

Stations Reform - Project Overview

# Equality Impact Assessment

July 2023

**LNER**

# Step A

## Clarifying Aims

### Question 1

#### **Briefly summarise the aims and/or purpose of this project or piece of work**

Responding to the change in buying habits, we want to continue to move away from traditional retailing and bring our people closer to the customer, by enhancing our retail offering with more floor walking, mobile equipment, and effective, clear in-station communication.

To address this, we are planning a stepped approach:

- To close 7 traditional Ticket Offices at Berwick-Upon Tweed, Durham, Darlington, Retford, Newark Northgate, Grantham & Wakefield Westgate.
- To create Customer Information Centre's at 6 main stations (London King's Cross, Edinburgh Waverley, Newcastle, York, Peterborough & Doncaster) where all tickets and associated products will still be available.
- To promote the use of web-based ticketing channels and self-help options on our stations, supported by our new multiskilled teams.

Our customers' travel habits and expectations are changing. Today, more of our customers are travelling for leisure than ever before, and consequently they want access to the best value tickets, and a large proportion prefer to book their tickets in advance online or via our App.

Across our route 87% of tickets are now purchased online, while only 6% are purchased at Ticket Offices and 7% through ticket vending machines. This has prompted the wider rail industry to look at how we can do things differently to support this shift in travel behaviours.

Over the next three years, we will modernise our stations and upskill our workforce so we can continue to deliver an exceptional experience that meets the needs of all our customers. Our proposal is to multiskill staff to give them the skills to manage a wide range of customer enquiries, including, but not limited to, help using TVM's, ticket buying support and Passenger Assistance.

Our plans for each station are designed to improve accessibility, making sure we have more colleagues trained to be able to help our customers. We believe that by increasing the visibility of our colleagues and empowering them with the skills to support customers, we will improve confidence in rail and ensure our people are there to assist when needed. These reforms will enhance the visibility of colleagues who will be ready to assist in any way they can. Importantly, we will continue to have a staffing presence at all our stations.

# Step A

## Clarifying Aims

### Question 2

#### Could this work impact on people (customers and/or colleagues)?

#### Yes

Integral to our modernisation plans will involve the introduction of new multiskilled station roles that will:

- Improve the availability and accessibility of staff to deal with all types of customer requirements and enquiries.
- Negate the need for customers to seek out help as our highly trained staff will proactively offer assistance at key touchpoints on the station.
- Provide a single united team who are available to operate the station and respond to all customer 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 are keen to improve job satisfaction for our people, equipping them with new skills and competencies so they can conduct multiple tasks and enjoy a more varied role. Our colleagues will be closer to the customer, able to answer customer queries at source where possible or direct them to the appropriate channel for more specialised help.

We are doing this as we are certain it is the right thing to do, both for our business, our colleagues, and our customers. We will deliver a much-improved customer offering with our highly trained multiskilled station teams.

## Impact on Staff

- Potential mental health impact going through the change in roles.
- Dealing with customer reactions- especially unhappiness with proposed station changes.
- Change in staffing numbers may increase workload.
- Working environment change - adapting to new surroundings and ways of working. Individuals who relocate to a suitable role at another location within a reasonable distance would be entitled to what is called Personal Daily Travelling Time.
- Roster changes - very emotive subject and difficult to satisfy everybody's needs.
- Staff safety - no glass screen for protection. Body-worn cameras will be provided. Robust procedures and policies are already in place for existing employees working in the open at Stations. All changes will be put through our safety change procedure and mitigations will be reviewed.
- Pay - Any alterations or proposals regarding pay would follow our collective bargaining agreement.
- Physical capability change - people previously in sedentary roles now expected to move around the stations.
- Skill sets may require a broader knowledge.
- Expectation to adapt to new and different technology.
- Increased skills and competencies required.
- Reducing complexity - simplified customer service offering for customers.
- Staff development - more varied skills and competencies to develop our people.
- Redeployment for maternity/light duties.
- Loss of experience and knowledge - potentially feel less valued as less reliance on personal knowledge and skills and more on technology.
- Dealing with the limitations of technology - will they have the tools to do their jobs to their optimum?
- More staff around the station - staff security.

## Impact on Customers

- Increased staff visibility- staff now at key touchpoints across the station.
- Improved digital capability allows staff to be available to assist customers and support customers using digital technology.
- Printable timetables available at Customer Information points or via back offices at every station.
- One multiskilled staff member can deal with queries at the point of contact rather than passing the customer to another colleague.
- Customer education - it will take time for customers to become familiar with new methods.
- 8% of tickets/product not available at impacted stations (Season Replacement; Rovers & Rangers; Excesses; Railcard Sales; Photocards) customers having to travel to other stations, this could negatively impact disabled customers.
- Greater support/assistance for 'turn up and go' customers.
- Improved station accommodation, waiting rooms, Passenger Assist Lounges/meeting points.
- Staff will be available across our stations and not restricted to a Travel Centre, so they can take customers to a quieter location / seating area if required to discuss more sensitive information about Passenger Assist.
- Self-service - more incentivised to use self-serve station-based options such as TVM's.

## Step B

### What we already know and where there are gaps

#### Question 3

**List any existing information/data that you have/monitor about different groups in relation to this piece of work**

- Appendix 1: Passenger Assist data 2020-2023 (available upon request).
- Appendix 2: Diversity data (available upon request).

## Step C

### Consultation

#### Question 4

**Given the information you have provided so far, what potentially negative impacts could this work have on people, both on completion of the project and during the works for built environment projects?**

Age	
Customer	
Potential negative impacts	Potential mitigations
Loss of face-to-face service.	As staff will be moving from behind counters in the Travel Centre we will a keep face to face service. There will be increased multiskilled staff out on the concourse helping our customers.
Technology - Some customers unable to use/embrace technology.	Increased multiskilled staff floor walking, who can assist those customers who are unsure on how to use TVM's.
Mobility - Some customers will need to travel to a Customer Information Centre station to purchase certain ticket types.	Customers will not be expected to travel out of their way to buy a ticket and should be able to buy enroute or at their destination. RDG is reviewing the various ticketing/retail policies and procedures currently in place at an industry-wide level.
Customers may perceive cash payments are no longer available.	Every station has a cash TVM, multiskilled staff will be available on the concourse to assist in the usage.
Under 16's don't have bank accounts.	Every station has a cash TVM, multiskilled staff will be available on the concourse to assist in the usage.

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## Age

### Customer

Potential negative impacts	Potential mitigations
TVM's stop working so reduced ability to pay cash.	<p>We currently have maintenance levels that are in place for TVMs that are for higher usage and demand than they currently have.</p> <p>We have weekly supplier calls with Flowbird where we run through lists of maintenance/other issues, so we are also able to pick up any deviances quickly and effectively.</p> <p>Cash is also currently taken onboard the train.</p>
Vulnerable customers more at risk.	<p>As staff will be moving from behind counters in the Travel Centres there will be increased multiskilled staff out on the station helping our vulnerable customers.</p> <p>All staff are required to complete Disability Equality training (annually refreshed) which gives staff the skills to identify these customers.</p>
Priv tickets.	Tickets are available to buy online via RSTL and will also be available to be purchased on board.
Locating staff and way finding to reach a staff member (if the staff member/s are in another part of the station assisting other customers).	Staff will be more visible as we will have staff out floor walking in the concourse areas rather than sat behind desks in Travel Centres.
Reduction in customers using the station/using our services due to the perception that staff are no longer booked on duty (feeling of not being welcomed).	As part of customer communications, we will make clear that we will have staff out on the concourse to assist our customers and outline our plans at each station.



## Age

### Staff

Potential negative impacts	Potential mitigations
Physical impact of new roles (increased mobility required).	Individual risk assessments, reviewed on a case-by-case basis.
Difficulty adapting to new technology.	Travel Centre staff are already using technology in their current roles. If the technology used evolves, we will provide full training.
Safety critical training/staff may fail psychometric tests.	Individual risk assessments, reviewed on a case-by-case basis.
Rosters include early and late starts.	Individual risk assessments, reviewed on a case-by-case basis.
Staff currently working in the Travel Centre due to medical restrictions.	Review skill sets and individual risk assessments. Stations with Customer Information Centres stations will have non-safety critical roles.
Change in the working environment. Being outside in the heat/cold. Individuals' willingness/desire to adapt to these changes.	Individual risk assessments, reviewed on a case-by-case basis.
Perception of the role/activities being increasingly demanding. The basis by which the role is multi-tasked - may not suit all individuals or suited to their skill set.	Individual risk assessments, reviewed on a case-by-case basis.
New rates of pay for new entrants may create a greater differentiation of pay in each age group, increasing the risk of age discrimination complaints.	Rates of pay are mandated by the industry and represent a step change for the future. The continuation of legacy pay rates will reduce over time through attrition.

## Disability

### Customer

Potential negative impacts	Potential mitigations
Relocated meeting points may initially cause confusion.	Passenger Assist meeting point locations will be moved to areas on the concourse that are covered by multiskilled staff. We have a standard meeting point signage across the route which makes them easier to identify.
Availability of printable timetables - currently are printed in the Travel Centres.	Multiskilled staff on the concourse will have the facility to print timetables at CIP or in back offices.
Passenger Assist bookings.	Staff training will include how to book Passenger Assist via the app. Colleagues are also able to provide a contact number for the Customer Solutions Centre, for customers to book directly.
Visually impaired customers will be assisted away from the Travel Centres.	Customer Information Centres will still have a physical location where visually impaired customers can still go to. It will be clearly signposted.  At impacted stations multiskilled floor walkers will be able to assist these customers. Staff will be required to complete our annual Disability Equality training.
Improved staff availability.	As staff will be moving from behind counters in the Travel Centres there will be increased multiskilled staff out in the station helping our vulnerable customers. We will ensure we have a good balance of staffing presence throughout the operational day. Stations are always staffed from the first to the last train.
Hearing loops.	Available at Customer Information Points at every station.

## Disability

### Staff

Potential negative impacts	Potential mitigations
Reduced opportunities for staff on restricted duties.	We will review skill sets and individual risk assessments.
Medically restricted staff to become fully multi skilled.	Individual risk assessments reviewed on a case-by-case basis.
Reduce ability to employee people with a disability (in certain locations).	Reviewed on a case-by-case basis.

## Disability

### Carers

Potential negative impacts	Potential mitigations
Availability for discounted Carer tickets.	Still available at Customer Information Centres and at impacted stations via multiskilled staff using mobile retail equipment.
Staff – new working hours may not fit with Carer responsibilities.	Staff may need submit a Flexible working request for consideration.

## Pregnancy/Maternity

### Customer

Potential negative impacts	Potential mitigations
Increased queues at TVMs.	As staff will be moving from behind counters in the Travel Centres there will be increased multiskilled staff out in the station helping customers who may struggle standing for prolonged periods. We also offer lots of seating on the station concourse.
Increased walking distance to new ticket retailing points.	As above.

### Staff

Potential negative impacts	Potential mitigations
Potentially unable to accommodate staff with alternative lighter duties.	Individual risk assessments. We will review shifts during pregnancy.
New rosters may have more late nights.	Individual risk assessments, reviewed on a case-by-case basis.
Physical impact of carrying retail equipment.	Individual risk assessments, reviewed on a case-by-case basis.
Current employees on maternity leave may feel isolated from changes planned.	Our teams will keep them fully informed and consulted about changes within the business.

## Race

Potential negative impacts	Potential mitigations
New rates of pay for new entrants may create a greater differentiation over time which could become evident in ethnicity pay reporting.	Rates of pay are mandated by the industry and represent a step change for the future. The continuation of higher legacy pay rates will reduce over time through attrition.

## Religious Belief

### Staff

Potential negative impacts	Potential mitigations
Religious events – fasting periods. Due to increased floor walking roles maybe impacted.	Manage locally through sensible planning following Safety team and Health & Well-being advice.

### Sex

Potential negative impacts	Potential mitigations
New rates of pay for new entrants may create a greater differentiation over time which could become evident in gender pay reporting.	Rates of pay are mandated by the industry and represent a step change for the future. The continuation of higher legacy pay rates will reduce over time through attrition.

## Question 5

**What could you do to ensure your work has a positive impact on inclusion, including supporting delivery of the LNER Accessibility & Inclusion strategy and/or the LNER Equality, Diversity and Inclusion strategy?**

### **Customers**

- Increased staff presence / visibility. Reduced strain on customers with mobility issues.
- Customers will not have to travel as far to buy a ticket; staff will be near the entrances. Reduced strain on customers with mobility issues.
- Less queuing when buying a ticket.
- Single point resolution, customers will receive a seamless service.
- Staff now at key touchpoints across the station to help customers.
- Review Customer Satisfaction scores.
- More staff trained to complete Passenger Assist.
- Improved station facilities (Passenger Assist lounges & areas, family lounges).
- Improve consistency of service.
- Simple customer messaging.

### **Staff**

- Improved career progression.
- Varied roles.
- Transferrable skills.
- Improved resilience.
- Agile workforce.
- Improved awareness of the business.
- Balanced work volumes.
- One team approach.
- Empowerment.

## Step D Consultation

### Question 6

**How has consultation with those who share a protected characteristic informed your work?**

Primary people consulted	Yes/ No	What issues or impacts were raised in relation to one or many of the protected characteristics (Q5)?
Accessibility & Inclusion Manager.	Yes	Reviewed as part of the EQiA panel and comments incorporated throughout.
Equality, Diversity & Inclusion Manager.	Yes	Reviewed as part of the EQiA panel and comments incorporated throughout
LNER Accessibility Panel.	Yes	As part of the national consultation this will be discussed with accessibility panel.

Other groups consulted	What issues or impacts were raised in relation to one or many of the protected characteristics (Q5)?
Other TOCs. Station access groups DPTAC.	Forms parts of the national consultation.
Transport Focus. DFT. Sched 17 public cons.	Forms parts of the national consultation.

Accessibility of any consultation documents will be available through alternative formats available on request.

## Step E

### Informed Decision-Making

Question 7

After completing Steps A to D, what is your decision?

Change the work to mitigate against potential negative impacts found.



## Step F

### Action Planning

#### Question 8

**What specific actions will be taken to deliver positive impacts and address any potentially negative impacts identified at ‘Step C: Impact’ or through consultation, following approval of this EqIA?**

Action	By when?	Comments
Customers with mobility issues travelling to Customer Information Centres to purchase tickets not available at impacted stations, how will LNER manage these customers.	July 23	Customers will not be expected to travel out of their way to buy a ticket and should be able to buy en-route or at their destination. RDG is reviewing the various ticketing/retail policies and procedures currently in place at an industry-wide level – LNER to keep up to date with any changes made.
Body worn cameras: Check LNER have enough cameras for all station staff.	August 23	Review staff requirements as part of the consultations.
Printers: All CIP's/ back office to have printers to print timetables for those unable to use technology.	August 23	Review printer requirements and IT infrastructure within new locations.
Third party retailers & contractors (eg security, cleaners) brief on changes.	July 23	Consider how and when we communicate the changes to security firms, contractors, and retailers in stations, so they are prepared for customer questions.
Passenger Assist points: Review how we can inform customers of the change in location at the point of booking.	August 23	Review comms to customers at the point of booking and website.

**Review this Equality Impact Assessment prior to go-live of this project, assuming mitigations have been actioned.**



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