

Workshop 6. Reassessing public operations

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Participants from:

Australia, Brazil, Chile, Colombia, Malta, South Africa, Sweden, UK, US

Academia, Labor, NGO, Operators/Industry Groups, Public Agencies/Government

12 Papers

15 Participants

We Want Better Service and More of It

Status Quo is against us for multiple reasons

How do we get it?

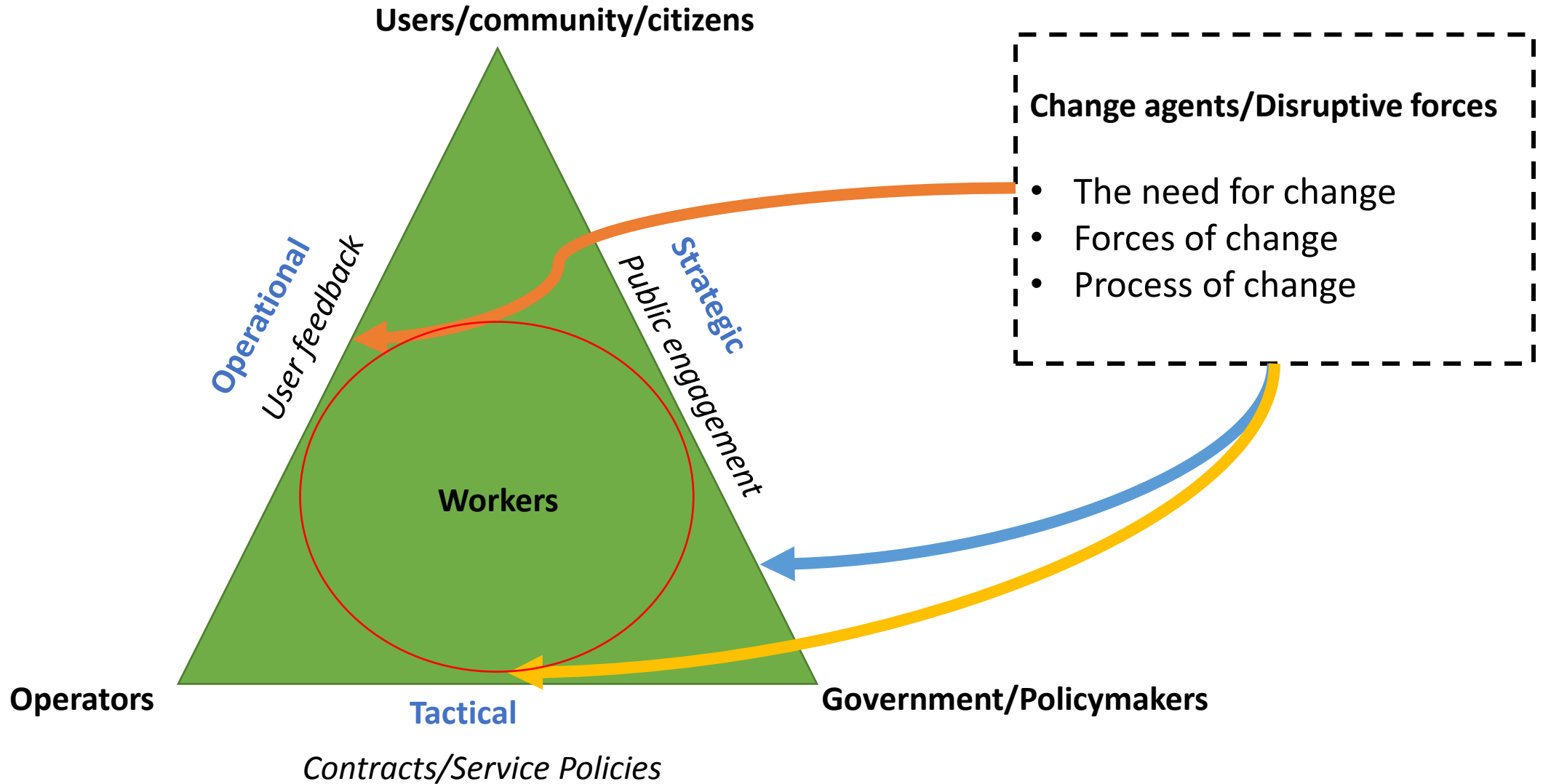
Creating and Managing Change

at the Strategic, Tactical, and Operational levels

Major Themes

- Stakeholder engagement
- Risks and benefits of disruption
- Need for change, forces for change, process of change

Theoretical Framework



Decision-making at each level

Strategic

- Define the public interest
- Broad engagement
- Identify and prioritise goals for transit in the urban area
- Determine costs to deliver on the goals (especially non-mobility goals)
- Funding levels
- Service level and service quality



Tactical

- Private/public operators or combinations
- Contracting arrangements e.g. tendering, negotiated contracts, contract lengths etc.
- Oversight mechanisms
- Setting KPIs



Operational

- Satisfaction surveys
- Tracking KPIs
- Performance management
- Innovation



Change/disruptive forces towards transformation

Need for change

- Quality/quantity of service
- Regulatory capture
- Create Innovation
- Build Institutional capacity
- Transition from informal to formal
- Decrease negative externalities
- User pressure

Forces of change

- Opportunities (big events, leadership, crisis)
- Government change
- Technology
- Climate change/disasters
- Funding issues
- Labour
- Tendering
- Broad coalitions/social movements

Process of change

- Timing (big bang implementation vs gradual)
- Risk assessment
- Oversight over public/private providers
- Lessons learned from failures
- Outside institutions' influence (e.g. World bank)
- Labour pressures/existing operators
- Plan for subsidies (cost of social goals)
- Accountability
- Institutional capacity
- Benchmarking (e.g. KPIs)
- Transparency about uncertainty
- Managing expectations
- Communications with stakeholders
- Power assessment of stakeholders over time

How to be change agents

- Need for a broad coalition- including riders and workers
- In-depth participation at all STO levels
- Take advantage of opportunities
- Be strategic about timing
- Have a vision and leadership

Balancing risks and benefits in change process

- What can we learn from failure- Santiago, Bogotá, Malta
- Role of academics to assess root causes of failure
- Need for strong oversight
- Institutional capacity of regulators includes knowing how to operate
- Check and balances in place

Realistic Planning

- Costs of internalizing externalities, wages/costs will rise
- Plan for subsidies and the costs of non-mobility goals
- Assess stakeholder power over time- engage before
- Assess cost of disruption
- Be transparent about the process
- Order of interventions and timing
- Managing expectations

Recommendations for further research/conferences

- Building the case for subsidies
- Regulatory capture – what is considered as “regulatory capture”
- Decision processes around change (strategic, tactical, operational)
- Technology driven public transport services
 - Regulatory frameworks for new service providers
 - Use of technology to improve services and improve engagement