

By email

Alan Riley
Head of Stations
LNER
East Coast House
25 Skeldergate
York
YO1 6DH

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Dear Alan

Ticket offices: emerging issues and clarification questions

The public consultation period has now ended. We are continuing to process these submissions and analyse the points and concerns raised. We are also continuing to analyse the data you provided to Transport Focus, in particular the information within the major change template '(Annex B)' spreadsheet.

This analysis continues but there are a number of issues that we wanted to flag up at this point, along with a series of questions seeking further clarification.

At the beginning of the consultation process we set out the [criteria](#) we will use when assessing proposals. We have grouped these issues and questions under the main headings in our criteria.

Issues relating to whether passengers can easily buy the right ticket for the journey they want to make.

- *Adequacy of retail facilities*
LNER aspiration is to move away from traditional retail models and incentivise passengers to use self-serve station-based options such as TVMs. Many proposals therefore appear reliant on passengers switching to purchasing tickets online or from a TVM at the station.

While there is a clear trend in moving to digital a substantial number of people either cannot or have chosen not to move to digital. We know from our research that resistance to booking online often comes from uncertainty and a lack of confidence, exacerbated by the complexity and variety of ticket options available.

Questions:

- *What assumptions have you made about how many/what proportion of people will move to digital if ticket offices are closed?*
- *Do you have any existing programmes designed to help people migrate to digital and if so, how effective have these been?*
- *Have you made an assessment of who will not/cannot move to digital and the effect on them of closing the ticket office?*
- *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?*

Without evidence to the contrary, we must assume that many of these people will continue to want advice and support at the station and not migrate to digital channels. We note that plans include the greater use of existing TVMs at stations but there are no plans to increase the number of TVMs. This raises concerns at the ability to sell the expected number of tickets displaced from the ticket office, especially at peak hours. From the information provided it is clear that there are still significant levels of sales at some stations.

We do not know existing TVM usage (both sales and Ticket on Departure collections) to determine whether there is sufficient capacity to absorb this level of sales. We are also mindful that demand is not evenly spread throughout the day/hour - passengers tend to turn up in clusters, 10 minutes or so before their departure. If TVMs cannot cope with the additional demand there is a risk of passengers being faced with unacceptable queues to purchase tickets, of missing trains, or in boarding without a valid ticket.

Questions:

- *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?*
- *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?*
- *Has any assessment of the location of TVMs been carried out – are they in the right place?*
- *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?*
- *How will the adequacy of retail arrangements at stations be monitored and reported (including to passengers)? What KPIs will be in place?*
- *What impact is there on impartial retail obligations – something that currently applies to ticket offices. Will similar obligations be put onto other channels?*

- *Usability, functionality and accessibility of TVMs.*

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:

- Advance tickets and reservations
- Season tickets
- Railcard Sales (National and regional)
- Apex single and return tickets
- Car park tickets
- Refunds
- National concessions for disabled people (for wheelchair and visuallyimpaired passengers plus a companion)
- Boundary Zone add-ons
- Staff travel discount
- Buying tickets in advance rather than on the day of travel
- Tickets for travel that do not involve the ‘host’ station (important for people wishing to use split-ticketing arrangements)
- Seat reservations
- Changing a booking/tickets
- Use of rail vouchers
- Use of rail warrants
- Ranger and Rover tickets
- Plus Bus tickets
- Ferry connections
- Group Save
- Off-peak purchases before the off-peak begins
- Cycle reservations
- Photocards for season tickets
- Scholar tickets
- Sleeper bookings
- CIV tickets for connections with Eurostar international services.

If many of these products are no longer readily available at the station this would represent a significant reduction in retail capability. Those passengers who do not have access to digital would face a significant reduction in what they can purchase and could end up paying more than they needed to as a result.

Questions:

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

- *Will staff be able to access a ticket machine, or be issued with handheld machines to sell tickets not available from the TVM?*
- *Will the use of handheld machines be at 'core hours' or throughout the day?*
- *How many handheld devices will be available per shift – enough for all multi-skilled staff on duty?*
- *How accessible are the handheld devices? Will staff be carrying them or will they have to access them from a secure location?*
- *Will the handheld device be able to offer the full range of tickets available from a ticket office?*
- *What is the transaction time difference between purchasing a ticket from the ticket office, TVM, or from a handheld device?*
How will passengers access these products and services in future?
- *How can passengers have confidence that this is not a precursor to withdrawing some of these products - for example, rover tickets?*
- *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?*

TVMs are not physically accessible to all passengers and some people with cognitive disabilities can have difficulties in using them. If staff assistance to purchase a ticket from a TVM is not available at the station – or perhaps via remote/video assistance – passengers, in particular disabled passengers, will find it harder to purchase a ticket before they board the train.

Questions:

- *How will disabled people who cannot use a TVM purchase a ticket?*
- *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)?*
- *Is it proposed to upgrade TVMs to offer remote access/video help facilities?*
- *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?*

An increased reliance on TVMs makes it even more important that they are monitored and maintained. This applies to operational resilience and to customer service quality. We are mindful that there are standards for queuing times at present (3 minutes in the off-peak and 5 minutes in the peak) but that these apply only to the ticket office and not TVMs. It would be no more acceptable for a person to miss a train while queuing at a TVM than it would be if queuing at a ticket office.

Questions:

- *What are the contractual SLAs for fixing out of order TVMs and have these been reviewed given the future importance of TVMs?*
- *What are the procedures to ensure TVMs are replenished with stock?*
- *Will there be standards for maximum queuing times at TVMs and how will queue lengths be monitored?*

- *Availability of staff to provide retail advice and help*

It is proposed that all ticket office windows at stations which form this consultation will close, with staff transitioning to new multi-skilled roles where they would be available to give advice about fares as well as supporting passengers with accessibility needs.

The specific duties and responsibilities of the new roles being:

- Provide train running information and journey planning support to customers, including during disruption.
- Provide customer service support including wayfinding within the station.
- Provide Passenger Assist including for those with impaired mobility or vision impairments.
- Support customers with the purchase of a ticket via a TVM or in person via a mobile device, including selecting the most appropriate fare for their journey.
- Maintain the safety and security of the station.
- Maintain the appearance of the station.
- Support the operational running of the station.

We note that the proposal intends to encourage passengers to buy before boarding. A mobile device would be utilised in stations, although staff would support self-serve purchases at TVMs or online as the primary method of purchase.

This proposal is intended to result in staff spending more time on the concourse, handling enquiries, helping passengers and generally being more visible throughout the stations. However, the proposal sees a reduction in staff at a majority of stations and the EIA notes *“Change in staffing numbers may increase workload”*.

We know from our research that passengers find the fares system complex and confusing and that many people find it difficult to use TVMs. Where staff numbers are substantially reduced, or where staff will now have multiple duties, it will make it harder for passengers to receive specialist advice or support from staff to make a ticket purchase.

Even where staff will still be present at the station there are questions whether they will have sufficient expertise to help passengers navigate the complex fares system. In contrast to many other self-service retail situations, for example a self-checkout at a supermarket, many passengers will need support not just to use the TVM, but also to understand what they should purchase.

A number of practical questions have also been raised about how the new arrangements would work in practice - for example, in how people will find a staff member if they need help and what queuing arrangements will apply when several people want help at the same time. This is relevant for all passengers, but especially disabled passengers/those requiring assistance.

Questions:

- *What rationale was used for determining to close all ticket offices under consultation?*
 - *How does the role of multi-skilled staff in more open spaces differ from a ticket office?*
 - *How is a more visible presence delivered with less staff than present?*
 - *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?*
 - *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?*
 - *Will the multi-skilled roles have a sliding scale of retail knowledge?*
 - *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?*
 - *How can the objectives of the proposal be delivered when changes to staffing numbers may lead to an increased workload?*
 - *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?*
- *Paying by cash*

From the Annex B data provided it is clear that a significant proportion of tickets sold at some ticket offices are still purchased with cash and passengers prefer this method of payment.

Questions:

- *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?*
- *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?*
- *Will all stations have TVMs that accept cash?*

Issues relating to whether passengers requiring assistance to travel receive that assistance in a timely and reliable manner.

We note that the proposal focuses on establishing multi-skilled roles and that in all instances there are staff rostered throughout the operating day, from first to last train. Those staff also act as a source of assistance and can provide support for disabled people who want to turn-up-and-go.

Each station specific EIA commits to Passenger Assist. We welcome this commitment.

However, a number of questions have been raised during the consultation about how this help will be provided. We welcome the station specific EIAs. However, the proposed mitigations are almost identical at all stations affected, which could be seen as a consistent approach or might not take into account the physical/practical implications of the proposals and the safety and security elements at each individual station.

Even where staff presence has been maintained, in many instances the number of staff available has been reduced. And in other instances, the staff member will now have multiple functions to perform rather than just retail. We would like to be reassured on issues detailed in the proposal and EIA.

Questions:

- *When the ticket office is closed how will turn up and go assistance for disabled passengers be maintained?*
- *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?*
- *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.*
- *What monitoring regimes will be put in place to measure time taken and reliability?*
- *How will people summon help if staff are not there?*
- *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?*
- *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?*
- *How will staff at the station know if passengers need help to board?*
- *How will the two-hour booking window and a Turn-Up and Go service be met?*

Passengers, especially disabled passengers, may find it more difficult to find and get help from redeployed staff at stations. Currently passengers know to approach the ticket office – it is the focal point. We understand that guide dogs are trained to go to the ticket window, and it is also the case that ticket windows have induction loops to help people hear. Passengers need to know where they should go to reliably find staff or be able to notify staff that they need assistance.

Questions:

- *How will the focal point of the ticket office/window be replicated?*
- *How will people summon help if staff are not there?*
- *Will induction loop facilities be provided elsewhere on the station/concourse?*
- *What mechanisms will exist to monitor instances where assistance is not provided and to investigate why it happened?*

Issues relating to whether passengers can get the information they require to plan and make a journey, including during periods of disruption.

While the staff that remain at the station may in some cases be more visible outside of the ticket office, at some stations they may be harder to find when they are required, unless (and as set out above) an alternative focal point for information is provided.

Proposals to reduce the number of staff present risk a detrimental impact on overall customer service for passengers, making it harder for them to access advice and information from staff at these times.

Questions:

- *How will ancillary information traditionally displayed in the ticket office be provided e.g. timetable leaflets, local travel information, local bus timetables etc?*
- *What devices will staff have – e.g. will they be able to print journey itineraries for passengers who ask for one?*

One issue emerging, concerns the operation and reliability of ‘help points’ at stations. If staff have been removed or are harder to find, passengers will be increasingly reliant on help points to obtain assistance and information. However, research by the Office of Rail and Road [Accessible Travel Policy Implementation. Review of unbooked assistance and Help Points – 2022] identified a number of issues with their use. The report suggested that it may be difficult for disabled passengers to have confidence in boarding a train if they request assistance from a Help Point at an unstaffed or partially staffed accessible station.

Questions:

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

Issues relating to ensuring passengers are not penalised if they cannot buy the ticket they require from the station.

Proposals to remove ticket offices that rely on TVMs that are not fully accessible, do not sell the full product range or do not accept cash will mean more passengers are unable to buy the right ticket before they board the train. Passengers must be made aware that they can board a train without a ticket if they cannot buy the ticket they need from the station and be confident they will not be penalised if they do so. This must include people who are not able to use a TVM because of a disability.

Signage at a station must not send contradictory messages. For example, Penalty Fare notices that require you to have a ticket before boarding a train need to be consistent with other notices that may instruct people to buy certain tickets on board.

Questions:

- *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?*
- *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?*
- *How will you review signage to avoid sending inconsistent messages about revenue protection?*

Issues relating to whether passengers can continue to use facilities at a station.

From the information provided it appears that access to vital station facilities including lifts, waiting rooms and toilets will be maintained at all stations.

Questions:

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

Issues relating to whether passengers feel safe at the station.

Where proposals remove the focal point of ticket office at stations this risks making passengers feel less safe.

Questions:

- *Have you liaised with the British Transport Police about the impact on staff and passenger security?*
- *Are any mitigations planned?*
- *Is CCTV coverage adequate, is it accessible ‘live’ from control and is there resource to monitor it remotely when required?*

Other issues

A number of additional issues have also emerged during the consultation process:

- *Future changes*

The public consultation feedback has highlighted a widespread concern that if ticket offices are closed and ‘schedule 17’ regulation no longer applies, there will be no further protections to prevent train operators removing all station staff in future without passenger consultation. An alternative regulatory mechanism covering station staffing could provide significant reassurance to passengers and stakeholders on this point.

Questions:

- *What assurances can be provided that the level of station staffing outlined in the proposal is delivered and maintained in the future?*
- *Can commitments be made that a fixed, advertised staff presence will not subsequently be removed without further passenger consultation?*
- *How would any new staffing arrangements be advertised to passengers (in a similar manner to the way ticket office opening times are advertised)?*
- *How will compliance with any agreed new hours be monitored and reported?*
- *What arrangements have been made to provide staff cover for things like sickness and holiday?*

- *Timing of mitigations*

There have been many comments about the sequencing of events and a call for fares and ticketing to be reformed and simplified before removing ticket offices. The same applies to the timing of potential mitigations designed to lessen the impact of closing ticket offices, such as upgrading TVMs.

Questions:

- *What guarantees can you offer that any mitigations proposed will be implemented before the implementation of a ticket office change?*
- *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?*
- *Has any necessary funding/agreement been secured to implement any mitigations?*

- *Liaison with other operators*

We are mindful that some stations also serve trains run by other train companies or involve Network Rail managed stations.

Questions:

- *What assessment has been made of the impact on services operated by other train companies? Have those operators agreed to the changes?*
- *Have any discussions been had with Network Rail about the impact at NR managed stations?*

- *Ticket Offices not part of consultation*

Ticket Offices will remain at Edinburgh Waverley, Newcastle, York, Doncaster and, Peterborough and in the future they will become known as Customer Information Centres. This multi-purpose space will be where passengers can buy tickets, find out information and get support from staff. All ticket types will remain available to purchase at these stations. However, it is proposed to change the retail offering with floor walking, mobile equipment and an enhanced Customer Information Point.

Questions:

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

We would welcome further clarification on these points. We recognise that there are a lot of questions and the issues raised are complicated, so we would be happy to meet to discuss these in more detail. However, if we are to reflect any comments in our final submission, we will ultimately require a formal written response on these points.

It would be helpful in fully considering your response if we could receive a written reply by 27 September.

For absolute clarity – and to help ensure transparency – we also want to inform you that we intend to publish this letter and your formal response alongside our final submission. Please be aware of this when responding.

Yours sincerely

Robert Samson
Senior Stakeholder Manager

copy:
Chris Stevens