



improving
public transport
through technology

Business Plan for 2024-25

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1 Introduction

1.1 Context and purpose of this document

- 1.1.1 (N.B where the term RTIG is used in this document it refers to RTIG-INFORM Ltd). RTIG is a subscription organisation, whose aim is to further the effective use of information technology in the public transport sector - by means of sharing experience and developing common approaches and specifications.
- 1.1.2 RTIG has over 55 subscribing members including public transport operators, local authorities, systems providers, other industry partners and consultants. Its activities are guided and supported by a Board of Directors and overseen by a separately elected Chair. Although it is primarily a UK organisation, RTIG benefits from some international membership.
- 1.1.3 This plan reflects a continued re-focusing of activity and a drive to increase membership - to ensure that RTIG improves its sustainability and ability to deliver services which meet the needs of, and provide support to, its members.
- 1.1.4 This document is our Business Plan for the financial year April 2024 – March 2025.
- 1.1.5 N.B References to “we,” “our” and “us” in this document should be taken as references to RTIG.

1.2 Status

- 1.2.1 This document has been developed taking into account the requirements and priorities of the RTIG Directors and external partners. *It will be discussed and approved by members at the March 2024 AGM* but may need to be amended over the coming months in accordance with input from national bodies or potential project sponsors.
- 1.2.2 The Plan is (as ever) also subject to revision in the event of changes in circumstance.

2 Operations

2.1 Structure and objectives

2.1.1 RTIG's remit is defined in its Articles of Association (RTIGA011) as follows:

The object of the Company is to carry out the business of supporting the development and promotion of technology and information systems in passenger transport operations, including in particular (without limitation):

- *to enable technology to deliver better passenger transport services, cost-effectively;*
- *to enable technology to deliver better information to the public about such services, at an affordable price;*
- *to promote the development of operational partnerships to deliver effective projects;*
- *to support the production of specifications, standards and guidelines which facilitate the efficient use of technology in passenger transport;*
- *to promote professional liaison and exchange of knowledge relating to the design, implementation and use of such technology;*
- *to provide a representative body of opinion for the passenger transport systems and information community; and*
- *to co-operate with other bodies as necessary in the fulfilment of its goals.*

2.1.2 It delivers this through a range of programmed activities, led or conducted, as far as is practical by its members.

2.1.3 RTIG manages funding, holds intellectual property rights for documents, and lets contracts where necessary - in support of RTIG activities. It is financially self-supporting, gaining its income primarily from subscriptions: to deliver pan-sector benefits on behalf of the collective interests of members. Its work consists of three main areas of activity:

- providing administration services to the RTIG community, and to its Board;
- planning, delivering and monitoring RTIG's programme of projects; and
- providing a range of support and outreach services to its members.

2.1.4 RTIG operates as a non-profit organisation: any surpluses accumulated in one year must be used either to reduce subscriptions for the following year, to undertake further business activities, or to return value in some other way to members.

2.1.5 Prior to 2023, RTIG operated under a different legal arrangement:

2.1.6 The organisation “RTIG” comprised two entities – firstly RTIG-Inform which:

- was an unincorporated association to support the development and promotion of technology and information systems in passenger transport operations. As it was neither a natural person nor a legal person (a body corporate), this means it:
- could not hold assets, enter into contracts or sue and be sued in its own name; and
- it had an unlimited liability structure – liabilities are primarily the responsibility of its management committee. Often in unincorporated associations, liabilities are passed out to the members, but this was not the case for RTIG-Inform.

2.1.7 For these reasons RTIG-Inform was dependent on the second entity: the Real Time Information Group Limited (RTIG Ltd) as an incorporated body. RTIG Ltd was operated as a subsidiary of Merseytravel. It provided various services to RTIG-Inform: including financial management, holding intellectual property and other assets for RTIG-Inform, entering into contracts and serving other RTIG-Inform business needs.

2.2 Management

2.2.1 RTIG has no staff. The Directors appointed Tim Rivett Consulting Ltd to provide the necessary support functions under contract, for a three-year term from February 2023.

2.2.2 The RTIG General Manager, Tim Rivett - appointed under that arrangement, has day to day responsibility to oversee and coordinate the delivery of RTIG business. He will provide regular reports to the Directors; and recommend changes of plan where appropriate.

2.2.3 Individual tasks will normally be led by professional project managers, who may be volunteers or contractors, and will take as much input from members as is practicable. Project managers for individual tasks will report to the RTIG General Manager.

2.3 Accountability

2.3.1 RTIG is accountable to its primary funding organisations:

- The AGM in plenary session is the principal means of providing accountability to *members*. RTIG has therefore, presented a draft of this Business Plan to the 2024 AGM - for members to express their views;
- Where relevant, it reports through local contractual processes to its *project funders*.

2.3.2 Whilst there *is* external funding for a discrete project with the DfT on the distribution of the Accessible Information Grant, there is currently no external funding for the tasks identified within the business plan. However, RTIG and its Board are happy to receive suggestions and questions from members, sponsors and external parties at any point during the year - regarding the possibility of new funding.

2.4 RTIG's key business relationships

RTIG and UK Governments

- 2.4.1 In the past, DfT was a major funder of RTIG work - especially in the areas of marketplace monitoring and standards development. However, as a result of the economic crisis of 2008, this funding began to shrink rapidly; and between 2013 and 2018 there was no income at all from DfT.
- 2.4.2 Nonetheless, in the autumn of 2018 the DfT commissioned RTIG to carry out a survey of authorities and bus operators to better understand the availability of automatic vehicle location (AVL) and real time information (RTI) across England.
- 2.4.3 During 2019 and subsequently, RTIG partnered with the DfT to distribute - through a grant competition, £3.6 million of funding to small bus operators to encourage the early adoption of audible and visible on-board information. This project has been delayed as a result of the COVID-19 pandemic and its very significant impact on bus operations.
- 2.4.4 We will seek to continue to maintain good relationships with key DfT staff; and to ensure that our contribution to the national framework for public transport information and communications systems is recognised and respected. Wherever practical, and as and when it is appropriate, we aim to hold dialogues with DfT, at both a technical and a policy level.
- 2.4.5 In addition, we will continue to build relationships with the Scottish and Welsh governments and the other devolved bodies.

RTIG and other UK groups

- 2.4.6 RTIG recognises that its role is in one specific area in a much wider agenda of mobility, social policy and commercial enterprise; and seeks to collaborate with other groups where there is mutual benefit.
- 2.4.7 Historically, these have included UTM (traffic management), RSSB (rail) and ITSO (smart ticketing). We continue to work alongside ATCO and Traveline – as well as DfT – through the collaborative working group: the Public Transport Information Coordination (PTIC) group, and increasingly with the Transport Technology Forum (TTF).

RTIG and Europe

- 2.4.8 Whilst RTIG is a UK-based organisation, it has benefited from non-UK membership almost since its origins – with a small number of mainstream non-UK based solution suppliers as members.
- 2.4.9 The international dimension is particularly important for standards, but also allows for good exchange of practice. For this reason, we have forged mutually beneficial links with the European standards body CEN, and with the German VDV-ITCS group, which performs a similar function in Germany. We are also beginning to build a relationship with the new European community group - ITxPT.
- 2.4.10 In this context, we have explored the opportunities for funding from the European Commission (EC) and other transnational bodies. Although Brexit now makes this more challenging, we nonetheless expect to maintain this open position towards Europe because of the global nature of the public transport supply chain and data standards.

3 Tasks and services in 2024 - 25

3.1 Introduction

- 3.1.1 This section describes the tasks that RTIG plans to undertake, and the services it will provide, during the coming year.
- 3.1.2 We will continue with the more outcome-focused approach to the Business Plan, which has proved popular with members (and practical to implement). The descriptions below should be read in this context: specific tasks, where identified, are only loosely scoped at this stage as their implementation will depend on the availability of member and Secretariat resources, member prioritisation at AGM and in Board meetings; and the need to react flexibly to events.
- 3.1.3 During 2023, we will undertake a survey and conversation with members to understand their views on the work of RTIG and what additional work it should be delivering and involved in: to ensure that we continue to meet the needs of members and the wider industry. This may result in significant changes to the plans laid out in this document.
- 3.1.4 We plan to continue to explore how we can better integrate bus data with new and developing modes:
- Designing standard passenger / consumer information interfaces between modes – rail and tram, demand-responsive and non-emergency ambulance systems, micro mobility, taxis etc. (Mobility as a Service (MaaS) and Total Transport) as and when needs emerge, and in line with member and market expectations.
 - Connected and autonomous vehicles and how their development impacts public transport and traffic management.
 - Defining interfaces and protocols between systems that enable better journeys but are not directly related to the journey itself – railway station ‘Concierge’ systems, city wide mapping systems, airport and airline systems; and smart city systems.
 - Advising on the use and suitability of data sets that enhance travel decision making including fares, alternative modes, cross modal disruption, weather, personalisation preferences and accessibility requirements.
- 3.1.5 In simple terms, this will be RTIG continuing and building on the successful practical implementation advisory role we currently hold for RTI and RTPi; but also actively looking out for integration trends outside our traditional purview. In addition, when it is clear that the market requires new or updated standards or advice related to public transport users, we will move to fulfil that need.

- 3.1.6 The areas where RTIG support and action is required or would be beneficial, will be identified through consultation and discussion with stakeholders and key interest groups - with a strong focus on the needs and wants of members and funding bodies.
- 3.1.7 Actions, advice and support will, where appropriate, consider the environmental impact or benefit - to ensure we remain mindful of the climate crisis.
- 3.1.8 The structure of the workplan is similar to last year's, but adjustments have been made to improve the focus on emerging policy directions - including internationally; and to match the level of available resource.
- 3.1.9 Since 2019, we have had a work package within the business plan 'Support for the bus open data programme'. However, with the bus open data programme (BODS) having been operating for a while and becoming more of a "business as usual" process for operators, we are retiring this specific package. We will continue to be involved with BODS in a supporting and advisory role through our ongoing routine liaison and involvement with DfT.
- 3.1.10 A work package – 'Towards Net Zero Carbon,' was introduced in 2021 and continues for 2023-24: to reflect the urgent need to address the climate crisis; to ensure that RTIG takes the necessary steps to ensure its own climate impact is nullified; and to assist and promote the actions taken by the public transport sector to reduce its carbon footprint.
- 3.1.11 Seven Work Packages are envisaged, as follows:
- Work Package 24/1 – Foundations of real time
 - Work Package 24/2 – Providing customer information
 - Work Package 24/3 – Support for accessible information requirements
 - Work Package 24/4 – Smart transport systems
 - Work Package 24/5 – Towards Net Zero Carbon
 - Work Package 24/6 – Transport innovations
 - Work Package 24/7 – National and international standardisation and cooperation

In addition, there are a number of operational activities that RTIG undertakes to sustain the group as a professional community.

- 3.1.12 Each of these themed work packages will bring together policy support, research, experience-sharing, technical documentation and trials as necessary, in a suitably flexible way.

3.2 Prioritisation and programme management

- 3.2.1 As in previous years, RTIG aims to be responsive both to in-year circumstances in the industry, and to budgetary challenges. For these reasons, the dynamic prioritisation of tasks is of the essence in this Business Plan.
- 3.2.2 In general, the priority order adopted by RTIG (and agreed by the Board and AGM) is as follows:
- statutory or essential tasks;
 - directly financed tasks;
 - engagement with members/others;
 - tasks to draw in third-party work;
 - cooperation for the broader agenda; and
 - other tasks.
- 3.2.3 This hierarchy will be used in determining which tasks will be delivered during the course of the year - once it is clear what level of resource is available.
- 3.2.4 Within “other tasks,” we will have a focus on activities and themes that represent long standing roles and downplay newer opportunities. Specifically, elements such as RTI standards, information presentation and information for disabled travellers will have a higher claim on resources than areas where we do not have a proven track record - such as fares and ticketing.
- 3.2.5 This need to prioritise is driven entirely by budgetary considerations and will not of course, arise for any task for which external funding is provided (which would then fall under directly financed tasks).

3.3 Work Package 24/1 – Foundations of real time

- 3.3.1 The focus of this Work Package (WP) is to identify and promote the introduction of vehicle location and real time systems by operators and authorities: to increase the availability of ‘live’ information to the public.
- 3.3.2 With the expected adoption of these technologies by organisations with no background or experience, this WP will produce and update existing guidance to ease the process of adoption.
- 3.3.3 We will update the existing guidance on NaPTAN management for real time systems to reflect the emerging requirements of the redevelopment and future of NaPTAN work by the DfT. (24/1/1)

- 3.3.4 We will support the ongoing development and use of the Bus Open Data Service and work to ensure that it can support the needs of the industry and that good practice is shared. (24/1/2)
- 3.3.5 New advisory guides on how to enable RTI systems to produce quality information for use by passengers and internally. It is envisaged this will include guides on source data quality and journey matching (24/1/3)
- 3.3.6 With a greater number of operators with access to both live and historical real time reporting tools there is a need to provide advice on how real time information can be used to manage operations on the day for example managing headway and disruption. This will take the form of advisory guides and supporting events. (24/1/4)
- 3.3.7 Authorities have different options for managing bus services - including the introduction of franchising and enhanced partnerships. Each option will require a different approach to data and information management and may therefore require new or modified advice and guidance on the use of standards and data processes. This work package task is a placeholder for any assistance that may be required from RTIG. (24/1/5). Where good practice is identified we will help share this with the wider industry. (24/1/6)
- 3.3.8 The current approach used by existing public transport data standards involves passing structured data files between systems; and there is increased use of Application Programming Interfaces (APIs) in other industries to provide more control and interactivity to access to data. We will therefore consult with suppliers of data producing and consuming systems to identify which interfaces should be developed as APIs - the preferred technical approach and priority order for development. Once the priority is decided, we will create working groups to agree the definition of APIs. (23/1/7)
- 3.3.9 These technologies rely on access to historical data so there would be significant benefit in standardising formats and access to such data. There remains a gap in standardising the transfer of historical data for management and performance monitoring. During 2024 work will start on defining a "Public transport Operating data and statistics Exchange" (OpRa). Some support for involvement in this had been expressed from members during 2019-20 when the concept was originally developed. RTIG will support the development of the standard through providing source of UK requirements. (24/1/8). Adoption of the standard will require a standardised understand of different KPIs and metrics, a set of UK definitions of KPIs and metrics will be produced by a working group (24/1/9).

- 3.3.10 RTIG's publication *Meeting the Needs of Disabled Travellers* (reference RTIG-PR003-D002-1.8) is long-standing and widely respected, but whilst much of it is still fully valid, it is nevertheless due for an update: to take into account developments in both legislation and technology. Some of this has already been developed in position papers (for example, on the use of on vehicle audio-visual equipment). This task will consult with relevant user representatives and the industry to revise the current RTIG publication (24/1/10) and promote the output of the group (24/1/11).
- 3.3.11 WP 24/1/3, 24/1/4, 24/1/7, 24/1/9 and 24/1/10 will be delivered through new working groups.

3.4 Work Package 24/2 – Providing customer information

- 3.4.1 The focus of this WP is to identify and promote ways of using technology systems to improve the way in which public transport services are integrated into people's lives. This recognises the role of passengers as active participants in public transport; and their increasing integration in the process through systems-based mechanisms and expectations of continuous improvement.
- 3.4.2 With live data being more widely available through the Bus Open Data Service (BODS) and other sources, there is an interest in ensuring disruptions are properly represented. We will work with data providers and consumers to provide updated guidance and best practice examples on providing such information. (24/2/1)
- 3.4.3 Real time information needs to provide passengers with accurate and timely information to enable trust and confidence in the information. There are a wide range of operational and data issues which can result in information that does not meet passenger expectations. We will produce advice and guidance on how stop ghost buses and similar information errors. (24/2/2)
- 3.4.4 Through initial support from Transport for Wales, parts 1 and 2 of a technical standard for communications between content management systems (CMS) and displays were developed to support basic text-based displays. This work will be extended to include graphical displays and off-grid; as well as enhancements to support fault management and reporting - as per the road map for the standard. (24/2/3). With the adoption of the standard and first projects to use the standard going live there will be a need to provide support and update the standard and documentation to address any implementation lessons. (23/2/4)
- 3.4.5 WP 23/2/1 & 23/2/2 will be delivered through a new working group.

3.5 Work Package 24/3 – Support for bus accessible information requirements

- 3.5.1 With the impending Statutory Instrument and guidance for accessible information - part of the Bus Services Act 2017, a sector-wide voice is particularly important. This task will, therefore, provide a further opportunity for RTIG to work with DfT (and others as appropriate) to help ensure a consensual, practical outcome.
- 3.5.2 We aim to ensure that members and the wider industry are as ready as possible for the introduction of the Bus Services Act accessible information requirements.
- 3.5.3 In 2019 and subsequently, RTIG entered into a contract with the DfT to distribute - through a grant competition, £3.6 million of funding to small bus operators to encourage the early adoption of audible and visible on-board information. This activity is separate to the actions contained within this business plan and is separately funded.
- 3.5.4 To ensure as widespread as possible awareness of the accessible information requirements, we will support activities for knowledge transfer and guidance to assist:
- 3.5.5 *suppliers* to support early adopters of accessible information systems. (24/3/1); and
- 3.5.6 *operators* to become early adopters of accessible information systems. (24/3/2)

3.6 Work Package 24/4 - Smart transport systems

- 3.6.1 After many years of relative inertia, mobility offerings for end users are currently undergoing rapid change – enhanced by developments in technology. Increased choice, new opportunities for traveller support and new potential niches in the market structure have emerged.
- 3.6.2 The most developed of these – ride hailing, bicycle hire, car clubs and the like have only touched on the fringes of traditional public transport. Mobility as a Service (MaaS), however, has the potential to bring wholesale change in the relationship between traveller and operator. As specific market concepts begin to coalesce, RTIG's role will naturally begin to encompass new business-to-business and business-to-customer information exchanges. Our approach to this was outlined in our 2019 paper '*RTIG in the connected world*'.
- 3.6.3 In this WP we will begin the process of understanding how we can provide added value - working with members to determine where the early data needs are likely to arise; and starting the process of developing the new standards that the emerging market is likely to require. As always, this will be driven by the needs of RTIG's members.

- 3.6.4 In addition to MaaS, there are other technology developments that enable improved mobility offerings without disrupting the general service model. RTIG considers it important to continue its work in supporting information services to travellers with particular mobility needs.
- 3.6.5 There is also an increased interest in the efficient use of road space - as journey times once again are on the increase. The technology available to traffic managers is changing rapidly and new techniques and technological approaches to traffic management are emerging.
- 3.6.6 Working with the DfT led Transport Technology Forum (TTF), we will work to identify where we can add value in relation to the areas set out above. (24/4/1)
- 3.6.7 The National Bus Strategy has a strong focus on bus priority and as it is included in many bus service improvement plans, there is a continued need to support the adoption of bus priority measures. We will promote the use of digital approaches to priority through the use of appropriate media - including the trade press. (24/4/2)
- 3.6.8 We will explore new ways of providing bus priority using the latest techniques and available data sets. We will seek project funding to deliver any substantive work. (24/4/3)
- 3.6.9 With the increased reliance on digital systems for fundamental operations; and the rapid interconnectedness of systems, there is an increasing concern around how systems should be protected. This is a complex and fast developing market and whilst this would normally mean RTIG would not become involved, in this case, the significance and impact means that we should.
- 3.6.10 Some simple guidance to help members understand what they should be doing to protect digital systems and assets at a high level - both for on-street and vehicle assets. This should also provide information on where more detailed support and advice is available. (24/4/4)
- 3.6.11 There is currently a shortage of skilled workforce in the ITS sector particularly in the public transport technology sector; and there is significant opportunity to increase diversity. We will work with existing groups to encourage entry into ITS and support the development of skills to provide easier entry into the public transport technology sector. There will be a focus on making the sector more attractive to currently underrepresented groups. (24/4/5).
- 3.6.12 WP 24/4/3 and 23/4/4 will be delivered through new working groups.

3.7 Work Package 24/5 – Towards Net Zero Carbon

- 3.7.1 The UK government has introduced ambitious goals for the UK to become net-zero carbon by 2050 and transport is the largest source of carbon dioxide (CO₂) emissions in the UK - damaging both the environment and public health.
- 3.7.2 In addition, the UK government's recent De-Carbonising Transport report outlines a strategy for reducing overall car use, promoting the "natural first choice" to be public transport and emissions-free modes of travel like walking and cycling.
- 3.7.3 This work package reflects the need for everyone to address the climate crisis. It will ensure that RTIG takes the necessary steps to ensure its own climate impact is reduced; and to assist with and promote, the actions public transport takes to reduce its carbon footprint.
- 3.7.4 RTIG will review the new organisation and produce a plan to reduce the carbon impact of its activities. (24/5/1)
- 3.7.5 With the increase in the number of electric vehicles, there has been discussion in a few forums about a desire to have some common key vehicle metrics to help manage fleets in control rooms and plan charging layovers etc. This could helpfully be expanded to include other fuels. Work is underway through European groups and CEN to standardise access to vehicle data. Following the completion of this work we will provide advice on its implementation in the UK. (24/5/2)
- 3.7.6 We will review the data and standards available for walking and cycling and propose how they can be used to provide improved multi-modal journey planning, in particular - the last mile parts of journeys. (24/5/3)
- 3.7.7 The provision of multimodal information will be critical to reducing first and last mile private vehicle journeys where rail provides the trunk mode. We will provide advice to rail journey planner suppliers and bus system suppliers on how to integrate bus real time information with rail information through an advice document (24/5/4). If the DfT wanted us to become involved in additional activity this would be delivered as a funded project. (24/5/5).

3.8 Work Package 24/6 – Transport innovations

- 3.8.1 The focus of this WP is to support the role of public transport technology in the emergence of new concepts for transport delivery and usage. These concepts include electric vehicles, vehicle automation and cooperative systems (C-ITS). They also encompass wider agendas such as air quality management, education and health; and urban planning.

- 3.8.2 These are not areas in which RTIG expects to take the lead, but rather areas in which wider policy is expected to have an impact on the way that public transport operates – and therefore on the systems it uses.
- 3.8.3 This WP may involve contact with, and input to, national policymakers (principally DfT), international policymakers (principally the EC), local transport groups, innovation bodies (such as InnovateUK), open data groups, and possibly the academic sector.
- 3.8.4 Because of the way we identify and respond to innovation, most of this work package is reactive and so has no specific output; but progress will be communicated regularly to members through channels such as the newsletter and the website. (24/6/1)

3.9 Work Package 24/7 – National and international standardisation and cooperation

- 3.9.1 The focus of this WP is to maximise the effectiveness of the ICT systems used across public transport: through improved connectivity and interoperability. While other WPs focus on the presentation of information to the end user, this concentrates on the links between systems within the professional ecosystem.
- 3.9.2 RTIG members will be key partners for this WP but links may also usefully be made with:
- technology innovators;
 - Standards organisations; and
 - UK, European and international “smart cities” projects.
- 3.9.3 RTIG has long been involved in supporting the development and promulgation of international standards:
- We are a member of the CEN group responsible for public transport standards (“TC278 WG3”); and convene the subgroup on on-bus data standards (“SG1”); as well as having good links into other subgroups covering standards - such as Transmodel (SG4), SIRI (SG7) and NeTEx (SG9);
 - We will continue to develop the relationship with ITxPT (an offshoot of UITP) who are developing practical standards.
 - We have worked with the EC to support its policy ambitions, for example in relation to the ITS Directive, both directly and alongside, the UK Government.

- 3.9.4 This task continues to support these connections and provides information and representation to link UK stakeholders to European activities - to ensure the market works efficiently. (24/7/1)
- 3.9.5 In addition, the technical work in this task covers the development and implementation of NaPTAN, TransXChange and NeTEx. To support the continued development of UK national standards, RTIG will therefore continue our participation in, and chairmanship of, PTIC (in which we collaborate with Traveline, ATCO and DfT). (24/7/2)
- 3.9.6 We will continue to support the work of the Bus Centre of Excellence, promoting its activities and participating in events where there is mutual benefit. (24/7/3)
- 3.9.7 This task may also support RTIG's work with other national initiatives, for example with other modes - to achieve good cross-platform integration.
- 3.9.8 We will share experience and guidance to link RTIG members with emerging legislative requirements and developments elsewhere in the UK ITS sector. (24/7/4)

3.10 Baseline activities

- 3.10.1 Each of the themed areas is likely to involve a set of baseline activities, resourced from subscription income and managed from day to day on an as-needed basis. These activities may include some or all of the following:
- Establishment and management of working groups.
 - Chairing, hosting, and write-up of focused meetings and events.
 - Preparation, collation, editorship and revision of RTIG documents.
 - Publicity, communications and presentations at third-party events.
 - Making and sustaining links to other relevant programmes.
 - Responding to consultations on a sector-wide basis.
 - Sector representation with key national bodies.
 - Ad hoc advice to members and non-members.
 - Management of the company RTIG Inform Ltd
- 3.10.2 The content and timing of these activities will be determined by the RTIG General Manager - in consultation, where strategic issues arise, with the Directors.

3.11 Operational activities

3.11.1 RTIG's role is to improve the effectiveness of ICT in the passenger transport context, by sharing experiences and (where possible) reducing or removing barriers. This can only be effective if RTIG's work draws fully on the wide-ranging real-world experience of technical, commercial and political expertise amongst its members (and sometimes others). It also requires this work to be visible, recognised, and credible to as wide a community as is practically possible.

3.11.2 This challenge is met by ensuring a strong professional centre to RTIG's operations, which is able to identify and address gaps in our work and is also coupled effectively with the community. Tasks include:

- Membership management.
- Hosting topical workshops and webinars for networking and exchange of experiences.
- Website maintenance.
- Management of the RTIG library of documents.
- Participation in third party projects and events.
- Convening the Annual General Meeting.
- Creation and delivery of the RTIG Business Plan.
- Board activities.
- Responding to public consultations on behalf of the community.
- Engagement with policymakers on technology issues.
- Producing and publishing newsletters and media relations.
- Financial administration, management and scrutiny.
- RTIG Ltd corporate functions (legal, financial etc.).

4 Resource plan

4.1 Income summary

- 4.1.1 RTIG's income plan is based primarily on subscription income from subscribing members, with a small amount of additional income from events, document sales etc. This has proved very stable over time; and the table below is a schedule of the total anticipated income available from these sources.

Cash contribution	Each £k	Number	Total £k
<i>Brought forward from FY 2022/23</i>		-	
<i>Member subscriptions</i>			
3yr/5yr memberships	(various)	14	14.706
Executive / Foundation Members	3.755	15	56.325
Full Members	1.878	11	20.658
Associate Members	0.745	19	14.155
<i>Other activities (based on 2022/23 income)</i>			
Event income	0.7	1	0.7
Document sales etc	0	-	0
Total base income			106.544

- 4.1.2 In addition to this, we will be open to project-specific funding where available. Where such funding can be used to leverage other RTIG work, we will prioritise this; otherwise we will seek full funding (possibly from mixed sources).

4.2 Member subscriptions

- 4.2.1 Subscribers pay an annual subscription fee for membership and will in return be entitled to receive services: as described in the document "Subscriber Terms and Benefits 2024-25" (RTIGC013-1.20 dated 1 February 2024). One-year subscription rates for FY2024-25 have increased by 3.9% and are as follows, ex VAT:

- Foundation Members – £3,755.25
- Full Members – £1,878.25
- Associate Members – £745.76

- 4.2.2 Discounted three and five year membership options are available.

- 4.2.3 The simple structure set out above has served RTIG well over the duration of its existence - with membership of all classes having been taken up by all sectors. However, operator membership has always been low, and it has been challenging to attract members from this sector of the industry. Following comments from smaller operators, it became clear that the existing class structure – with one flat fee irrespective of organisational size, was not conducive to their membership. To address this, there is a tiered membership structure for operators only - based on fleet size.

The fees are calculated as a proportionate fee compared to the FULL membership class - based on total group fleet size, and are set out in the table below, ex VAT.

Proportionate Tier	Fee	Cost	Operator scale
100%		£1,878.25	Operator or group with > 200 vehicles
66%		£1,239.65	Operator or group with > 100 vehicles
33%		£619.82	Operator or group with > 20 vehicles
20%		£375.65	Operator or group with < 20 vehicles

- 4.2.4 The income table at 4.1.1 assumes that membership numbers remain consistent with current levels. The budget allocation, however, assumes a small increase in membership numbers.
- 4.2.5 Increased membership levels will enable additional activity on business plan items to take place - increasing value for all members.

4.3 Programme support

- 4.3.1 RTIG's constitution obliges it to operate on a neutral, pan-sector basis, and we will only seek external funding where, in the opinion of the Board, it is justified. In particular this means that we will:
- try to avoid competing in projects where the consultancy marketplace is adequately placed to operate;

- aim to participate in whole-market or pre-market activities, such as standardisation; and
 - prioritise projects/programmes geared particularly for communities and trade bodies.
- 4.3.2 RTIG has historically benefited from external sources of national income (from DfT for monitoring and standards development from 2004-2010, and from RSSB on a specific project for mobile broadband on trains during 2011). In future we are open to these and other (impartial) sources of funding.
- 4.3.3 We continue to encourage members and associates to contribute directly towards specific tasks in which they are particularly interested. This has happened in the past but only to a very small extent – with most member contributions being on an in-kind basis.

4.4 Budget allocation

- 4.4.1 The table below provides an indicative allocation of budget to the various elements of the workplan identified above. This plan will be kept under review through the year.

Work Package	Cost (£k)
Work Package 23/1 – Foundations of real time	17
Work Package 23/2 – Providing customer information	12
Work Package 23/3 – Support for accessible information requirements	5
Work Package 23/4 – Smart transport systems	10
Work Package 23/5 – Towards Net Zero Carbon	7.5
Work Package 23/6 – Transport innovations	5
Work Package 23/7 – National and International standardisation and cooperation	10
Operational overheads	40
Total	106.5

- 4.4.2 Costs are cited ex VAT. For continuing tasks, and tasks expected to last beyond year end, only the expenditure anticipated during FY24-25 is estimated. This breakdown only covers costs borne directly by RTIG and those acting on its behalf; and excludes any funded project that might arise.