

**Project**

Extension of Pay as You Go Oyster Programme

**Client**

Association of Train Operating Companies

**Value**

N/A

**initiate's role:**

Transport for London had signalled a desire for the mainline train companies whose service enters into London to accept fares payment through TfL's Oyster system. This proposal presented the individual train operating companies with extensive commercial, technical and operational uncertainty.

**initiate** were appointed as Risk Management consultants by the Association of Train Operating Companies to identify and evaluate the risks that the individual train operating companies might encounter during the execution of this project.

The challenge was achieved by:

- Producing a Risk Management Handbook to explain the process to our client's members, the individual train operating companies
- Performing a desk top study and combining the results with our tacit domain knowledge in order to produce a foundation for the process
- Conducting a series of in-depth interviews with representatives of each of the operating companies to complete our preparation for the workshop stage
- Facilitating a creative workshop at which members of the client organisations analysed, refined and evaluated the identified risks in terms of likelihood of occurrence, impact, mitigation strategies and ownership
- Summarising the whole process in an output report and risk register

**Output**

The adoption of a risk register by ATOC and its members that informed and enabled the completion of negotiations with Transport for London. These negotiations hinged on the contractual arrangements for the extension of the Pay as You Go Oyster Programme for the main line train passengers travelling within all of London Underground's fare zones.