



PIARC TC 1.1 – Performance of Road and Transport Administrations London, United Kingdom 4 to 8 May 2026

Executive Summary

This in-person meeting of the Technical Committee was held over the period 4 to 8 May in London, United Kingdom hosted by the Department for Transport and Atkins Realis. Alan Colegate, from Main Roads Western Australia, attended the meetings in his role as English Speaking Secretary and as a Working Group leader. Due to unexpected illness Alan also was required to Chair the meeting in the absence of the regular Chair. There were 18 participants from 12 countries in attendance.

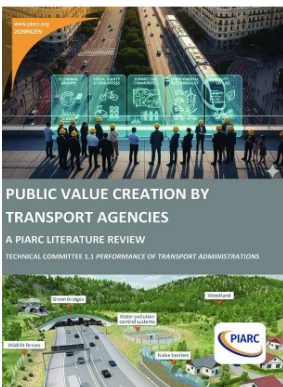
In this cycle, the Technical Committee is addressing three specific issues:

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 were to progress the work being undertaken within each of the programs, share findings and source input from across the workstreams. In addition to our working group meetings and workshops we hosted a Conference with almost 80 delegates exploring the concepts underpinning the transport agency of the future. The conference was supported by the Department for Transport, Chartered Institute of Highways and Transportation, Transport for Scotland and National Highways agency. The attendance of the newly appointed DfT Road Strategy Director was a highlight, and she commented on the conclusion of the seminar how valuable the sharing had been for her being so new to the role. More information on the conference is included in the body of this report.

A highlight of the TC meeting was the sharing of the analysis of the whole of TC survey reporting on results from across 39 agencies in 20 countries representing more than 150 000 employees. What brings greater value to this survey is the ability to compare some of the results against the findings from the previous cycle's survey. A comparison of the shift over the two cycles has been included in the body of the report. Overall, the findings are that Transport agencies are preparing for future change through broader public value, digital capability, workforce development, partnerships, and regulatory adaptation. The survey suggests that the future transport agency is not defined by one issue alone, but by the combined ability to align strategy, capability, technology, public value, partnerships, and governance.

Since the last report a literature review on public value creation has been published recognising that transport agencies are increasingly judged by the broader impact they have on citizens' lives. The review draws on examples from Australia, Europe, and North America, and includes both academic insights and lessons from policy practice. The intention is that the findings will be combined with evidence from a separate State of Practice Report to lay the basis for policy recommendations and guidance in subsequent stages of the Public Value Creation research. A copy of the report can [be found on the PIARC website by clicking here](#).



Each of the Working Groups are progressing well and continue to work towards the integration of the three specific issues into a single report on the transport agency of the future.

A special aspect of the meeting in London was to acknowledge and celebrate the life of our colleague and long serving TC member Jonathan Spear. Jonathan was a dedicated member of PIARC, volunteering his time not only for the work and activities of his Technical Committee but also serving on the Project Oversight Teams of many Special Projects and volunteering his talent and expertise on the PIARC COVID-19 Response Team. He was a fierce advocate for the principle that vision and objectives must always precede design, a philosophy that ensured his work was not just technically sound, but deeply meaningful, he was an active thought leader in our work on “Envisioning the Transport Agency of the Future”.

In conclusion we believe that we are on track to deliver all our outputs in time for the World Road Congress and to meet the deliverables identified in our work plans. The feedback during and after the workshop confirms that the work we are doing is valued and will contribute to better outcomes for road and transport agencies. Whilst we reset after the loss of our colleague Jonathan there continues to be a strong commitment from everyone to contribute towards achieving products that will be useful and highly valued.

Work Program

This Technical Committee 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 including having systems in place that improve the overall performance of the transportation system. This TC is developing guidance on these issues focussing on the following three distinct pieces of work.

Whilst it has been agreed that these works will be integrated into a single report there continues to be individual outputs that will be delivered from the three Working Groups.

Working Group 1 – Envisioning the transport agency of the future – Working Group Leaders –Maria Eugenia Martínez Donaire (Spain) and Jose Manuel Bianco

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:

- The Survey analysis has been completed with the results shared at this forum (further details identified under a separate heading).
- Report be completed by July and submitted to PIARC for publication and translation
- Case Study Template has been finalised and circulated seeking input and comment from all selected participants, planned to close this at the end of June
- Further work done to refine the combined Table of Contents which includes input from Working groups 2 and 3. This is nearing completion as the intent remains to keep the final outputs streamlined and approachable including infographics and executive briefing style documents
- Call for papers for Vancouver have been completed and agreed as to who will undertake the assessment.

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:

- Literature Review on public value creation has been published and can [be found on the PIARC website by clicking here](#)
- Case Studies are continuing to be analysed however at this point there is a gap with contributions from LMIC which is being followed up. Two case studies remain outstanding with publication of final product estimated to be late 2026.

Working Group 3 – Creating a stronger future focussed workforce – Karen Bobo (USA) and Alan Colegate (Australia)

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:

- Finalising the roundtable reports and gathering the final data with input still to come from SANRAL, USA and Australia.
- A separate publication of the Survey results as they relate to the Workforce of the Future will be published, draft has been completed and submitted to PIARC for review.
- Agreed on the chapter contents for inclusion in the final TC report based on Future, skills and capabilities and attracting and retaining your workforce.

Survey findings

The survey points to one broad message - transport agencies are preparing for several changes at the same time. Climate pressure, technology, workforce capacity, public value, stakeholder expectations, and regulation are increasingly connected in agency planning. The respondent base gives us a useful spread of institutional perspectives. It includes 39 agencies from 20 countries of different sizes and mandates, and differing governance settings. The table following is an overall synthesis of the results noting that Transport agencies are preparing for future change through broader public value, digital capability, workforce development, partnerships, and regulatory adaptation.

Theme	Key message	Supporting insight
Public value	Public value is becoming a broader strategic frame.	Agencies place strong emphasis on safety, accessibility, resilience, sustainability and public trust, while measurement practices remain uneven across value dimensions.
Future organisation	Organisational change is expected, but not always fully formalised.	Many agencies anticipate changes to strategy, processes, automation, workforce and stakeholder communication, but formal change-management arrangements remain mixed.

Theme	Key message	Supporting insight
Workforce and capacity	Workforce capability is a central constraint and priority.	Readiness is broadly positive today, but the 2030 outlook softens, and agencies rely heavily on training, mentoring, graduate pathways and knowledge-transfer mechanisms.
Technology and innovation	Technology expectations are high but uneven across domains.	AI, emerging technologies, data governance, digital infrastructure and technical activities are important future themes, but readiness and confidence vary across agencies and technologies.
Stakeholders and partnerships	Future delivery depends on wider stakeholder involvement.	The largest involvement gaps appear around users, academic researchers, private-sector suppliers and industry associations, while engagement methods remain mainly traditional.
Regulation and governance	Regulation is expected to evolve through formal tools and partnerships.	Standards, policies, laws, data-sharing, digital licensing, accessibility incentives and regulatory coordination all appear as part of the future governance agenda.

Compared with the previous PIARC TC 1.1 cycle, this survey has a wider scope with the earlier work focused strongly on disruptive technologies and new service models. This cycle keeps that context, but connects it to agency capability, governance, public value, workforce, and regulation. This is a bit of an interesting comparison:

Change area	Earlier cycle	Current cycle	What has changed
Technology disruption → organisational capability	Focus on disruptive technologies and new service models	Expanded to AI impact, data governance, digital infrastructure, and implementation readiness	The focus has moved from recognising disruption to building the capability and systems to respond
Workforce concern → capability system	Skills gaps, support needs and general capacity pressures	Workforce readiness, planning, attraction and retention, and knowledge transfer	Workforce issues are now being treated as connected parts of a broader capability system
Public outcomes → public-value management	Emphasis on safety, accessibility, sustainability and user outcomes	Public value framed as a measurement and management challenge	The emphasis has moved from defining outcomes to actively measuring and managing them
Collaboration → targeted stakeholder involvement	Broad collaboration and partnerships	Specific involvement gaps with users, researchers, suppliers and industry	Collaboration is now more focused on targeted, purposeful engagement

Across the two cycles, the focus has moved from recognising disruption to building agency readiness, with stronger emphasis on capability, governance, workforce sustainability, public value and practical evidence. The full report will be published before the end of 2026.

Workshop on Transport Agency of the Future

TC 1.1 with the PIARC UK National Committee, Department for Transport and Atkins Realis hosted and arranged a knowledge sharing workshop on the Transport Agency of the Future.

The conference was opened by the newly appointed Director of Roads Strategy from the Department and attracted almost 90 people from a range of government and local government agencies and members of Chartered Institute of Highways and Transportation (CIHT). In addition to the presentations from TC1.1 we had guest speakers from National Highways, Transport Scotland, CIHT, Local Government Technical Advisors Group, ROD.

The conference provided an opportunity for speakers to address both technical and management issues broadly based around:

- The Transport Agency of the Future - State of Knowledge
- The Transport Agency of the Future - Challenges and Vision panel session
- Creating a Stronger Future Focused Workforce
- Public Value and Customer Engagement
- Technology and Artificial Intelligence in the Road and Mobility Sector



1 - TC members at the Workshop of the Future

Remembering Jonathan Spear

A special aspect of the meeting in London was to acknowledge and celebrate the life of our



colleague and long serving TC member Jonathan Spear. Jonathan was a dedicated member of PIARC, volunteering his time not only for the work and activities of his Technical Committee but also serving on the Project Oversight Teams of many Special Projects and volunteering his talent and expertise on the PIARC COVID-19 Response Team. During our meeting and at the workshop, where many new him, acknowledged that he had the rare ability to dissect problems and get to their heart and to distill the most daunting complexities of transport policy into clear, tangible strategies. A fierce advocate for the principle that vision and objectives must always precede design — a philosophy that ensured his work was not just technically sound, but deeply meaningful, he was an active thought leader in our work on “Envisioning the Transport Agency of the Future”.

Strategic Plan 2028 to 2031

Time was also spent by each Working Group to identify potential themes and issues for the next PIARC Strategic Plan. These suggestions are being further developed and refined and will be submitted to the Strategic Planning Commission in the coming months.

Future meetings

The following is an outline of planned future meetings.

Date		Location	Status
Second half 2026		Oslo, Norway	16 to 20 November 2026
First half 2027		Cyprus	To be confirmed
4 -8 October 2027		Vancouver, Canada	Confirmed

Conclusions and recommendations

The London meeting confirmed that TC 1.1 is well placed to deliver an integrated and practical report on the transport agency of the future. Across the three Working Groups, the work highlights the need for road and transport agencies to strengthen capability, governance, workforce planning, public value and partnerships. The priority now is to complete the remaining evidence gathering, finalise the Working Group outputs, and work towards finalising the main Technical Report.

Alan Colegate
 A/Executive Director Strategy and Communications
 Main Roads Western Australia
 26 June 2026