, accessibility, health, and security that should be considered in their strategic frameworks linked to public value creation. This will lead to understanding how agencies communicate understanding and support for public value created.</p>	

Strategies and Objectives	Outputs
<ul style="list-style-type: none"> • What drivers should transport agencies consider in their strategic framework review that are linked to public value creation? Are there other drivers beyond resilience, sustainability, digitization, decarbonization, equity, accessibility, health, and security that agencies should consider in their strategic framework review linked to public value creation? • How can Transport Agencies communicate the public value created and improve their overall image with the public? • Can the use of customer experience in evaluating the implementation of new technologies contribute to increasing the acceptance of new technologies and increasing public value? • Is there any evidence that links improved design and planning approaches that include more comprehensive engagement that improves public value creation? • What would agencies need to change in their existing strategic frameworks in order to capture more holistic societal expectations? • How can agencies measure their progress in these emerging areas? 	<ul style="list-style-type: none"> • State of Knowledge (Secondary Evidence) Report – 2025 • Case study analysis report of emerging policy and organisational approaches – 2026 • Final Technical Report – 2027.
1.1.3. Strengthening workforce through modernizing skills, enhancing diversity, equity and inclusion	
<p>One of the most critical and universal issues facing not only transport agencies in the public sector but the entire transportation industry is the one of workforce shortage, diversity, equity, and inclusiveness. This topic includes the inter-related issues of talent management, new competencies required because of new technological disruptions taking place within the transportation sector, and identifying what makes an attractive employer. Building upon the work of TC 1.1 in the previous cycle, the issue of strengthening the workforce through modernizing skills, enhancing diversity, equity, and inclusion will be further developed.</p>	
Strategies and Objectives	Outputs
<ul style="list-style-type: none"> • What can be done to promote diversity acceptance in the workplace, and deepen the analysis of equity and diversity broader than what was covered by TC 1.1 in the 2020 – 2023 Cycle? • How are Transport Agencies tackling the challenges and obstacles of the different dimensions of diversity Ethnicity, Indigenous, Gender, Age, Disability, Sexual Orientation, Language in the workplace? • What are the prominent issues that LMICs have to deal with? • How can Transport Agencies become an “attractive employer” and attract competent human resources to the transportation sector? • What tasks and future goals need to be embraced by Transport Administrations to build an exciting professional image that appeals to inquiring and creative minds? • Are there skills, new and old, that are more important than others when technology evolves fast? • The Agency with Skills and Capacity Fit for the Future – competencies and capabilities needed in the future. How can transport administrations deal with this? 	<p>Multiple Reports on the outcome and findings of Roundtable discussions held throughout the Cycle – 2025 and 2026</p> <p>Full technical report – 2027</p>

Most of the discussion at the meeting was around the refinement of the strategies and objectives and determining a methodology and action plan aimed at delivering the agreed outputs.

Meeting outputs

As the initial meeting, one of the first outputs of the meeting was to assign roles within the Committee. The roles of the Chair and language secretaries were determined prior to the meeting as follows:

- Chair – Christos Xenophontos, USA
- English Speaking Secretary – Alan Colegate, Australia
- French Speaking Secretary – Ariane Dupont, France
- Spanish Speaking Secretary – Jose Manuel Blanco Segarra, Spain

The Leaders and co-leaders for the three Working Groups are:

- Working Group 1 Leader – Jonathan Spear, UK
- Working Group 1 Co-leaders – Maria Eugenia Martinez, Spain
- Working Group 2 Leader – Deanna Beldon, USA
- Working Group 2 Co-leaders – Andreas Fromm, Austria
- Working Group 3 Leader – Karen Bobo, USA
- Working Group 3 Co-leaders – Mamoudou Alassane Camara, Senegal

The roles of contact members were allocated at the meeting and included:

- Communication – Christos Xenophontos & Alan Colegate
- Marketing and promotion – Rachel Long
- Corresponding members – Chair, Secretaries & Anne-S  verine Poupeleer
- LMICs Coordinator – Mark Henry Rubarenzya
- Partnerships – Christos Xenophontos
- Promotion of Gender Inclusion & Diversity – Anne-S  verine Poupeleer
- Terminology – Jos   Manuel Blanco Segarra
- Webmaster – Alan Colegate

The location of future meetings was discussed, whilst some ideas have been proposed, nothing has been confirmed at this stage beyond the proposal for Bangkok, Thailand in September 2024 as part of the 5th International Conference on Highway Engineering 2024. Current considerations for future meetings are:

Approximate Timing	Potential Locations	Purpose
Sept 2024	Bangkok, Thailand	Seminar TC Meeting
May 2025	Vienna, Austria,	TC Meeting
Nov 2025	Kazakhstan China	Seminar with TC 4.5 TC Meeting Seminar
March 2026	Senegal	Seminar TC Meeting
Nov 2026	Saudi Arabia	TC Meeting
April 2027	Argentina	Seminar/Workshop TC Meeting
October 2027	Vancouver, Canada	World Road Congress

Emerging Issues

This meeting was primarily focussed on administrative tasks and establishing future direction. Beyond this, no new issues emerged during our meetings.

Learnings for Australia and New Zealand

Alan has a key role in the success of this committee and ensuring that the activities undertaken are bringing benefit to Austroads members across Australia and New Zealand. The work being undertaken fulfil key strategic direction for all Austroads members whilst issues around diversity, inclusion and improving our people's capabilities and conversations around gaps in the market and resource capability of our sector is occurring at a national level and continue to be at the forefront of actions to be addressed for agencies across the public sector. The impacts arising from the wave of new and disruptive technologies from a change management perspective, not the technical application, is something we all continue to grapple with and to learn and share those experiences from others will be of benefit.

Conclusions and recommendations

These meetings set up a good foundation for the delivery of some strong outcomes from our work program that align well to the needs of the road and transport sector. We are very fortunate to have a strong leadership team in place that brings with it a wealth of experience from across our industry but also brings knowledge from previous involvement with PIARC activities. There is a strong commitment from everyone who participated to share what they know and contribute towards achieving products that will be useful and highly valued.

Alan Colegate

A/Executive Director Strategy and Communications
Main Roads Western Australia
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