



PIARC TC 1.1 – Performance of Road and Transport Administrations Leuven, Flanders Belgium, 30 April -4 May 2023

Executive Summary

The seventh meeting of the Technical Committee was an in person only meeting held over the period 30 April to 4 May 2023 in Leuven, Flanders Belgium hosted by Agentschap Wegen and Verkeer (Road and Traffic Agency AWV). Alan Colegate, from Main Roads Western Australia, attended the meeting as English-Speaking secretary and one of three Working Group Leaders. We had 14 participants from 11 countries in attendance.

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

1. Understanding how Road and Transport Administrations are measuring the efficiency and effectiveness of Customer Experience and Public Value Creation.
2. The role of transport agencies in shaping disruptive technology and service models.
3. Organisation of staff and human resources.

The main activities of the meetings were to finesse the last Technical Reports that had not been completed, to plan the TC sessions for the World Road Congress including assessment and close out the call for papers. In addition, several TC members are involved on special projects and initiative and updates were received and input sought for case studies and ongoing involvement.

Overall, the meeting was critical in ensuring that we finalised arrangements and to deliver the final products ready for the World Road Congress. Each of the Working Groups were able to address outstanding matters and the Technical Visits and presentations from senior staff within AWV were beneficial and interesting. In addition to progressing our Working Group activities we identified draft Terms of Reference for the next PIARC Strategic Plan.

A full list of the reports that have been published and links are included in each of the Working Group updates.

At the conclusion of the meeting the TC is well prepared for the World Road Congress and has made a good start on ensuring that the work of the next cycle will be guided and informed from the actions and activities of the current TC along with input from the Council and Strategic Planning Commission.

Work Program

The Technical Committee on Performance of Road and Transport Administrations brings together matters related to the policies and strategies that transport administrations develop and enact. This TC is developing guidance on these issues based on the experience of member countries at different stages of development split into three distinct pieces of work.

The following provides a summary of the output for the cycle including active links to the PIARC webpage for those seeking to see the full reports. The report concludes with a high-level summary of other activities undertaken during the meeting.

Working Group 1 – Understanding how Road and Transport Administrations are measuring the efficiency and effectiveness of Customer Experience and Public Value Creation – Working Group Leaders – Alan Colegate (Australia) and Ilaria Coppa (Italy)

During this cycle the Committee has looked at reporting on the performance of road and transport administrations focussing on customer facing levels of service underpinning asset management, models and frameworks in use, how we capture creation of public value and understanding decisions and practices around communicating, engaging and activating the community.

The following reports are now available on the PIARC website:



Customer Experience - A PIARC Case Study Analysis:

Research continues to show that when public agencies offer a better customer experience, they deliver measurable impacts across multiple priorities.

To that end this report focusses its research on what approaches are currently happening across the world in respect of delivering an improved experience for all our customers and stakeholders



Customer Experience and Public Value Creation – Technical Report

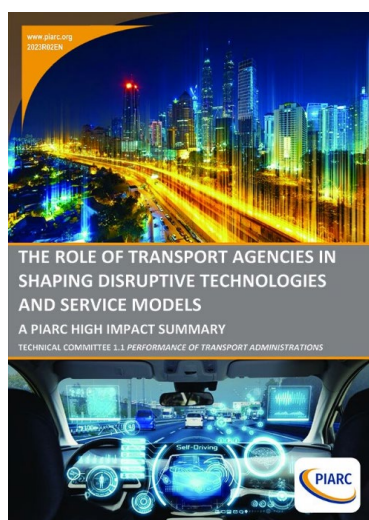
This report explored the performance of road and transport administrations focusing on the customer facing levels of service underpinning asset management, models and frameworks in use, how we capture creation of public value and understanding decisions and practices around communicating, engaging and activating the community. The Working Group's approach to addressing the strategic issue was to look at three components bringing to account an understanding and exploration around public value and value creation, customer levels of service in the contexts of Asset Management, along with considering future directions in frameworks and measures through a combination of case studies, surveys and literature reviews from around the world.

Working Group 2 – The Role of Transport Agencies in Shaping Disruptive Technology and Service Models – Working Group Leaders – Jonathan Spears (UK) and Anne-Séverine Poupeleer (Belgium)

The Committee looked at the transformation and new role of road and transport administrations in the face of the sharing economy model and new disruptive and innovative technologies such as connected and autonomous vehicles (CAV), on-demand ride sharing services, Mobility as a Service (MaaS) and so on.

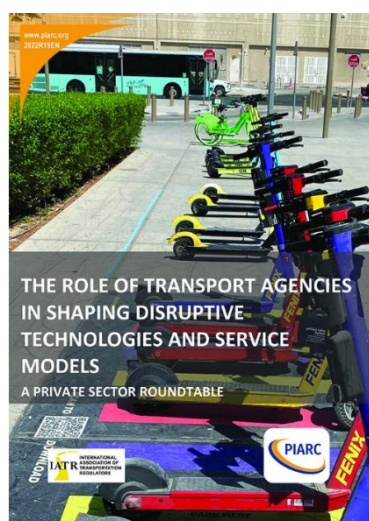
These will continue to alter the landscape of how people view mobility, how they travel, how freight moves, and what their overall travel behaviour and expectations are. The power of new technologies to connect us along with the emergence of sharing platforms is forcing transport industries to re-evaluate their current business-models.

The following reports are now available on the PIARC website.



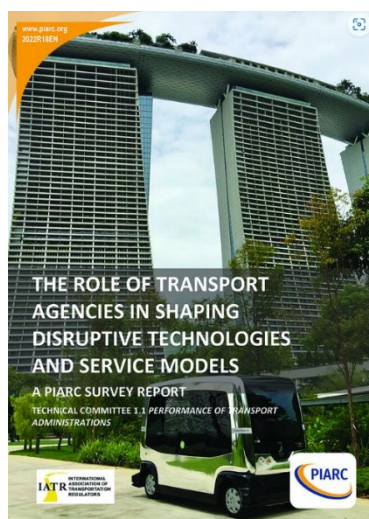
[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models – High Impact Summary](#)

This document is a High Impact Summary of the Final Report on The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models. This Final Report brings the various strands of evidence together and seeks to provide consolidated findings as well as recommendations on the key issues for transport agencies, public and private sector stakeholders, and PIARC itself.



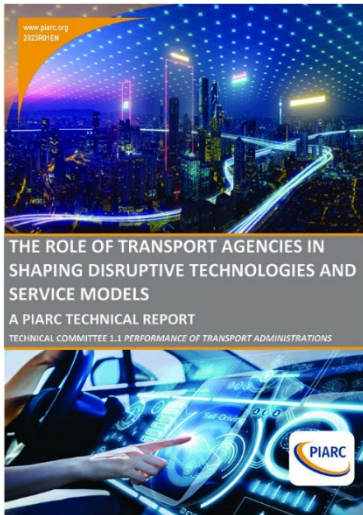
[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models - A Private Sector Roundtable](#)

We collaborated with the International Association of Transport Regulators (IATR), to hold a Private Sector Roundtable of key innovators shaping the future mobility ecosystem. This Roundtable was held at the 34th IATR Annual Conference, Some ten firms were represented split into groups on Emerged Technologies and Future Technologies), in areas including Autonomous Vehicles, Urban Air Mobility, Micromobility, Robotics and Mobility Information.



[The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models - Survey Report](#)

This Report focuses on the results of a survey of global transport organisations. It finds a high level of awareness by transport organisations of disruptive technologies and service models, but mixed states of preparedness and adaptation to take on the challenges raised. Accordingly, many organisations require additional support in key areas to face this agenda moving forward.



[The Role Of Transport Agencies In Shaping Disruptive Technologies And Service Models - Technical Report](#)

This final Technical Report focusses on research challenges and emerging responses for transport agencies in understanding and successfully shaping disruptive technologies and service models. Key technologies within scope include connected, electric and autonomous vehicles, digital highways, new transit modes, micro mobility and shared mobility platform. The research concludes that transport agencies have four overarching roles in shaping disruptive technologies and service models. These are (i) Policy Maker and Regulator (ii) Researcher and Developer (iii) End User, Operator and Manager and (iv) Convener, Enabler and Integrator.

Working Group 3 – Organization of Staff and Human Resources – Working Group Leaders Anna Wildt-Persson (Sweden) and Alex Walcher (Austria)

The final area of focus is concerned with matters of diversity, whether it be gender, ethnicity, culture, disability, age, religion, political ideas or ideology, income or other factors perceived to represent disadvantage in achieving personal and community opportunities. Approaches include positive discrimination, the setting of targets for recruitment or career progression, professional networks, publicity around role models or selective support for educational or training opportunities. The Committee analysed effective approaches for defining and promoting diversity in opportunity across the roads and transportation sectors including how to attract new employees into the transport industry and profession, especially, young professionals. The Technical Report has been completed and is undergoing review by the Strategic Theme Coordinator and the General Secretariat. The following interim report is available on the website:



[Diversity and Talent Management in Transport Administrations – The Road to Success?](#)

This literature review aims to formulate a knowledge base of peer-reviewed research articles and policy documents to identify evidence-based ways of working with diversity, equity, and talent recruitment and retention. The literature review uses the framework of contingency theory, which claims that there is no best way to organize a corporation, to lead a company, or to make decisions but rather that the optimal course of action is contingent (dependent) upon the internal and external situation, and its notion to contextual factors to address the two theories of Diversity Management and Talent Management.

The full Technical Report is anticipated to be published in English during June 2023 with French and Spanish versions to follow soon after.

Presentations and discussions with host agency

Our host Anne-Severin Poupeleer gave us an outline off the work that AWV are involved with. The following are a few takeaways that were of interest:

- Belgium 11 million and 7 million population in Flanders, Flanders has 5 provinces
- AWV Vision is to be the “engine of safe, reliable and sustainable infrastructure and traffic management”. Road safety is always top priority as determined by staff and they joined the works agency with traffic management to get better integration
- Established investment companies who build and then transfer back to the Government however, after some initial issues around standards and consideration of good WOLC decisions including maintenance, they are now working together very cooperatively. The companies invest in Road safety, Asset management, Sustainability and PPP
- Throughout Flanders School zones are set at 30 km/h and this is going to other city centres as well, the Road Safety spend is 65 m euros per annum
- Asset Management priority is bridges and tunnels which is addressing old legacy issues that have not been done for many years
- Sustainability LED Lighting 25 mil euro and are looking at energy creation from wind farms and solar panels
- 350 intelligent traffic lights - 31 business use cases to improve them based around Priority emergency services, public transport throughput, Active road user convoy and Active road users in adverse weather conditions
- The agency has 1200 people and manages 7500 kms roads and 3750 kms cycle paths
- The agency is sometimes referred to as “Concrete farmers” but they are trying to change that perception to being a road user agency an agency for everyone

We were joined by several AWV staff who provided us with presentations on the following:

- Digital Road Operator (moving from the tanker to the speedboat) Natasha Blommaert
- Asset Management in Flanders – Jan Van Rensbergen
- RoadRunner - Smartphone App to detect defects – Gerben Van Neyghem
- Providing super-fast charging infrastructure – Anne-Severin
- PPP – Projects Highway A12 Entry and Exit – Cedric Vaast

Updates from Special Projects

Given that several TC members are also participating in special projects that are related to themes being pursued during this cycle we had in person updates on:

Special project on equity and accessibility (South Africa – Sisanda Dyubhele)

- Focus on social equity and the fact that everyone interprets that differently. So the project is exploring how do you measure it and how do you manage it, how accessible is your infrastructure and how do you measure that including for disability, and so on?
- Went to tender, ultimately awarded to Birmingham University.
- The final deliverable is a research report with data collection from High-, Middle- and Low-income countries and literature review. The report will be finished mid-May and will report on social equity with a focus on what is being done and what is best practice

Special project on Decarbonisation (Sweden - Anna Wildt Persson)

- Report has been published in December
- Focus was on understanding what is being done in the road industry and includes examples of what national agencies are doing

Innovation policies in roads sector (UK/UAE – Jonathan Spear)

- This project has only just started, and the Terms of Reference established.
- Awarded to TRL from the UK and takes forward work done by WG2
- Looking at less specific innovations, focusses on processes, policies and the institutional organisational development piece and if innovation can be in our supply chain
- The final report will be finished after WRC but are doing a Focus Session based around the draft recommendations with the final report likely to be published end of October early November.

Next Strategic Plan – Terms of Reference

Draft first cut Terms of Reference using the new templates were prepared and developed for three topic areas as identified by the Strategic Planning Commission. These included:

Topic 1 – Transport Agency of the Future (Umbrella topic): The transport agency of the future as an umbrella with highlights on different important aspects such as, business and operating models of the future Transport Administration, impact of digitalization, and incorporating innovation at the organizational level, the efficient and high-performing agency, impact of digitalization, and incorporating innovation at the organizational level.

Topic 2 – Public Value Creation: Redefining the North Star of Transport Administrations to one of Societal Public Value. Explore how “Public Value” is understood by Transport Administrations across the world and further develop/adapt the framework for the creation and measurement of “Public Value” by Transport Administrations.

Topic 3 – Workforce: One of the most critical issues facing not only Transport Administrations, but the entire transportation industry. It includes the role of diversity, equity and inclusiveness, talent management, identifying what makes an attractive employer, the role of the agency in the future (in relation to other stakeholders, in different areas etc.).

Technical Visit

The technical tour took place in Antwerp and involved a visit to the Traffic Operations Centre. The Centre was opened in December 1999 and has two control rooms operating 24/7 with a team of around 80 staff. The tour included presentations on a new dynamic traffic management tool called SOCRATES (joint funded by the EU) and OPTIROUTS which is seeking to balance the needs for social optimal traffic from the road agency with navigation services that offer route advice regardless of the impact of route choice on others. This approach is about encouraging people to take pro-social routes rather than short cuts or the most obvious routes e.g. avoiding schools at pick up times, or hospital precincts when rerouting travellers.

Future meetings

- October 2023 – World Road Congress Prague

Conclusions and recommendations

We achieved our primary outcomes for the meeting and are well prepared for the Technical and Special sessions at the World Road Congress. Good progress was made on the identification of potential work programs and terms of reference for the incoming technical committees. With only one full Technical Report waiting to be published the TC has had a successful term achieving all of the planned outputs despite obvious difficulties being faced.

Alan Colegate

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May 2023