



improving
public transport
through technology

Business Plan for 2026-27

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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 50 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 2026 – March 2027.
- 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 2026 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.

2.2 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 extendable 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 2026 AGM - for members to express their views; and
 - 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 Department for Transport (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, £4.65 million of funding to small bus operators to encourage the early adoption of audible and visible on-board information. This project was delayed as a result of the COVID-19 pandemic and its very significant impact on bus operations but got underway from April 2024.
- 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 UTMC (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 developing our relationship with the European community group - ITxPT.

3 Tasks and services in 2026 - 27

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 years.
- 3.1.2 During 2024 the board undertook a review of the mission and key areas of work for RTIG. One of the key changes they asked for is long term planning of activities. To this end, four priorities have been identified which will provide a long term focus for the business plan; these will provide a consistent framework upon which to build each year's plan.
- 3.1.3 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.
- 3.1.4 During 2025 -26, we will undertake a survey and conversation with members to understand their views on the work of RTIG and how we can better support members and the sector: 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.
- 3.1.5 The four priorities are:
- provision of technical and operational standards;
 - community support, advice & guidance;
 - networking and cooperative support;
 - stakeholder engagement.
- 3.1.6 These priorities will form the basis of the work packages for the next few years. This plan details the work we are planning to undertake this year, and where the work will take multiple years to complete, what will be done in this this year and what in future years.
- 3.1.7 In addition, there are a number of operational activities that RTIG undertakes to sustain the group as a professional community.
- 3.1.8 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).

4 Work Package 1 – Provision of technical and operational standards

4.1 Package Background

4.1.1 The focus of this Work Package (WP) is the development and support of formal standards, with a focus on delivering for the UK: within a wider industry context of operating and/or supplying into Europe and worldwide.

4.1.2 We will support members and their customers with technical guidance and advice. With the potential for a scope of work which is unachievably wide, we have identified the scope of activity to be:

- data – getting the source correct;
- interfaces within the bus including retail;
- interface between bus and other modes;
- passenger information – printed and digital;
- environmental expectations for equipment and services.

4.2 WP1/1 Standards Development

4.2.1 We will continue to represent UK interests on the European standards organisation, notably the CEN working group TC278/WG3 public transport data. This group oversees and coordinates the development of the Transmodel suite of standards including NeTEx, SIRI, OJP and OpRa. Where development of the standards are taking place, we will seek to involve domain experts from within the membership.

4.2.2 We will develop standards for use in the UK where requested by members and/or the wider industry and where there is sufficient consensus on the approach to use to address the identified use cases.

4.2.3 The implementation of the Accessible Information Regulations has shown that there is a need for a standard for the transfer of route details and audio information between suppliers of next stop information systems where a multi-supplier environment is in use. We will develop a new standard - based on existing data structures, to enable the ready transfer of data between systems.

- 4.2.4 The current approach used by existing public transport data standards - such as T031 bus priority, SIRI, NeTEx etc. involves passing structured data files between systems; 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.
- 4.2.5 Many bus operational systems and technologies rely on access to historical data, and there is 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 2026, work will be completed on defining a “Public transport Operating Raw 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 a source of UK requirements. Adoption of the standard will require a standardised understanding of different KPIs and metrics; a set of UK definitions of KPIs and metrics will be produced by a working group which started in 2024.
- 4.2.6 The existing standard for bus to centre communications: the RTIG T030 Digital Air Interface Protocol is aged and no longer fit for purpose in a modern on-bus technology environment. During 2025/26 we explored how this standard should be updated or replaced – and during 2026/27 will identify options for re-development.

4.3 WP1/2 Identify Requirements for New Standards

- 4.3.1 Following on from the work on systems needed for bus franchising, we will use the systems identified to map the interfaces between systems: identifying where standards already exist and are in use, and where it would be helpful to develop standards to improve workflows and efficiency.
- 4.3.2 We will then create working groups of interested parties and identify how best to develop the necessary standards – either locally to the UK, or through influencing European standards groups.
- 4.3.3 We will have a working group to review existing Transmodel based standards and identify if we need to request any changes as part of the next iteration of standards development.
- 4.3.4 The work of the Future of Bus Priority working group may identify the need for new standards to support the approaches to providing bus priority which are being discussed. We will explore new ways of providing bus priority using the latest techniques and available data sets.

4.4 WP1/3 Adoption of Standards

- 4.4.1 We will work with the four UK governments to support the development of standards and advice to enable the sector to provide data in the right format and of the right quality to agreed timescales.
- 4.4.2 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.
- 4.4.3 Many suppliers use the GTFS standards for data transfer. To date, there is no agreement on a consistent approach as to how data should be populated using GTFS – which fields are required and any UK constraints. We will start a working group to develop profiles for GTFS, GTFS-RT and other versions as required.

4.5 WP1/4 Support for Existing Standards

- 4.5.1 Through initial support from Transport for Wales, Parts 1, 2 and 3 of a technical standard: RTIG T047 - for communications between content management systems (CMS) and displays were developed to support the basic functions of displays. The core functions are now at version 2 and being adopted in implementations, we will during 2026 focus on completing enhancements to support fault management and reporting.
- 4.5.2 Additional parts will be added as there is a business requirement and sufficient interest from suppliers.
- 4.5.3 With the adoption of the T047 standard, and as projects start using it in a multi-supplier environment, there will be a need to provide support and update the standard and documentation to address any lessons learned from early implementation.
- 4.5.4 It is envisaged that T047 will be extended in due course to support on-vehicle next stop displays.
- 4.5.5 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.
- 4.5.6 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.

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.

5 Work Package 2 - Community support, advice & guidance

5.1 Package Background

5.1.1 The focus of this Work Package is the support to members and the wider public transport technology sector on less technical topics than priority 1. This will assist the sector in adopting the technical standards, and understand what good practice looks like.

5.1.2 This Work Package will cover activities such as:

- workshops and drop ins;
- accessibility and Inclusion;
- processes development;
- good practice guidance;
- minimising environmental impact.

5.2 WP2/1 Legislative Support

5.2.1 We will support the ongoing development and use of the Bus Open Data Service (BODS) and work to ensure that it can support the needs of the industry and that good practice is shared.

5.2.2 With the continued implementation of the Accessible Information Regulations - part of the Bus Services Act 2017, a sector-wide voice is particularly important. This task will, therefore, provide a further opportunity for RTIG and members to work with DfT (and others as appropriate) to help ensure a consensual, practical outcome.

5.2.3 We aim to ensure that members and the wider industry are as knowledgeable and prepared as possible for the long term management of the requirements of the accessible information requirements.

5.2.4 In 2019 and subsequently, RTIG entered into a contract with the DfT to distribute - through a grant competition: £4.65 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.

5.2.5 During 2026 all public service vehicles will become compliant and we will move into long term support and advice for suppliers and operators to enable them to maintain compliance.

- 5.2.6 The Bus Services Act 2025 has the potential to introduce new requirements to supply data to Government and passengers, we will work with the DfT to ensure that as these requirements are crystalised they are supported by practical advice and are realistic to achieve. This may require new advice and guidance documents to produced along with updates to existing technical documents.

5.3 WP2/2 Making Use of Standards

- 5.3.1 With live data being more widely available through the 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.
- 5.3.2 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 is implementation in the UK.
- 5.3.3 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.
- 5.3.4 Where updates to standards are released or it is clear that there is a need for support to encourage the use of a standard, then we will develop guidance and support materials. An example of this would be updates to NaPTAN.
- 5.3.5 With the maturity of fares data provided to BODS, attention is turning to how this data can be used and importantly how it should be presented to passengers. This is a complex area and fares data is a topic where RTIG has limited experience, we however have extensive experience with real time and other information. Working with other organisations including Traveline we will explore how passengers want fares data to be provided at different stages of their journey. The aim being to provide some advice and guidance to information providers on the passenger requirements and expectations.

5.4 WP2/3 Good Practice

- 5.4.1 New advisory guides will be developed on how to enable RTI systems to produce quality information for use by passengers and within organisations. It is envisaged this will include guides on source data quality and journey matching.

- 5.4.2 This work started with the release of a guide to real time systems, how they work and some of the key challenges - targeted at senior managers, politicians and new starters in organisations.
- 5.4.3 This year we will follow this up with more detailed guidance addressing increasingly technical content.
- 5.4.4 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.
- 5.4.5 As more Local Transport Authorities progress in their plans for franchising we will support them through the development of material to support their requirements and use of data.
- 5.4.6 As different approaches to franchising are implemented the responsibility for real time passenger information becomes a more complex picture often shared across organisations, support and advice is needed on how different organisations should respond. It is now always clear what value data can have to each party and where value can be added. We will produce guidance to identify the different approaches which may be necessary for each organisation and what they need to be providing and how to ensure the most value is gained for all parties.
- 5.4.7 Ensuring the quality of data is increasingly of interest to operators, authorities and passengers. Previous work on quality focused on real time information only, this work needs to be reviewed because of the passing of time and expanded to include other key areas of common interest.
- 5.4.8 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.
- 5.4.9 Some simple guidance will be developed 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.

5.5 WP2/4 Accessibility and Inclusion

- 5.5.1 In addition to Mobility as a Service (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
- 5.5.2 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). Work to complete the update to the document will be completed with relevant user representatives and the industry and subsequent promotion of the updated guidance.
- 5.5.3 We will expand our guidance to include non-digital formats - working with the Campaign for Better Transport and others involved in the work to develop specifications for the information and features that different types of bus stop should provide.

5.6 WP2/4 Future Architectures

- 5.6.1 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. We will work with authorities who are exploring different approaches and provide, where appropriate - advice and assistance. Where good practice is identified we will help share this with the wider industry.
- 5.6.2 During 2025 we completed a project which is sponsored by Transport for West Midlands to identify and provide key functions of the systems needed to manage bus services in a franchise environment.
- 5.6.3 This work will be used to develop a bus operational systems architecture, replacing the previous architecture documents developed over 15 years ago.
- 5.6.4 Over 2026, we will identify the key data and formats processed by the identified systems, where data is managed by standards; and what interfaces already exist and where new ones are required.

6 Work Package 3 - Networking and cooperative support

6.1 Package Background

6.1.1 This Work Package will cover activities such as:

- providing opportunities for members to meet together;
- education and skills development;
- encouraging and developing relationships between member organisations;
- topic centric working groups;
- informal forums.

6.2 WP3/1 Workshops

6.2.1 We will have a programme of in person day workshops; we expect to run 4 to 5 of these each year. This provides an opportunity for the community to get together, learn about a topic and network.

6.2.2 During 2026/27 we will have events based on:

- Franchising – Data for managing performance;
- Future Bus – Connected vehicles
- Bus Priority;
- Passenger Information (output from the working groups ?)

6.2.3 There will be at least one other events – the topic for which has yet to be confirmed.

6.2.4 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. We will continue to have an annual networking event for those with an interest in bus priority.

6.3 WP3/2 Education & Skills Development

6.3.1 We will run online webinars on a broad range of topics throughout the year: to develop the knowledge and skills of members.

- 6.3.2 From the autumn, we will run a series of webinars on data standards, what they are and how they are used.

6.4 WP3/3 Working Groups

- 6.4.1 Where the development of a standard, or production of guidance requires, a task and finish working group will be set up to provide input into the work.
- 6.4.2 We will set up a public transport ITS World Congress 2027 working group to help shape demonstrations during the event, and the public transport pavilion.

6.5 WP3/4 Forums

- 6.5.1 We do not currently operate regular groups or forums for people with an interest in a particular topic or technology. This may, however, be a useful way for members to have more regular engagement with each other and share knowledge.
- 6.5.2 We will explore the demand for communal self-support forums - the format to be explored and agreed.
- 6.5.3 We will consult members and the wider sector on demand for groups on
- operational good practices;
 - data good practices;
 - small operators;
 - Franchise authorities and operators and their use of technology, working alongside the Bus Centre of Excellence franchise forum.

7 Work Package 4 – Stakeholder engagement

7.1 Package Background

7.1.1 This Work Package recognises that RTIG does not operate in isolation; there are other organisations working on similar and aligned activities with whom we need to work. These include governments, but also other membership organisations as well as non-members.

7.1.2 Key activities will include:

- growing engagement within the sector;
- growing engagement with RTIG within member organisations;
- developing membership;
- working with other organisations to grow the impact of RTIG;
- working with other organisations to support each other’s purposes.

7.2 WP4/1 Working with Other Organisations

7.2.1 We will continue to work closely with the DfT on areas of interest to RTIG and its members: seeking to ensure that we are a trusted source of information and advice.

7.2.2 Working with the DfT led Transport Technology Forum (TTF), we will work to identify where we can add value in relation to the areas they have been asked to support.

7.2.3 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.

- 7.2.4 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.
- 7.2.5 We will continue to work with Traveline, ATCO and the DfT to support the running of the Public Transport Information Coordination (PTIC). We will continue to provide the chair for the group for as long as it wants us to.
- 7.2.6 We will continue to support the work of the Bus Centre of Excellence (BCoE): promoting its activities and participating in events where there is mutual benefit.
- 7.2.7 The mission of RTIG 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.
- 7.2.8 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.
- 7.2.9 This task may also support RTIG’s work with other national initiatives, for example, with other modes - to achieve good cross-platform integration.
- 7.2.10 We will share experience and guidance to link RTIG members with emerging legislative requirements and developments elsewhere in the UK ITS sector.
- 7.2.11 We will work 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.

7.3 WP4/2 Diversity & Inclusion

- 7.3.1 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.
- 7.3.2 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 under-represented groups.

7.4 WP4/3 ITS World Congress

- 7.4.1 In 2027, the ITS World Congress will be hosted in the West Midlands. This is a significant opportunity for the UK - the last time the UK hosted was in 2006.
- 7.4.2 This is the world's largest transport technology conference and exhibition and provides UK companies with a great opportunity to showcase their capabilities and products.
- 7.4.3 As part of the event there will be demonstrations of technology in the real world. These demonstrators will need to be designed and developed using existing technologies with a track record as well as new innovative solutions.
- 7.4.4 We will seek to ensure that members are able to contribute in a meaningful way.

8 Baseline & Operational activities

8.1 Baseline Activities

8.1.1 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.

8.1.2 The content and timing of these activities will be determined by the RTIG General Manager - in consultation, where strategic issues arise, with the Directors.

8.2 Operational activities

8.2.1 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.

8.2.2 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.).

8.2.3 During 2026 we will update our member management and communication systems which have been pieced together over recent years and need to be replaced so that they are integrated. This will also reduce the current effort involved in keeping multiple systems updated.

9 Resource plan

9.1 Income summary

- 9.1.1 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 2025/26</i>		-	
<i>Member subscriptions</i>			
3yr/5yr memberships	(various)	19	33.030
Executive / Foundation Members	3.976	8	31.808
Full Members	1.988	14	27.832
Associate Members	0.789	16	12.624
<i>Other activities</i>			
Projects			0
Event income			1
Document sales etc			0
Total base income			106.294

- 9.1.2 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).

9.2 Member subscriptions

- 9.2.1 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 2026-27" (RTIGC013-1.22 dated April 2026). One-year subscription rates for FY2026-27 have increased by 3.2% and are as follows, ex VAT:

- Executive Members - £ 3,852.89
- Foundation Members – £ 3,852.89
- Full Members – £ 1,927.08
- Associate Members – £ 765.15

- 9.2.2 Discounted three and five year membership options are available.
- 9.2.3 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%		£1,988.75	Operator or group with > 200 vehicles
66%		£ 1,312.57	Operator or group with > 100 vehicles
33%		£ 656.29	Operator or group with > 20 vehicles
20%		£ 397.75	Operator or group with < 20 vehicles

- 9.2.4 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.
- 9.2.5 Increased membership levels will enable additional activity on business plan items to take place - increasing value for all members.

9.3 Programme support

- 9.3.1 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.

9.3.2 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.

9.3.3 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.

9.4 Budget allocation

9.4.1 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 1 – Provision of technical and operational standards	20
Work Package 2 – Community support, advice & guidance	20
Work Package 3 – Networking and cooperative support	20
Work Package 4 – Community & stakeholder engagement	15
Operational overheads	30
Total	105

9.4.2 Costs are cited ex VAT. For continuing tasks, and tasks expected to last beyond year end, only the expenditure anticipated during FY26-27 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.