



PIARC TC 1.1 – Performance of Road and Transport Administrations Bangkok, Thailand 1 – 6 September 2024

Executive Summary

The second in-person meeting of the Technical Committee was held over the period 1 to 6 September 2024 in Bangkok, Thailand hosted by the Department of Highways and the Roads Association of Thailand. Alan Colegate, from Main Roads Western Australia, attended the meetings in his role as English Speaking secretary and member of the PIARC Organising Committee for the 5th International Conference on Highway Engineering 2024. We had 18 participants from 13 countries in attendance.

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

1. Envisioning the transport agency of the future.
2. Public value creation by transport agencies
3. Creating a stronger future focussed workforce

A summary of the activities undertaken during the week are included in the work program section of this report. The main activities of the meetings were to progress the work being undertaken within each of the work programs, share findings and source input from across the workstreams. In addition to our working group meetings and workshops the 5th International Conference on Highway Engineering 2024 (iCHE2024) was held with TC1.1 hosting an International Seminar as one of four concurrent streams within the conference.

Overall, the meeting was critical in developing up the work programs that were first formulated in Paris earlier in the year. Whilst there have been numerous online meetings between each of the Working Groups in the lead up to this meeting the in-person attendance is highly beneficial for the allocation of work, testing of research to date and agreeing on progress for each of the lines of enquiry to ensure that we are on track to deliver the final products aligned to the PIARC Strategic Plan. During the meetings a decision was made to amalgamate the activities of WG 1 and 3 to address resourcing issues and reflect the alignment of activities between the two groups. This was supported by the Strategic Theme Coordinator and General Secretariat and will result in minor changes to the final products from TC1.1.

A program was outlined for the next meeting to be held in Austria planned for the first week of April 2025. In conclusion we believe that we are on track to deliver all our outputs in time for the World Road Congress and our initial work plans.

Work Program

The Technical Committee on Performance of Road and Transport Administrations 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 is developing guidance on the most critical issue facing road administrators to ensure they are managed effectively and efficiently including having systems in place that ultimately improve the overall performance of the transportation system. This TC is developing guidance on these issues based on the experience of member countries at different stages of development focussing on the following terms of reference split into three distinct pieces of work.

Working Group 1 – Envisioning the transport agency of the future – Working Group Leaders – Jonathan Spears (UK) and Maria Eugenia Martínez Donaire (Spain)

The purpose of this work is to investigate how the transport agency of the future must evolve to meet changing customer needs, leverage technology and innovation, with a focus on important aspects such as, role and function, changing and evolving transport agencies, business and operating models, addressing issues of equity, diversity, and inclusivity, and the uncertainty of digitalization including the impact of Artificial Intelligence (AI), and incorporating innovation at the organizational level. How do transport agencies enable effective engagement and dialog with the evolving stakeholder ecosystem and understand how they work with other public and private entities to carry out this mission. During this meeting we:

- Focussed attention on six primary areas and progress being made against 7 specific tasks that will culminate in the full Technical Report and supporting outputs.
- Further developed the concept of the North Star to include Inputs and Outcomes based around the areas of focus being guiding principles.
- Have developed up a working hypothesis built around the first two tasks (being review of previous work and updated Lit Review) and work is continuing with the Literature Review and Questionnaire survey with possible roundtable discussions being flagged beyond the TRB and iCHEC 2024 conferences.
- Discussed and agreed on subsuming the activities of WG3 into this workstream to address the resourcing issues in that group. This resulted in expanding the primary areas of focus to include a 7th being workforce of the future.

Working Group 2 – Public value creation by transport agencies – Deanna Beldon (USA) and Andreas Fromm (Austria)

This research will 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 is exploring 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 agencies should consider in their strategic framework review linked to public value creation. This will lead to understanding how agencies communicate understanding and support for public value that is created. During this meeting the Working Group:

- Consolidated the findings from online presentations to date on work being done in South Africa, Austria and from research done by Mark Fagan from Harvard Uni.
- This is helping to identify relevant case studies and round table discussions to be held in conjunction within in person meetings.
- Work was also progressed on the current literature review as they seek to summarize and understand the state of play within working group member agencies.
- This is leading to identifying potential answers to the research questions as they start to identify common areas and themes from the results and will use that to further develop survey questions to support the lines of enquiry.
- Continuing to frame this up further for their final report structure and “table of contents”.

Working Group 3 – Creating a stronger future focussed workforce – Karen Bobo (USA) and Mamoudou Alassane Camara (Senegal)

The final area of focus is 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 technological disruptions taking place within the transportation sector, and identifying what makes an attractive employer. Building upon the work in the previous cycle the issue of strengthening the workforce through modernizing skills, enhancing diversity, equity, and inclusion will be further developed. During this meeting the

Working Group:

- Discussed a focus around what jobs will not be required in the future and what does the nature of work shift to in the future i.e. policy, judgement related, creative, and how do you retain and attract people into the industry.
- General discussion on exploring what and how AI may result in transfer of competencies into transport agencies and how can we use that to enhance productivity.
- Raised concern at the ability of the WG to be able to complete the tasks with existing resources and looking at options on how that might be achieved. It was agreed that the work being done in Creating the workforce of the future would be captured as a 7th theme within the Transport agency of the future. There was general agreement that this was a good alignment as people and workforce will always remain a central tenant of whatever the future transport agency will look like.
- Noted that the planned deliverables will still be achieved except for the final Technical Report. This has agreement from ST Coordinator and General Secretariat.

5th International Conference on Highway Engineering 2024 – Future proofing Roads for Asia and Beyond



The context of this PIARC Seminar held at the 5th International Conference on Highway Engineering – Future-Proofing Roads in Asia and Beyond – on 5th September 2024 in Bangkok, Thailand, was the unprecedented and disruptive changes in transport over the last decade with the rise of new technological and service models, new pressures such as climate change, and the evolution of a complex mobility ecosystem at a rapid pace. Additionally, the transport sector is facing important challenges from systemic changes taking place in society, the economy, and the environment.

Transport Agencies must be able to address multiple disruptions while continuing with their central mission of providing essential services in the safe, efficient, sustainable, and inclusive movement of passengers and freight, maintaining critical infrastructure, as well as ensuring resilience and environmental responsibility.

Within this broader conference objective TC1.1 hosted an International Seminar on the Transport agency of the future focussed around three sessions being explored during this cycle supported by a fourth additional session focussed on Implementing Innovation – the critical step. In addition, TC3.1 opened the Seminar with a session on future proofing road safety for Asia and beyond.

Each of the sessions included international speakers from the TC1.1 as well as local presenters from industry, academia, and the Department of Highways. The full details of the program including speakers is on the [PIARC website](#).

The sessions were well attended and at the conclusion of each a panel session was held with all the speaker’s answering questions from delegates on the floor.

A full report from the Seminar will be published and released on the PIARC website.



Future meetings

The following is an outline of planned future meetings.

Date	Location	Status
7 – 10 April 2025	Vienna – Austria	Confirmed
16 – 21 November 2025	Kazakhstan Conference 20 – 21 November	Confirmed
April/May 2026	Santiago Compostela, Spain	To be confirmed
Second half 2026	China – Joint with TC1.2	To be confirmed
First half 2027	Greece	To be confirmed
4 – 8 October 2027	Vancouver, Canada World Road Congress	Confirmed

Conclusions and recommendations

Good progress has been made early in the cycle and we have addressed concerns around resourcing and achieving the deliverables of one of the working groups. At this time, we are getting a strong level of engagement from active members and have in place achievable workplans that will achieve our primary outcomes and outputs for the current cycle.

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 and to continue to strive to achieve the agreed outcomes.

Alan Colegate

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Main Roads Western Australia
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