

# Work plan process: where we are? Where do we go?

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## Introduction

The development of UITP represents a success and a threat, especially it tough period for finances. The challenge we all have to face for the future can be summarized as:

- More members and more international recognition generate more demands, more expectations, more questions to be answered (EU for instance)
- To serve them, UITP needs to mobilize more resources. Some of them are in the Secretariat General, Others are in UITP bodies (i.e. members!)
- the current Budget limitation imposes the same resources to manage these increasing expectations

The danger is to generate more dissatisfaction because UITP could not be able to respect and serve these expectations.

## Diagnosis

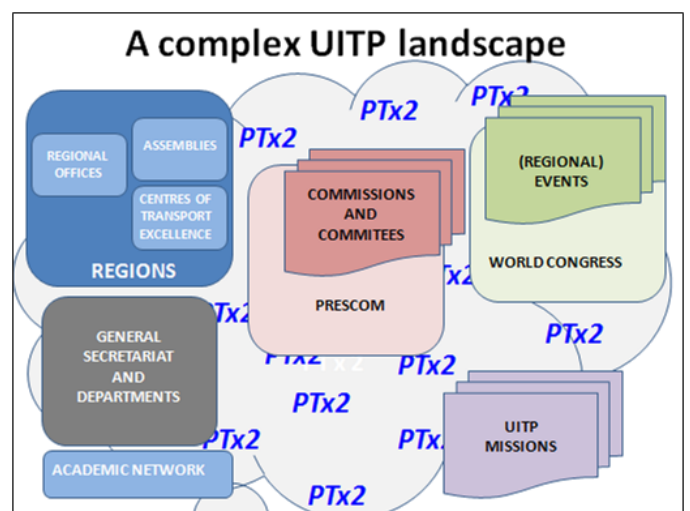
UITP structures : very numerous propose a full range of services and activities covering all aspects of our sector.

The PTx2 principles are meant to provide general framework, inspiration and guidance.

The missions impose different kind of responses:

- Events for networking, business opportunities and knowledge
- Focus, papers, reports and statements for advocacy, knowledge and innovation
- Trainings for knowledge, networking and innovation,...

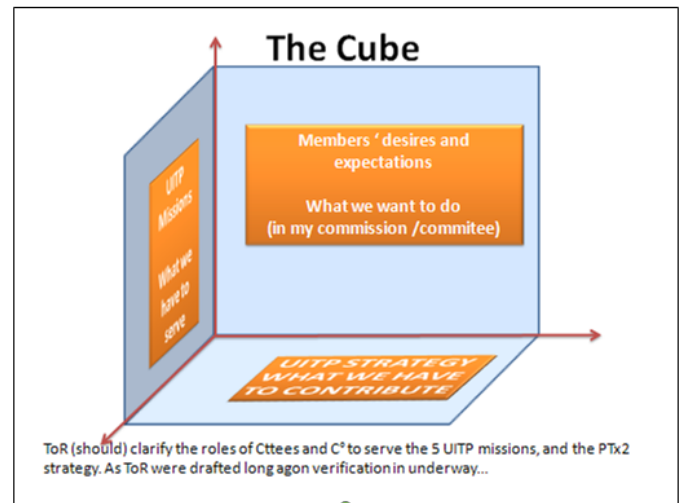
At the end we have to combine members' desires and expectations, service of the UITP missions, contribution to the UITP Strategy.



However, some “tensions” can appear between possibly conflicting dimensions:

- Expectations and aspiration of Committee and Commission members
- Fulfillment of UITP general missions to serve all members
- Value and knowledge creation to support Px2 to share with the wider UITP community

Ideally, activities should “serve” the 3 dimensions simultaneously. Sometimes however, a perception that the strategy is “for CEOs” and not for Cttee members can arise. This should be addressed. Later slides will provide suggestions on how to “reconcile” these dimensions.

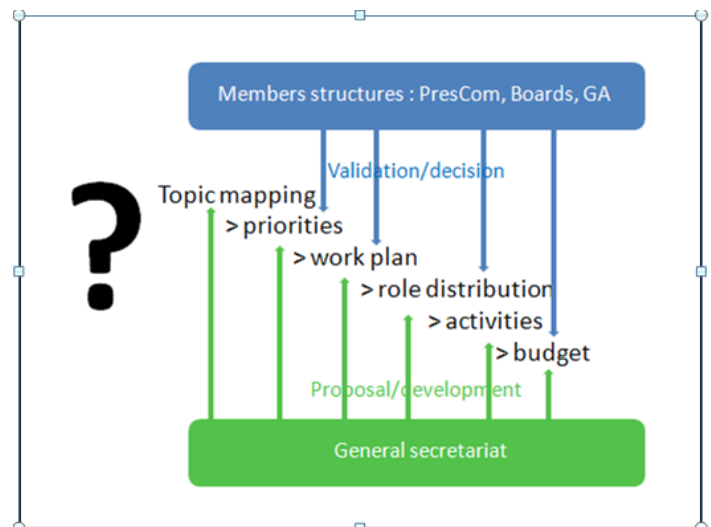


## Sequence from ideas to activities

The following sequence was proposed by UITP to funnel the process towards an agreement on a business plan (activity plan) for 2013-15.

At the request of PresCom in Paris, UITP took the initiative of preparing the selection and submitting propositions.

The main responsibilities are highlighted.

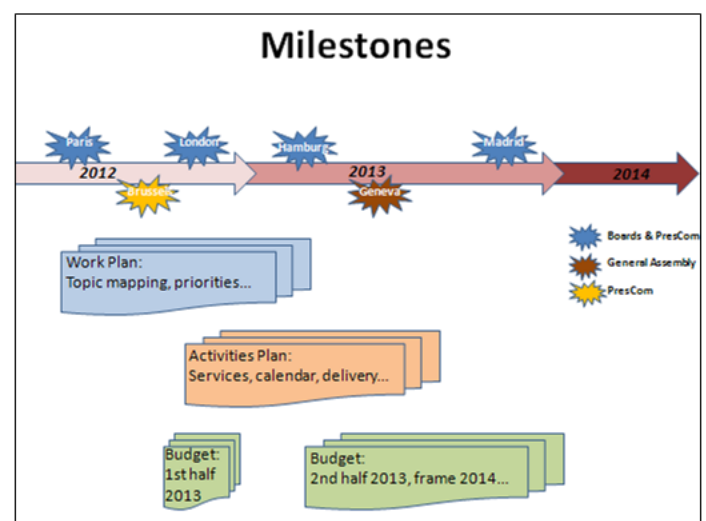


The process is divided up in 3 stages:

- Discussion on topics selection
- Discussion on activity and deliverables
- Translation in budgetary proposition

The September meeting permitted to progress on topics and topic clusters, as well as a first discussion on activities.

The London PresCom should validate these options and explore more the modalities of cooperation among Committees and Commissions.



## Collecting topics

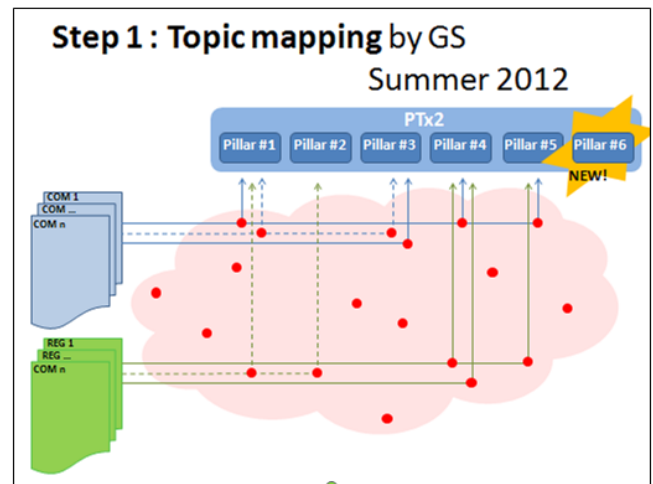
At the request of PresCom in Paris, UITP took the lead in collating ideas from all groupes and started to cluster and prioritise them.

Each suggestion of work topics (represented as red dot) was checked for its relevance towards the strategic pillar of PTx2.

It was proposed to add a 6th pillar (operational and technical excellence) in order to make it easier for modal and technical groups of UITP to feel part of the strategy and reduce the feeling of "nice but not for me".

Suggestions were collected for all Committees and Commissions, as well as for Europe and Asia, but other regions have so far not yet fed the process. The resource limitation of

regional offices and the need for flexibility to accommodate for opportunities arising on the way are fully recognised. However, the Secretary General is reminding that the Executive Board required a full integration of the work plan and that this should not be satisfactorily done without input.



From all these proposals received in summer time, clusters/priorities were derived and submitted to PresCom which endorsed them. This list is attached as Excell file. It displays some 100 topics clustered in 13 priorities/clusters.

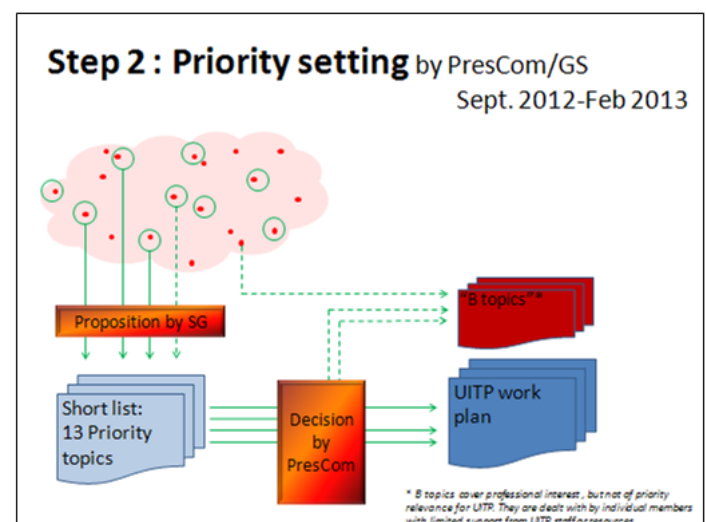
Absent members of PresCom are invited to provide a confirmation in written by 5 October. Objection can be formulated but with due motivatiuon of the reasons.

Of all suggested activities, some/most will be included in the UITP work plan.

Other suggestions that were not initially selected in the priorities, or that PresCom would decide to remove from topic list could be tagged as "B-topics" (using a terminology in place for many years in the Metro Division). These subjects are of recognised professional interest and should not be excluded from UITP scope. They can be dealt with by members, but with reduced/no support from the UITP resources.

PresCom rejected the B-topics name because of their high relevance for the members in Committees and Commissions. UITP will propose alternative name (community, peer-2-peer; satellite...).

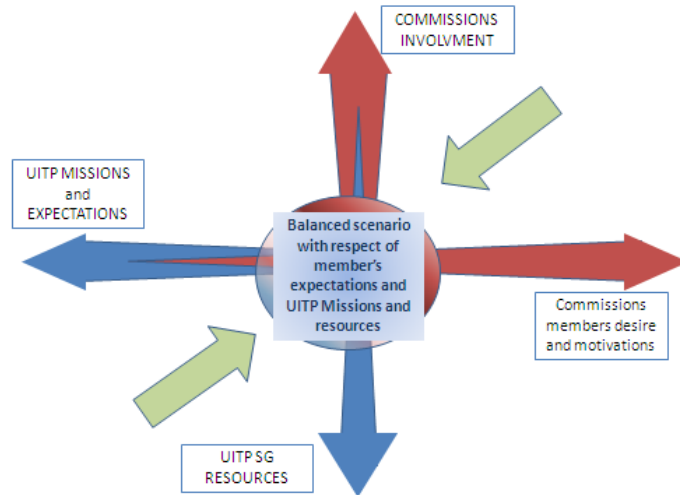
The availability of more communication tools (IT) would ease enable members to exchange on such "B-topics".



## Proposal to combine UITP missions and Committees activities

The emergence of such “B-topics” next to the “official” work plan allows to find a better balance between members individual and legitimate aspirations, and the need to deliver knowledge and value of relevance for the association as a whole and serve all 5 missions:

- Networking
- Knowledge
- Advocacy
- Innovation
- Business opportunities



## Preliminary topic list : Excell table

Original table included also suggestions for specific activities. At the request of PresCom in Brussels meeting, you are provided with only part of the table in order not to confuse you. The focus at this stage is on :

- topic identification and relevance to a proposed cluster
- Identification of groups contributing to the subject.

This provides therefore a “networking map” to help you identify in London the colleagues you need to talk to in order to agree on a way forward and on leadership and contribution. One of

the main purpose of PResCom is indeed to make all chair persons work together. A session of “speed-dating” will be organised in London to facilitate this process.

The 13 priorities were cross-checked for their relevance to the strategy pillars and provides a confident match.

### The table

Identified PTx2 priority topics (2013-2015)	... is willing to contribute	Specific subject	also contributes to...
		if you have more than 1 suggestion per priority topic, please use multiple lines	
	TEC, BRHM, OA	Economic benefits of PT, incl. green jobs	
1-Communication, travel info & ticketing	if helps to master complex travel chains. Demand for sophisticated solutions is equally expected by customers and political arena		
	ITSI, ITS, EU, OA	ITS - Interoperable fare management	2, 3, 9, 12
	ITSI, ITS, EU, OA	ITS - Travel info market, incl. data open access	2, 3, 9, 12
	ITSI, ITS, MKTG	Social media	
	Bus, ITSI	AVM, pax info in disruption, mobilemedia...	1
	D&C, ITSI	Information Design	
	MKTG, SECOM	Communication in times of crisis	
2-Intermodality	Seamless mobility chain a key to i-ATC 2.0 and remains a challenge and needs improved treatment		
	OA, UL, CMP, EU, model	Specific subject proposed	

UITP group willing to contribute > synergies

13 - Generic topic identified from 6 PTx2 strategic pillar : table PresCom Paris

## Tentative portfolio definition

This is a tentative description of what the service portfolio could look like. This process is on-going by the UITP management Board.

Topical workshops could be organised on the occasion of Commission and Committee meetings, as was already "tested" in last 18 months by a number of Commissions.

The process of PresCom and this process needs careful coordination and convergence.

### **Tentative\* portfolio frame over 2 years**

- 1 World Congress
- 2 regional Congresses
- 5 international conferences (2 days) – 2 linked with above
- 10 workshops (1 day), of which 4 on EU matters
- Modal and Sectoral Assemblies : modified/suppressed
- xx Webinars/virtual workshops
- xx regional workshops/mini events
- 7-8 Trainings
- Max 8 Focus papers; 8-10 PTI articles;
- xx reports
- 6? Funded R&D projects

\* Preliminary discussion with SG, pending clarification of service portfolio analysis (underway)

1.1 UITP CONGRESS (every 2 years) : dynamic review of the sector's strategy.

Commission/committee could apply for a slot (a session, a speech, a debate) in order to present its contribution to PT x2.

1.2 REGIONAL /THEMATIC UITP INTERNATIONAL CONFERENCE: transverse peer review of 1 PTx2 PILLAR (every two years)

Between 2 congresses, 18 months are available to organized the statutory Assemblies and large international conferences. It is suggested to group Assemblies with 1 international conference This 18 month period can accommodate 4-5 such conferences. This aims at improving participation, aligning topics with priorities, reducing managing expenses for Events. This principles needs to be "tested" and approved.

1.3 COMMISSION /COMMITTEE MEETINGS: the « professionals» communities.

These are the basis of a successful management of the association because they are the place where members may offer their competences and improve their knowledge, their professional networks.

In addition to the usual activities, it is suggested to develop more technical and local events, steered by the commission / committee itself : technical workshop to update information and know how. For instance, grouping a commission/committee meeting with a 1 day technical workshop could serve the same objectives of better participation, limitation of expenses and resources management, or even UITP increased visibility in a specific country.

Some Committees and Commissions have already started this type of activity.

## UITP official positions

Reactive expertise is needed to face technical questions in order to present a UITP POSITION. These questions are mainly coming from governmental agencies (EU, State,) or UITP members. The suggestions are:

### 2.1 Corresponding member

Every commission/committee appoints one of its members (he can also lead a cell) as the official corresponding person to answer one particular priority topic .Its role will be to answer to questions coming from members or from external people in coordination with the UITP commission / committee manager. The activity is potentially time-consuming, and modalities should be discussed with your members.

### 2.2 publication

Every commission / committee publishes at least 1 PTI paper and 1 core brief /focus paper in a 2 years mandate (suggestion).

## Commissions/committees initiatives

Next to these activities "for UITP", it is important to leave freedom to members to deal with other subjects, which can be called "B topics". This must stay possible even if financial constraints impose us to streamline: e.g. time slot on agenda, discussion forum...

Every commission /committee may organize its own activities which are able to motivate present members, attract new ones and serve UITP missions.

The first principle is that if this purposed activity is part of UITP validated priorities, it will be fully supported and included in the official agenda and as a consequence, the adequate UITP resources will be engaged.

The second principle is about activities which are not fully part of Priorities (B topics).

- Commissions/committees present their projects to UITP SG to ask for support.
- The UITP SG will edit some simple and clear specification to analyse its support (finances, human resources) according to UITP priorities and portfolio.

- Depending on the answer, the commission/committee will decide to manage the project or not with the appropriate invest and support of UITP SG resources.