

LNER response to Transport Focus emerging issues and clarification questions

- 1 Do you have any forecast of the impact on revenue – i.e. on how many people will no longer travel as a result or will now travel without paying?

Our customers will continue to have several options available to purchase a ticket. This includes online, via the phone or at the station. Tickets purchased online are the preferred channel, and we see this growing beyond the 88% (average of the 7 affected stations) that it is today. Outside of the current travel centre opening hours, we have a very low ticketless travel rate and we expect this to continue. Our revenue protection mitigations remain, with Automatic Ticket Gatelines at stations and on train ticket checks. We also have a dedicated Revenue Protection team to support station and on-train teams. Additionally, we will be conducting a thorough review of signage at all stations which LNER manage to ensure they provide a consistent message to any customer using that location. Our proposition will ensure staff will be available to help customers with ticket purchasing and our experience from a similar exercise where we reduced Travel Centre opening hours a couple of years ago did not see a decline in revenue or passenger volume. Additionally this did not result in an increase in ticketless travel either. Taking all of this into account we therefore consider that the impact on revenue will be negligible.

- 2 Do you have any existing programmes designed to help people migrate to digital and if so, how effective have these been?

We have been implementing our strategy to migrate station customers to digital and/or self-service channels for some time now. This has been a resounding success and forms part of rationale for proposing to close 7 ticket offices. To highlight this, only 5% of tickets are fulfilled at affected stations on a face to face basis at the ticket offices of the affected stations. We have also introduced a digital flexing solution (referred to as 'Simpler Fares') which gives LNER customers who purchase the new Semi-Flexible fare via the LNER website, the opportunity to search for and swap trains within their validity window at the click of a button. The 'Gold' booking experience on LNER digital channels will also help the customer choose which fare is best for them.

- 3 Have you made an assessment of who will not / cannot move to digital and the effect on them of closing the ticket office?

We have completed an Equality Impact Assessment (EQIA) for all our impacted stations. We recognise that this is a step change and our people will be on hand to help and support our customers where needed.

- 4 What assumptions have you made about how many / what proportion of people will move to digital if ticket offices are closed?

We have yet to make any assumptions in our channel share forecast about what proportion of people would move to digital if the ticket offices were closed as it has yet to be confirmed as taking place. Currently only 6% of LNER's revenue is retailed through travel centres (3% LNER's and 3% other TOCs'). When this process is confirmed we would expect to receive some guidance from RDG around assumptions. We will then be able to add more LNER-specific assumptions once the full process is confirmed (such as advertisements, staff availability, TVMs etc.).

- 5 "What reassurance/ evidence can you give that there will be sufficient capacity for the ticket sales displaced from the ticket office, especially at peak hours?

"We have recently completed an analysis on the usage rates of TVMs at all LNER stations in preparation for the TVM retender that is due to commence in the next financial year. This analysis allows us to track and review the capacity and usage of all TVMs. The data produced demonstrates there is still available capacity across our stations. We have analysed ticket sales currently fulfilled via ticket offices on an hour by hour basis. We are confident there is more than sufficient capacity for these sales to migrate to online channels or to remaining options available at the affected stations either via TVMs or the MTiS devices that our multiskilled staff will have access to.

- 6 Has any assessment of the TVM capacity at each station been carried out? This is both in terms of overall capacity and 'remaining' capacity – i.e. factoring in existing sales and Ticket on Departure collection per hour from the TVM?

We have carried out an hour by hour breakdown (by station) of all tickets issued by TVMs including TODs. As per the response above we are confident we have more than sufficient capacity to accommodate the increase in TVM sales. We also anticipate a significant proportion of sales displaced from ticket offices will move to digital channels. See attached Appendix 2 for further breakdown. We do not foresee all transactions currently fulfilled by Travel Centres migrating to TVMs as we will promote sales via web and our MTiS will be take some of the load.

- 7 Has any assessment of the location of TVMs been carried out – are they in the right place?

Our TVMs are located at what are deemed to be 'optimal' locations for the benefit of our customers. Station by station surveys were conducted to identify these locations and we monitor the usage of each TVM to assess their suitability. We investigate TVMs with low usage to consider alternative locations or contributing factors that form part of the reason for this. With our new approach to station staffing and the introduction of multiskilled roles we will endeavour to have a staff member within the vicinity of each TVM to support customers. We are currently planning the retendering process for our TVM fleet so we will review suitability of locations again as part of this.

- 8 What mitigations do you intend to put in place to help staff 'queue bust' at busy times. For example, will staff have access to handheld devices to sell tickets directly?

The core principle of our new approach to ticket retailing is based around the deployment of a multiskilled workforce across all key touchpoints on our stations. These staff will be trained to assist customers in purchasing the right ticket for their journey and to direct/assist them with the use of our TVMs or to issue directly via our Mobile Ticket Issuing Systems (MTiS) devices which our staff will have access to at each of the affected stations. Additionally, we have reviewed all station activities and created bespoke new rosters for our multiskilled roles which reflect these activities and are targeted to meet evolving customer demands.

- 9 How will the adequacy of retail arrangements at stations be monitored and reported (including to passengers)? What KPIs will be in place?

We will target our CSAT surveys to monitor the new retail arrangements and this will be reported as part of our DfT [quarterly] report. We will also monitor customer comments received relating to ticket retailing to identify any trends so that we can develop mitigations in a timely manner. Regarding KPIs, we will track things such as queuing times, NRPS data on 'the ease of purchasing a rail ticket' and our sales data by channel so we can identify how customers are migrating to other ticketing solutions.

10 What impact is there on impartial retail obligations – something that currently applies to ticket offices. Will similar obligations be put onto other channels?

We understand that the TSA impartial retailing obligations do not specifically refer to the sale of tickets at stations outside of Ticket Offices. We would support the making of amendments to the TSA to reflect any necessary changes that might arise from the current consultation, including in relation to impartiality obligations. We note that the National Rail Conditions of Travel also contain relevant train operator obligations, including a general obligation to "make available clear information about the range of Tickets to help customers make a well-informed choice about the most appropriate and best value Ticket for their journey."

11 TVMs are not capable of offering the same range of products and services as ticket offices. We would ask whether any of the following can be provided from a TVM:

See below;

11a Advance tickets and reservations Yes. All our Ticket Vending Machines (TVM) can retail Advance Fares from origin stations.

11b Season tickets Yes. LNER TVMs currently sell weekly new issues and renewals up to 10 months. LNER is currently working across the industry to develop a policy and an effective approach for monthly and longer purchase of season tickets, potentially mandating season tickets to smart media (Smartcards). Subject to funding agreement, the retender for TVMs will include this requirement. We are currently working with the industry to develop a policy and an effective approach to widen our offering of season tickets via TVMs. Subject to finalising the relevant funding agreements and assessments, these changes could be fully implemented by mid-2024.

11c Railcard Sales (National and regional) "Not currently. National Railcards will be issued online, and will be available at one of our principal stations that have a Customer Information Centre. Most Railcards are available from National Rail, TOCs and Third Party Retailers. Some Railcards (that require additional verification) are only available from National Rail. Subject to finalising the relevant policy, these changes could be fully implemented by mid-2024. Until then, passengers will be able to purchase their Railcards through;

- Direct online (via website or App)
- Customer Information Centres / Retained Ticket Offices

11d Apex single and return tickets N/A

11e Car park tickets No. All LNER's car parks now operate via Automatic Number Plate Recognition (ANPR) pay on exit system. This allows for payment via the LNER parking app which is free to download. Customers can also pay on their phone or by tapping their credit/debit card at the exit barriers. Payment is also available via card at our Car Park Payment Machines. We are currently working with the industry to develop an effective process to facilitate the retailing of car park tickets and other sundry sales via TVMs and MTIS. Subject to finalising the relevant agreements, the intention is to have these processes in place by end-2024.

11f Refunds All our stations will be staffed from first to last train and will be equipped with MTIS devices so will be able to assist with these transactions. Therefore, current processes for refunds on tickets purchased at LNER stations will be retained. We are currently working across the Industry to develop a policy and an effective approach for

refunds and replacements of tickets purchased via TVMs. Subject to funding agreement, the retender for TVMs will include this requirement. Replacement tickets, for example, Seasons, where the ticket is damaged or faulty will be issued online, from remaining ticket offices, or by station staff (MTiS). The adoption of this policy change will require updates to existing retail channels and facilities, including TVMs and potentially some MTiS. Subject to finalising the relevant agreements, the intention is to have these processes in place by mid-2024.

11g National concessions for disabled people (for wheelchair and visually impaired passengers plus a companion) "No. LNER TVMs currently do not sell special disabled fares. However, these could be enabled on existing TVMs. We are currently working across the Industry to develop a policy and an effective approach for facilitating Special Disabled Fares (SDF). The intention is to provide those passengers meeting the SDF eligibility criteria with a Disabled Persons Railcard (DPRC). They will be able to purchase discounted tickets from an increased number of retail channels and across a broader range of ticket types. Subject to funding agreement, the retender for TVMs will include this requirement. We are currently working across the Industry to develop a policy and an effective approach for facilitating Special Disabled Fares (SDF) The intention is to provide those passengers meeting the SDF eligibility criteria with a Disabled Persons Railcard (DPRC). They will be able to purchase discounted tickets from an increased number of retail channels and across a broader range of ticket types, for example, TVMs and online channels, making them much more accessible. This will require changes to policy, backend systems and all retail systems as currently the SDF is only available at Ticket Offices. Subject to finalising the relevant funding agreements and assessments, these changes could be fully implemented by mid-2024. Until then, passengers will be able to purchase their tickets through

- MTiS (Staff at Station or On-Board)
- Customer Information Centres / Retained Ticket Offices

11h Boundary Zone add-ons No. LNER TVMs do not currently offer boundary zone add-ons. We are currently working across the industry to develop an effective approach to facilitate the payment of Boundary Zone Fares through all TVMs, MTiS and online channels. Subject to finalising the relevant agreements and assessments, the intention is to have these processes in place by mid-2024. In the meantime, at station staff and on-board staff with MTiS devices will be able to assist with these transactions. Subject to funding agreement, the retender for TVMs will include this requirement. We are currently working across the industry to develop an effective approach to facilitate the payment of Boundary Zone Fares through all TVMs, MTiS and online channels. Subject to finalising the relevant agreements and assessments, the intention is to have these processes in place by mid-2024. In the meantime, at station staff and on-board staff with MTiS devices will be able to assist with these transactions.

11i Staff travel discount No. LNER TVMs do not currently offer staff travel discounts. They can be purchased online (RDG), through MTiS or at Customer Information Centres.

11j Buying tickets in advance rather than on the day of travel "Yes. Our Ticket Vending Machines (TVM) are able to retail Advance Fares from origin stations, including Advance Purchase on the Day (APOD) where available. Additionally when we deploy our Mobile Ticket Issuing Systems (MTiS) across our stations to support of multiskilled staff these will also be able to issue advance tickets too.

11k Tickets for travel that do not involve the 'host' station (important for people wishing to use split-ticketing arrangements) Yes. All of our TVMs are already able to offer tickets from any station to any station within the UK rail network

11l Seat reservations "Yes. LNER TVMs offer seat reservations but only when done as part of a ticket purchase. Post purchase seat reservations can be done online. The intention is to enable seat reservations, at the time of ticket purchase and also later, through all TVMs. Subject to finalising the relevant industry funding agreements, these changes could be fully implemented by mid-2024. Until then, passengers will be able to make seat reservations through

- Direct online (via website or App)
- Contact centre (telesales functionality)
- MTiS (Staff at Station or On-Board)
- Customer Information Centres / Retained Ticket Offices

Standalone seat reservations are also available via the LNER app

11m Changing a booking/tickets "No. LNER TVMs do not offer change of booking / tickets. However, the industry intention is to enable this through online channels.

The adoption of this policy change will require updates to existing retail channels and facilities. Subject to finalising the relevant agreements, the intention is to have these processes in place by [mid-2024]. Until then, to assist with these transactions, passengers can use

- Direct online (via website or App)
- Contact centre (or Travel Agent / Travel Centre)
- MTiS (Staff at Station or On-Board)
- Customer Information Centres / Retained Ticket Offices

12 "Are there any other products, not mentioned in the list above, that passengers will no longer be able to easily purchase from the station if the ticket office is closed?

"The Industry is considering the current range of non-digital products and transactions and is identifying solutions to address these issues. Work includes improving ticket vending machine functionality, the digitisation of more ticket types and changes to rail industry policy and processes.

Photocards - The industry has agreed the policy to remove the requirement for a Photocard when purchasing a Season Ticket. Where a form of ID is required for the purchase of a Season Ticket, any reasonable alternative form of ID shall be accepted. Subject to finalising the relevant funding agreements, these changes could be fully implemented by mid-2024. Until this time, it is the intention that customers with no photocard will be able to enter a generic number into retail systems.

Excess Tickets - We are currently working across the industry to develop an effective approach to manage situations where passengers require an excess fare. Approach is to allow for excess fares to be possible to purchase from a TVM or via a member of staff with a MTiS. Subject to finalising the relevant agreements, the intention is to have these processes in place by late 2024. Until then, passengers can find assistance through, Customer Information Centres / Retained Ticket Offices

Rover and Rangers - we are working across the industry to develop a policy. They can be obtained through MTiS and Customer Information Centres/ retained Ticket Offices"

12 "Do you have any plans to upgrade TVM functionality and if so, what would this cover and when would it be complete?"

Flowbird and the RDG have been engaged to examine the potential of adding to the current functionality of our TVM fleet. They will be providing an update on this to us very shortly which we can then review and take forward. It must also be noted that LNER is currently going through a retender of our entire fleet of TVMs. This tender process is near to being completed and released to potential suppliers with a view to having these new devices in stations in the FY 24/25.

13 "Will staff be able to access a ticket machine, or be issued with handheld machines to sell tickets not available from the TVM?"

Our Multiskilled station staff will have access to an MTiS device to assist customers with purchases not available via TVMs

15 Will the use of handheld machines be at 'core hours' or throughout the day? We will deploy our handheld machines across our stations throughout the day.

16 "How many handheld devices will be available per shift – enough for all multi-skilled staff on duty?"

The number of handheld devices available will be matched to meet anticipated demand at each station. We see these as supporting other ticketing channels throughout our core hours.

17 "How accessible are the handheld devices? Will staff be carrying them or will they have to access them from a secure location?"

"Our proposal is for staff to carry their handheld devices with them so that they are equipped to serve customer needs in a timely and effective manner."

18 "Will the handheld device be able to offer the full range of tickets available from a ticket office?"

"Our handheld devices will all be able to offer around [92%] of tickets currently available from a ticket office. A small percentage (8%) of ticket types (accounting for 2.3% of sales) will no longer be available from the affected stations."

19 "What is the transaction time difference between purchasing a ticket from the ticket office, TVM, or from a handheld device?"

Obviously transaction times differ depending on the complexity of the transaction and this is built into our Resource & Implementation plans. Our MTiS devices are an adapted version of the Ticket Issuing Systems deployed currently in ticket offices so the transaction times will be the same. Regarding tickets issued via TVMs, our experience tells us this may take a little longer as it is often dependent of the experience of the user. To mitigate this our multiskilled staff will be on hand to assist and help educate customers in this process.

20 How will passengers access these products and services in future?

It is LNER's intention to promote the use of online and self service channels for all products and services. Additionally, our multiskilled station staff will be on duty from first to last train and will be able to assist with purchasing tickets that aren't currently available via a TVM

21 "How can passengers have confidence that this is not a precursor to withdrawing

some of these products - for example, rover tickets?"

"With regard to National Rail Products, such as Rover tickets, it is not within LNER's gift to withdraw them and we are currently working with RDG to develop an plan so that Rovers and Rangers Tickets to be available through all TVMs and MTiS devices.

Subject to finalising the relevant funding agreements and assessments, these changes could be fully implemented by mid-2024. Until then, passengers will be able to purchase these tickets through*

- Direct online (via website or App)
- Contact centre (telesales functionality) or Travel Agent / Travel Centre
- MTiS (Staff at Station or On-Board)
- Customer Information Centres / Retained Ticket Offices

At this time, the industry not looking to withdraw any products. It may be simplifying processes, such as removing photocard requirements for season tickets, but withdrawal of products would require a full and formal review of the ticketing and fares system. This is not within the remit of this consultation or these proposal

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22 "Can passengers always purchase a ticket from a TVM at the station for a train, even if that train is shown as 'sold out' and not available to purchase online? If not, how will passengers continue to be able to 'walk-up' and travel?"

Yes - it is possible to book a ticket on our TVMs without a reservation.

23 "How will disabled people who cannot use a TVM purchase a ticket?"

"At our Customer Information Centres, there will still be face to face ticket sales available. At the affected stations, staff who will be floor-asking and out on the platforms/concourse will be able to use handheld devices to sell the majority (92%) of tickets to anyone unable to use a TVM.

24 "How will people summon a member of staff if they need help while using a TVM (i.e. the equivalent of the 'red light' at a supermarket self-checkout till)?"

Our deployment plan will focus on the key areas of the station where customers may require assistance. Therefore, staff will be allocated zones for patrolling so whilst they may be carrying out varying duties they will always 'check in' on all the key touchpoints on the station. We do not have any TVMs located in quiet zones so by default there will always be a member of staff on hand within a limited timeframe.

25 Is it proposed to upgrade TVMs to offer remote access/video help facilities?

As part of the TVM tender we will be asking as a requirement that video functionality is available for the new fleet of TVMs.

26 "Have you assessed the accessibility of existing TVMs, both in terms of their location at the station and useability? This includes whether they are under cover, whether passengers queuing are protected from the weather and whether they can be read in direct sunlight?"

The current retendering process is underway and will involve a full review of all positions of TVMs and their accessibility. As part of this, we have put in extensive accessibility improvements into our specification. This was based on our learning from any challenges customers have raised using the existing machines.

27 "What are the contractual SLAs for fixing out of order TVMs and have these been reviewed given the future importance of TVMs?"

"We have a Support and Maintenance document that is part of our contract with Flowbird that can be provided if necessary. We have weekly support and maintenance meetings with Flowbird to review and resolve any ongoing issues as well as monthly reviews. SLAs are continually reviewed in these sessions as to their suitability. (See appendix 1)

28 What are the procedures to ensure TVMs are replenished with stock?

Our multiskilled station staff will be tasked with replenishing the TVMs with stock and change, where appropriate.

29 "Will there be standards for maximum queuing times at TVMs and how will queue lengths be monitored?"

There are no fixed queuing times for TVMs as per current arrangements. Our multiskilled team leaders will monitor all operational activities and redeploy staff to assist with TVM queues if the need arises.

30 "What rationale was used for determining to close all ticket offices under consultation?"

"Our larger stations will retain travel centres to reflect the current demand and our smaller stations will not. They will, however, still offer ticket sales from the station through TVMs and our mobile ticketing system. With regard to the 7 proposed ticket office closures we are responding to the changing nature of our customers' purchasing habits, as we now see nearly 90% (on average at the affected stations) purchasing online. We aim to implement this transition so our people are closer to our customers and can be visible and help with a greater range of customer requirements.

31 How does the role of multi-skilled staff in more open spaces differ from a ticket office?

"Currently, ticket office staff are in static locations and are therefore limited in the wider support they can offer.

In future, our new multiskilled teams will proactively offer help to customers from their designated working zones on our stations. They will act as a one stop customer service shop where a variety of customer requirements are dealt with at source. These roles will be more agile and able to respond to evolving customer demands. They will also support growth in areas such as the family and leisure market."

32 How is a more visible presence delivered with less staff than present?

With our multiskilled staff being deployed at all key touchpoints across the station they will be more visible to our customers. Previously, staff in ticket offices were only visible to customers who used that facility and now they will be more accessible in all high profile locations of our stations. Given our experience, we have a forensic understanding of our stations and will ensure that our people are where our customers need them. We plan to deploy our staff using the HICAs method (High impact customer Areas) using reception

desks/customer information offices as a main focal point/heart of the station. So although there will be 'less staff than present' we believe that our multiskilling model will be more efficient than current arrangements and will provide a better overall customer proposition.

33 "Are the proposed staffing levels at stations sufficient to ensure assistance with ticket purchases can still be offered at busier times alongside other duties? Do you have any evidence / assessments to support this?"

Our proposal entails the promotion of web-based and station based self-serve options for ticketing fulfilment. We will support this with our new multiskilled teams who will be on hand to assist with the use of TVMs, sell tickets from handheld devices where necessary and to offer advice on retailing via the LNER website. We therefore believe proposed staffing levels will be sufficient to ensure assistance with ticket purchases can still be offered at busier times.

34 "What training will multi-skilled roles have in ticketing/product range to ensure they can provide expert assistance necessary to navigate the complex fares system and ensure passengers get the right ticket?"

All our multiskilled staff will undergo an individual training needs analysis to identify the gaps in their competences. It is anticipated that we will have some ex ticket office staff who will be redeployed into multiskilled roles so their retailing knowledge will be called upon to act as experts at their stations. With the advancement of the RDG's Fares, Ticketing and Retail (FTR) programme and investment in technological mitigations it is hoped the reliance on experts to unravel the complexity of the fares system/buying the right ticket will diminish and the process will become more intuitive.

35 Will the multi-skilled roles have a sliding scale of retail knowledge?

At all the affected stations, multiskilled have a minimum level of retail knowledge so they can satisfy customer needs. It is anticipated that some ex ticket office staff will remain so will act as mentors during this transition period. we will upskill our station teams into our new multi-skilled roles everybody will have the core retail skills and ticket knowledge and our specialists will be at our Customer information centres

36 "How will people find a staff member at the station if they are no longer in the ticket office: will there be a central point / method for calling them? What will the queuing arrangements be when multiple passengers want help/advice?"

Our multiskilled staff will be deployed across the station at all key customer touchpoints. They will be visible and proactive in offering help and assistance. For any customers requiring specific specialist assistance there will be dedicated welcome points at each station which will act as focal points. Queuing will be dealt with as of now, but rather than customers having to queue for ticket retailing services at one specific point they will be spread across the station and will be dealt with by our multiskilled staff who can all assist with ticket retailing.

37 "How can the objectives of the proposal be delivered when changes to staffing numbers may lead to an increased workload?"

Our intention with the transition to multiskilled station teams is that we become more efficient in offering the help customers want, at the time they need it and for it to be dealt with at source, instead of passing over to another member of staff who has a specialism in only one particular aspect. Our staffing model is based on productivity and inevitably creating

improved job satisfaction and providing greater value to the taxpayer. We have considered this when creating our new multi skilled rosters.

38 "Will the use of a handheld device be a reluctant last resort if you cannot encourage passengers to purchase a ticket by an alternative channel?"

We will encourage/educate customers to use self-serve options as a first resort. If they are at the station this will involve the use of TVMs where our staff will be on hand to assist. Additionally we will seek to increase awareness of web based options to offer more convenient alternatives in the future. If customers prefer or require tickets to be issued by one of handheld devices then we will do so but we will still promote the alternatives for future consideration.

39 "Have you made any specific assessment of the ability of TVMs to cope with the increase in cash, especially at stations where there is a higher than average use of cash to purchase tickets?"

"We have done an analysis of the volume of cash transactions of our current TVMs for the retender. Around 40% of our TVM fleet are able to take both cash and card payments. Only 10% of transactions through our TVMs are currently cash. This leaves us with a large percentage of TVMs readily available to take cash that are not yet fully utilised.

40 "If a person cannot pay by cash what arrangements will exist to enable them to travel?"

And will there be clear signage at the station to inform passengers about this?" Each station will have at least one TVM that accepts cash. Our multiskilled staff will be on hand to assist as required.

41 Will all stations have TVMs that accept cash?

Yes, all affected stations will have at least one TVM that accepts cash

42 "When the ticket office is closed how will turn up and go assistance for disabled passengers be maintained?"

"Turn Up And Go (TUAG) assistance at LNER stations has not been reliant on the ticket office being open previously and this will not change. There is always a dedicated meeting point, clearly denoted by signage that has been made to be clear and easy to identify, near where staff are located. These locations are being reviewed as part of the changes and will continue to enable the provision of TUAG assistance

43 "If this is reliant on station staff how will passengers be assisted to move around the station to the platform / to purchase the correct ticket / get advice / journey plan? How will passengers alert staff if they haven't pre-booked assistance?"

We see no change in the way that passenger assists are delivered with station staff being responsible for moving around the station to the platform. In fact, we will have more people trained in this aspect than before with our transition to a multiskilled station workforce. The same staff will offer guidance/help with any ticketing issues and journey planning. Our ability to offer assistance for TUAG customers is still available and we feel is actually improved with all our station staff now being competent in this activity.

44 "If the mitigation is to provide an accessible taxi what processes will be put in place and what is your assessment of the adequacy of this compared with travel by train? i.e. how easy is it to source accessible taxis and how reliable are they."

The use of taxis is not expected to be a mitigation to any of the changes that LNER are proposing as the availability of assistance provision will not change. There will be no change to our current arrangements as this is currently not carried out by our Travel Centres

45 "What monitoring regimes will be put in place to measure time taken and reliability? How will people summon help if staff are not there?"

We will continue to monitor time taken and reliability of the delivery of passenger assistance (booked and TUAG). There will always be at least 2 members of staff on duty so it will be easy for customers to summon help. We will monitor customer feedback in this area via our social media channels and through communication received via our Customer Contact Centre.

46 "Do all stations have tactile paving fitted along the entire length of each platform face - the need for this is increased if the station is to have no or less staff in future? If not, which stations do not have this?"

LNER has committed to installing Tactile paving to all platforms within our managed stations and this is being delivered by an ongoing project. We expect the full installation to complete in Q1 2024. All LNER stations are staffed from first to last train. Staffing levels are sufficient to ensure assistance can still be offered at all times alongside other duties. The reliability of our assistance delivery is evidenced by the fact that only 0.2% of our Passenger Assist bookings resulted in compensation due to failure.

47 Are staffing levels sufficient to ensure assistance can still be offered at busier times alongside other duties? Do you have any evidence or analysis that addresses this? What assurances can you provide that staff will not be pulled away to other duties rather than providing assistance?

Providing assistance will be a high priority for our multiskilled station staff to deal with in a timely, efficient and customer friendly manner. We will designate specific members of the team to undertake assistance duties during their shift and make that their core role.

48 How will staff at the station know if passengers need help to board?

Anyone who needs assistance who has booked in advance will be known to all staff by use of the Passenger Assist Staff app. Anyone who has not booked and would like to request TUAG assistance can make themselves known at the assistance meeting point mentioned above

49 How will the two-hour booking window and a Turn-Up and Go service be met?

There are no changes to the availability of assistance at any of our stations and as such both TUAG and the 2-hour booking window will not be impacted at any LNER managed station

50 "How will the focal point of the ticket office/ window be replicated?"

"We wish to embark on a new strategy for ticket retailing whereby all our multiskilled station staff can contribute and assist customers with their requests. Where customers require specific face to face assistance we will have dedicated welcome points and/or Customer Information Points to act as focal points.

51 How will people summon help if staff are not there?

A core concept of our new Multiskilled stations teams is that they will be available at key touchpoints on the station to assist customers. Therefore, we see our staff being more

visible and proactive in approaching customers to offer help. They will be allocated specific zones on the station that they are responsible for and whilst they may, at times, will be conducting other duties (e.g. train dispatch) they will return to check their zones as soon as they have completed their other tasks.

52 Will induction loop facilities be provided elsewhere on the station/concourse?

We plan to have alternative provision at our CIPs or other suitable location

53 What mechanisms will exist to monitor instances where assistance is not provided and to investigate why it happened?

We monitor failed assistance or unavailability of assistance through complaints by customers received by any channel, or by station staff reporting issues to the accessibility team when they are aware of issues. We investigate any reported instance of failed assistance to understand any potential learnings or process changes required

54 "How will ancillary information traditionally displayed in the ticket office be provided e.g. timetable leaflets, local travel information, local bus timetables etc?"

"Any information that we currently display in the ticket office will be moved to be displayed in a suitable place in the concourse area.

55 "What devices will staff have – e.g. will they be able to print journey itineraries for passengers who ask for one?"

Each station will have the ability to print available information requested by customers. This includes journey itineraries and printed copies of relevant documents published on the LNER website.

56 "Are help points at every station and are they in an accessible location? Are there any plans to position help points in concourse areas near ticket offices to avoid having to walk along platforms or over bridges to summon help?"

"Our help points are predicated on providing reassurance for customers in the quieter parts of the station where they are less likely to be in close proximity of a member of staff. Our stations are staffed from first to last train by our multiskilled station teams so there will always be staff in the concourse area to offer help. Therefore, the need for help points in these areas is not deemed necessary.

57 "What are your existing processes and SLAs for monitoring that help points are working and the response time to repair faults? What future commitments can you give?"

"The Help Points and Call for Aid Points are checked by our station teams daily and any faults reported to our maintenance contractor for rectification. This type of fault would be deemed a 'priority 1' fault which means it must be resolved within 24 hours. In the meantime, the Help Point or Call for Aid Point will be clearly signed and marked as out of order. We will monitor performance and review applicability of current SLAs in light of any revised arrangements, and implement changes if appropriate.

58 What are the standards for answering help points (i.e. within how many seconds)? What are the standards for monitoring how quickly you respond to passengers using the emergency button?

LNER do not use Help Points in the traditional sense, i.e. as a point to request information and assistance, as we do not operate unstaffed stations. The purpose of these points is to

request staff assistance rather than for information (at each of our managed stations we have staff available on station from the first to last train). For this reason, the Help Point or Call for Aid Point at LNER managed stations is designed to alert a member of staff at that location and the calls will continue to ring until our station teams respond. There is no defined maximum time in which a call should be answered. However, there are mitigations in place to ensure these calls are answered as soon as possible which are distinct to each station where a Help Point or Call Point is installed. In the event of an emergency call being made, the member of staff taking the call will inform the relevant persons. This may involve escalating the issue or contacting emergency services.

59 "How will you monitor/report time taken to answer help point calls / proportion not answered?"

There will be no changes to our current arrangements as these are not answered within our travel centres. As part of our planned Help Points upgrade there will be opportunities to incorporate monitoring of time taken to respond to calls.

60 Do you have enough resource in place to ensure that an increase in calls via help points can be answered promptly and in accordance with standards?

Our stations will be staffed from first to last train so our strategy remains that our staff will be on hand to respond quicker than via a help point. The principle of help points we have in place is more from a security perspective so they are located in quieter locations on the station so customers can summon help if they need to as staff will not be as prominent in those areas.

61 "What changes to ticketless travel rules will be made / where will these be written down to give people who can't buy a ticket some assurances that they won't be penalised?"

"Our Revenue Protection Policy, which is also available on the main LNER website, already provides assurance regarding the circumstances where it is acceptable to board a train without a ticket. These cover the various situations which could arise from our proposals on Travel Centres, and provides appropriate confidence that tickets can be purchased onboard as required.

62 What processes will be in place so that passengers do not have to publicly declare/evidence their disability to buy on the train without penalty?

"LNER do not operate penalty fares and will always ensure that a passenger who is eligible for a discounted rate fare due to a disability is able to purchase a ticket onboard our services. Our onboard colleagues would always be discrete when interacting with a customer rather than require a passenger to declare/evidence their disability in a public setting. This would be exactly the same for other passengers in similar situations such as those holding Job Centre Plus Travel Discount Card and passengers who have, or do, serve in the Armed Forces, neither of whom would need to publicly declare their personal circumstances, but would merely need to present their railcard as required.

We intend to do a full communication programme for our frontline colleagues to ensure they are all fully conversant with any changes, ensuring that our approach to protecting revenue reflects any changes brought about by the proposals relating to our Travel Centres. In conjunction with this, we will review the revenue protection information on our website to confirm that no contradictory advice is provided to our passengers. Customers holding a Disabled Persons Railcard (DPRC) can buy tickets on board the train at the same price as at a station so will not be penalised."

63 "How will you review signage to avoid sending inconsistent messages about revenue protection?"

As part of the changes to our ticket offices we will be conducting a thorough review of signage at all stations which LNER manage to ensure they provide a consistent message to any passenger using that location. A key element of this review will be on ensuring that any revenue protection related messaging is fully reflective of our approach in this area. This review would be undertaken in conjunction with other Operators who use our stations, especially those who apply a Penalty Fare regime, to ensure consistency.

64 "Can you confirm that access to all station facilities will be maintained with the proposed closure of ticket offices?"

"Access to all station facilities will be maintained whilst the station is staffed which will be from first to last train.

65 We understand that alarms for 'disabled' toilets are often located in ticket offices. Is this the case and, if so, where will these be fitted?

There will be no changes to our current arrangements. Alarms are not relayed to or answered within our Travel Centres. All accessible toilets at our stations have alarm relay points to staffed areas, typically these are immediately outside the accessible toilet or within the Station Management Centre but not in ticket offices.

66 "Have you liaised with the British Transport Police about the impact on staff and passenger security?"

"As part of our plans we have assessed the impact on staff and passenger security. BTP are one of the consultees of the TSA public consultation which has now concluded. We would be happy to give the BTP a more detailed briefing regarding the proposed changes should they so require.

67 Are any mitigations planned?

Our approach to introducing a new multiskilled stations' workforce will require a review of our Safety Management System, Risk Assessments and training requirements. We have developed a comprehensive training plan to ensure all appointed staff are equipped and ready to take on their new roles. The proposed changes will also need to go through a rigorous safety validation process before they can be implemented.

68 Is CCTV coverage adequate, is it accessible 'live' from control and is there resource to monitor it remotely when required?

This is not a Travel Centre activity and we are not proposing changes to our CCTV policy or arrangements. However, all LNER CCTV cameras are able to be monitored remotely, if required and are linked to BTP's central CCTV Hub (Ebury Bridge).

69 "What assurances can be provided that the level of station staffing outlined in the proposal is delivered and maintained in the future?"

"We will regularly assess the suitability of our staffing levels against the operational requirements of our stations. We therefore can't commit to maintaining the proposed levels as circumstances (e.g. timetable) are likely to change over time and we need the flexibility to adjust our staffing levels (up or downwards) accordingly, We will continue to review our ATP commitments, Risk assessments around train dispatch and security commitments to ensure our staffing levels match demand

70 "Can commitments be made that a fixed, advertised staff presence will not subsequently be removed without further passenger consultation? "

Any changes to our staffing levels would need to go through internal safety validation and employment consultation in line with collective bargaining arrangements. Our stations are staffed from first to last train and due to our operational requirements this will remain the case for the foreseeable future and we will continue to abide by the staffing principles set out in our ATP.

71 "How would any new staffing arrangements be advertised to passengers (in a similar manner to the way ticket office opening times are advertised)?"

We will continue to advertise staffing arrangements via DR posters situated in prominent areas of our stations such as the concourses.

72 How will compliance with any agreed new hours be monitored and reported?

Our own internal processes will monitor compliance with rosters and therefore staffing levels.

73 "What arrangements have been made to provide staff cover for things like sickness and holiday?"

Our proposed multiskilled rosters are constructed using basic rostering principles that allow for sufficient spare cover to mitigate sickness, annual leave, training etc, We would continue to use our current collective agreements to ensure that rosters are maintained during times of sickness and holidays

74 "What guarantees can you offer that any mitigations proposed will be implemented before the implementation of a ticket office change?

"Short term mitigations include the use of MTiS and Customer Information Centres. For short term 'quick wins' which can be offered on TVMs, these can be completed before the implementation of the ticket office change. We will have a detailed implementation plan that will ensure, subject to all appropriate sign offs, that mitigations are introduced at an appropriate time and as quickly as possible so that the impact on customers is mitigated as far as possible.

75 "Is there any reason that Transport Focus should not object to the change until the mitigations have implemented and can be demonstrated to be adequate?"

It is not known at this stage, whether the cost of implementing the necessary mitigation measures, would prove to be value for money if they are addressing a need that is in very low demand. We will work with RDG to develop these mitigations but we strongly believe that this should not hold up our plans so we can implement the closures and replace with a more modern style of retailing akin to how other high street retailers now operate. We feel that even prior to any mitigations being implemented our proposals represent a step up in the quality of our staff and customer proposition.

76 Has any necessary funding / agreement been secured to implement any mitigations?

The Rail Delivery Group has agreed in principle with the Department for Transport that funding support for the Retail Enhancements will be available, but the release of this funding will obviously be subject to the conclusion of the consultation process and the ticket office closure plan going ahead. LNER will still offer 92% of all products via TVMs and the deployment of Mobile Ticket Issuing Systems whilst the station is staffed (from first to last train).

77 "What assessment has been made of the impact on services operated by other train companies? Have those operators agreed to the changes?"

"Other Train companies whose customers use the retail facilities at the 7 locations where we are proposing to close have been consultees as part of the Inter-TOC part of the TSA public consultation process. We also participate with other TOCs in industry wide RDG led forums where retail changes have been discussed.

78 Have any discussions been had with Network Rail about the impact at NR managed stations?

The stations affected are not Network Rail managed stations.

79 "Will the current ticket office opening hours remain the same when designated Customer Information Centres? Will staffing levels remain the same as present at a minimum?"

"Yes, the opening hours will remain the same at our Customer Information Centres. We will review and amend our staffing based on demand and continue to comply with Schedule 17 regulations.

80 "What will the passenger experience in terms of quality of service and ease of buying a ticket from a Customer Information Centre?"

In addition to the traditional style windows, we will offer different ways of retailing, enabling the customer to have a choice and support when using our retail channels