

Proposed Changes Consultation



London Northwestern Railway has published proposals to modernise the way train tickets are sold at stations.

The proposals represent the biggest change to customer retailing since the 1990s, when 82% of all tickets were sold at ticket offices, compared to just 12% today.

In response to these changing customer habits, alongside other train operators, we are proposing to bring employees out from behind ticket office windows to be closer to customers, providing an enhanced customer service role and greater visibility of staff on concourses and platforms.

Under these plans ticket offices in their current form would close over the next three years, but we would retain hub stations across the network to facilitate the evolution of retail and the multi-skilling of staff to be available where customers most need them – on platforms and concourses to help with journey planning, finding the right ticket and supporting passengers with accessibility needs.

Mobile teams would move between stations and would be deployed to offer extra help where needed. Ticket vending machines will be upgraded to make sure customers can still buy the most popular tickets at stations and many staff will have hand-held devices. New customer 'help' points would also be introduced at stations as part of the proposals.

Our staffing proposals cover 7 days, including Sundays as part of the working week. At Customer Information Centres staff would be available between the hours of 0600 and 2330 each day. The multi-skilled mobile team would also operate between 0600 and 2330 across a number of stations. The proposals would enable greater flexibility and efficiency, by allowing us to deploy staff according to customer demand and significant events across the network. Due to the flexible and demand-led nature of mobile staff we are not able to confirm precise hours staff would be present at each station, with the exception of the Customer Information Centres.

London Northwestern Railway recognise the need to safeguard the interests of passengers and other operators; and continue to promote of the use of the national rail network.

Comment on proposals

To comment on proposed changes to ticket offices at Apsley, Berkhamsted, Hemel Hempstead, Kings Langley, Tring and Watford Junction, please contact London TravelWatch - the independent transport watchdog for London, by 1 September 2023 at

- Email: LNR.Consultation@Londontravelwatch.org.uk or
- Freepost: RTEH-XAGE-BYKZ, London TravelWatch, PO Box 5594, Southend-on-Sea, SS1 9PZ.

For more information about how to have your say visit londontravelwatch.org.uk.

To comment on proposed changes to ticket offices at all other stations on our network, please contact Transport Focus, the independent transport user watchdog, by 1 September 2023 at

- TicketOffice.WMT@transportfocus.org.uk or
- Freepost: RTEH-XAGE-BYKZ, Transport Focus, PO Box 5594, Southend on Sea, SS1 9PZ.

For more information about how to have your say visit transportfocus.org.uk.

A-Z list of stations

Acton Bridge

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Adderley Park

Current status

This station currently has a ticket office, which is open as below

- Monday: Closed
- Tuesday to Thursday: 07:00 - 12:00
- Friday: 07:00 - 10:00
- Saturday: 12:00 - 14:00
- Sunday: 09:00 - 14:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Alsager

This station is managed by another operator. To find out more, please visit www.eastmidlandsrailway.co.uk

Apsley

Current status

This station currently has a ticket office, which is open as below

- Monday: 06:00 - 14:00, 16:00 - 19:00
- Tuesday to Friday: 06:00 - 19:40
- Saturday: 08:00 - 14:45
- Sunday: 10:00 - 16:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Aspley Guise

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Atherstone

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Bedford

This station is managed by another operator. To find out more, please visit <https://gtrailway.com>

Bedford St Johns

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Berkhamsted

Current status

This station currently has a ticket office, which is open as below

- Monday to Friday: 06:00 - 20:00
- Saturday: 07:00 - 19:00
- Sunday: 08:00 - 17:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Berkswell

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 07:00 - 13:00
- Friday: 07:00 - 13:00, 15:00 - 21:00
- Saturday: 08:00 - 16:00
- Sunday: 10:00 - 13:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Bescot Stadium

Current status

This station currently has a ticket office, which is open as below.

- Monday: 07:00 - 09:00
- Tuesday to Thursday: No
- Friday: 09:00 - 11:00
- Saturday: 10:00 - 15:00, 17:00 - 19:00
- Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Birmingham International

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Birmingham New Street

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Bletchley

Current status

This station currently has a ticket office, which is open as below

- Monday: 06:00 - 21:00
- Tuesday to Friday: 06:00 - 20:00
- Saturday: 07:00 - 18:00
- Sunday: 08:00 - 17:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Bloxwich

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Bloxwich North

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Bow Brickhill

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Bricket Wood

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Bushey

This station is managed by another operator. To find out more, please visit www.tfl.gov.uk

Canley

Current status

This station currently has a ticket office, which is open as below.

- Monday: 07:00 - 13:00, 15:00 - 18:00
- Tuesday to Thursday: 07:00 - 12:00
- Friday: 07:00 - 19:00
- Saturday: 08:00 - 16:00
- Sunday: 10:00 - 12:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Cannock

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Cheddington

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Coseley

Current status

This station currently has a ticket office, which is open as below.

- Monday: 06:15 - 16:00
- Tuesday to Thursday: 06:15 - 14:00, 16:00 - 19:00
- Friday: 06:15 - 19:00
- Saturday: 07:00 - 20:00
- Sunday: 09:00 - 14:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Coventry

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Crewe

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Dudley Port

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:15 - 20:00
- Saturday: 07:00 - 20:00
- Sunday: 09:00 - 17:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Fenny Stratford

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Garston

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Hampton-in-Arden

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 07:00 - 10:00
- Saturday: 09:00 - 14:00
- Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Harrow & Wealdstone

This station is managed by another operator. To find out more, please visit www.tfl.gov.uk

Hartford

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 06:00 - 17:00
- Friday: 06:00 - 19:00
- Saturday: 07:00 - 15:00
- Sunday: 10:35 - 12:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Winsford

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 07:00 - 12:00
- Friday to Saturday: 07:00 - 15:00
- Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Hednesford

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Hemel Hempstead

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:00 - 20:00
- Saturday: 07:00 - 20:00
- Sunday: 08:00 - 19:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

How Wood

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Kempston Hardwick

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Kidsgrove

This station is managed by another operator. To find out more, please visit www.eastmidlandsrailway.co.uk

Kings Langley

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:00 - 19:40
- Saturday: 08:00 - 15:00
- Sunday: 10:00 - 15:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Landywood

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Lea Hall

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 06:15 - 18:00
- Friday: 06:00 - 19:00
- Saturday: 07:00 - 19:00
- Sunday: 10:00 - 13:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Leighton Buzzard

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:00 - 20:00
- Saturday: 07:00 - 20:00
- Sunday: 08:00 - 18:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Lichfield City

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 06:00 - 19:00
- Friday: 06:00 - 20:00
- Saturday: 07:00 - 20:00
- Sunday: 09:00 - 19:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Lichfield Trent Valley

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:00 - 19:00
- Saturday: 07:00 - 16:00
- Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Lidlington

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Liverpool Lime Street

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Liverpool South Parkway

This station is managed by another operator. To find out more, please visit www.merseyrail.org

London Euston

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Long Buckby

Current status

This station currently has a ticket office, which is open as below.

Monday to Friday: 06:15 - 11:00

Saturday to Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Marston Green

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 06:15 - 19:00
- Friday: 06:15 - 20:00
- Saturday: 08:00 - 20:00
- Sunday: 09:00 - 14:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Millbrook

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Milton Keynes

Current status

This station currently has a ticket office, which is open as below. Customer service staff may also currently be available in addition to this and outside of these core hours.

- Monday to Friday: 04:45 - 22:00
- Saturday: 06:00 - 22:00
- Sunday: 06:45 - 21:30

Proposed changes

This station will become one of our new retail and customer service hubs, meaning staff will be available throughout the week to assist with ticket purchases, as well as customer service, passenger assistance, safety and general upkeep duties.

Northampton

Current status

This station currently has a ticket office, which is open as below. Customer service staff may also currently be available in addition to this and outside of these core hours.

- Monday to Friday: 06:00 - 21:00
- Saturday: 06:00 - 21:00
- Sunday: 06:45 - 20:00

Proposed changes

This station will become one of our new retail and customer service hubs, meaning staff will be available throughout the week to assist with ticket purchases, as well as customer service, passenger assistance, safety and general upkeep duties.

Nuneaton

Current status

This station currently has a ticket office, which is open as below. Customer service staff may also currently be available in addition to this and outside of these core hours.

- Monday to Friday: 06:00 - 20:00
- Saturday: 06:00 - 20:00
- Sunday: 09:00 - 21:00

Proposed changes

This station will become one of our new retail and customer service hubs, meaning staff will be available throughout the week to assist with ticket purchases, as well as customer service, passenger assistance, safety and general upkeep duties.

Park Street

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Penkridge

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Polesworth

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Ridgmont

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Rugby

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Rugeley Town

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Rugeley Trent Valley

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Runcorn

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Sandwell & Dudley

Current status

This station currently has a ticket office, which is open as below. Customer service staff may also currently be available in addition to this and outside of these core hours.

- Monday to Friday: 05:20 - 20:00
- Saturday: 05:20 - 19:00
- Sunday: 08:00 - 19:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Smethwick Galton Bridge

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 06:15 - 13:00
- Friday: 06:15 - 18:00
- Saturday: 08:00 - 16:00
- Sunday: 10:00 - 13:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Smethwick Rolfe Street

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 07:00 - 18:00
- Saturday: 08:00 - 17:00
- Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

St Albans Abbey

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Stafford

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Stechford

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 07:00 - 14:00
- Friday: 07:00 - 19:00
- Saturday: 08:00 - 17:00
- Sunday: 10:00 - 12:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Stewartby

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Stoke-on-Trent

This station is managed by another operator. To find out more, please visit www.avantiwestcoast.co.uk

Stone

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Tame Bridge Parkway

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:00 - 19:00
- Saturday: 07:00 - 19:00
- Sunday: 10:00 - 16:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Tamworth

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:10 - 20:00
- Saturday: 06:10 - 20:00
- Sunday: 09:15 - 16:45

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Tile Hill

Current status

This station currently has a ticket office, which is open as below.

- Monday: 06:00 - 19:00
- Tuesday to Thursday: 07:00 - 19:00
- Friday: 07:00 - 20:00
- Saturday: 08:00 - 19:00
- Sunday: 08:30 - 14:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Tipton

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 07:00 - 14:00
- Saturday: 08:00 - 16:00
- Sunday: 11:00 - 14:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Tring

Current status

This station currently has a ticket office, which is open as below.

- Monday to Friday: 06:00 - 19:00
- Saturday: 07:15 - 14:00
- Sunday: 08:00 - 15:00

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Walsall

Current status

This station currently has a ticket office, which is open as below.

- Monday to Thursday: 06:00 - 19:00
- Friday: 06:00 - 20:00
- Saturday: 07:00 - 20:00
- Sunday: 09:20 - 16:45

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Watford Junction

Current status

This station currently has a ticket office, which is open as below. Customer service staff may also currently be available in addition to this and outside of these core hours.

- Monday to Friday: 05:30 - 23:00
- Saturday: 05:30 - 23:00
- Sunday: 06:30 - 22:30

Proposed changes

This station will become one of our new retail and customer service hubs, meaning staff will be available throughout the week to assist with ticket purchases, as well as customer service, passenger assistance, safety and general upkeep duties.

Watford North

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Wembley Central

This station is managed by another operator. To find out more, please visit www.tfl.gov.uk

Winsford

Current status

This station currently has a ticket office, which is open as below

- Monday to Thursday: 07:00 - 12:00
- Friday to Saturday: 07:00 - 15:00
- Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Woburn Sands

Current status

This station has no ticket office and is currently unstaffed throughout the week.

Proposed changes

This station will see an enhanced staff presence. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Wolverhampton

Current status

This station currently has a ticket office, which is open as below. Customer service staff may also currently be available in addition to this and outside of these core hours.

- Monday to Friday: 08:00 - 19:00
- Saturday: 08:00 - 18:00
- Sunday: 10:30 - 18:00

Proposed changes

This station will become one of our new retail and customer service hubs, meaning staff will be available throughout the week to assist with ticket purchases, as well as customer service, passenger assistance, safety and general upkeep duties.

Wolverton

Current status

This station currently has a ticket office, which is open as below

- Monday to Friday: 06:15 - 11:00
- Saturday to Sunday: Closed

Proposed changes

The ticket office at this station will be closed. Staff from our new mobile teams will be deployed here on a flexible basis to undertake customer service, passenger assistance, safety and general upkeep duties.

Frequently asked questions

Will the proposed changes to ticket offices discriminate against disabled or older customers who require support or assistance at stations?

We are committed to providing an accessible railway for all. Moving staff out from behind windows and onto concourses and platforms will enable them to provide support and assistance to passengers in a way that they currently cannot.

As our proposals develop, particular attention will be given to the needs of people, including those with disabilities, who will still require in-person help to plan their journey, select and buy tickets or obtain assistance in navigating the station or boarding and alighting trains.

What about passengers who do not want to, or can't use digital technology to book tickets?

We recognise the need for ticket purchase 'backstops' for customers who are unable to use digital technology. An estimated 99% of all transactions made at ticket offices last year can be made at TVMs or online, or using contactless or PAYG where available. However, if customers don't wish to or can't use these channels then the following options will be available:

- Ticket office facilities will be offered at our 'hubs stations' - large and strategically chosen stations to provide customers travelling from, to, or through those stations with the ability to fulfil certain transactions if they can't use alternatives or upgraded ticket vending machine (TVM)/ticket sales infrastructure have not yet been delivered.
- Contact centres, which are already offered by TOCs and third-party retailers today, will allow customers to book most tickets, to be fulfilled digitally or collected from a TVM.

- Third party retailing at a physical location, such as a convenience store, either on- or off-station will be referred to as a ticket stop. These will be targeted at customers paying cash or without access to digital technology to book. Ticket stops will be a long-term solution for customers who cannot or do not want to use bank card payment or digital ticketing.

Do I still need to buy a ticket before boarding the train?

For customers who arrive at stations without a ticket, these can be purchased at a TVMs and staff will be available during advertised hours to help with their purchase.

As is the case currently, if customers are genuinely unable to purchase a ticket before travelling, they will need to make the senior conductor aware as the earliest opportunity while on the train.

How will you ensure that no staffed station will be left unstaffed as part of these proposals?

Staff deployment plans are expected to be developed to enable greater flexibility for allocating resources, to increase efficiency and effectiveness and enhance the customer experience.

Both our currently staffed and our existing unstaffed locations will see a staff presence at various points throughout the week. The deployment of the team will be business/intelligence led, inclusive of customer and conductor feedback. This station staffing approach will ensure a roving presence at stations but also allow us as a business to both plan for, and react to, significant events on the network in a far more flexible manner than is currently the case.

How will passenger assistance be managed?

Our proposed hub stations have been specifically chosen in locations that were no more than an hour away from each other, subject to the timetable in place for that route. This will allow the mobile teams to provide assistance for passengers with reduced mobility or a hidden disability, if a booking has been made in advance.

Alternatively, as is predominantly the case now for our currently unstaffed stations, the conductor onboard the train, is also available and will be the guaranteed staff member to fulfil the requirement for support with boarding and alighting.

What will be happening at stations that you call at, but don't manage?

Please visit the website of the relevant station operator to view proposals for ticket offices not managed by London Northwestern Railway.

How long will the public consultation last and how can I respond?

The public consultation will close on 1 September 2023.

To comment on proposed changes to ticket offices at Apsley, Berkhamsted, Hemel Hempstead, Kings Langley, Tring and Watford Junction, please contact London TravelWatch - the independent transport watchdog for London, by 1 September 2023 at

- LNR.Consultation@Londontravelwatch.org.uk or
- Freepost: RTEH-XAGE-BYKZ, London TravelWatch, PO Box 5594, Southend-on-Sea, SS1 9PZ.

For more information about how to have your say visit londontravelwatch.org.uk.

To comment on proposed changes to ticket offices at all other stations on our network, please contact Transport Focus, the independent transport user watchdog, by 1 September 2023 at

- TicketOffice.WMT@transportfocus.org.uk or
- Freepost: RTEH-XAGE-BYKZ, Transport Focus, PO Box 5594, Southend on Sea, SS1 9PZ.

For more information about how to have your say visit transportfocus.org.uk.

How can I request a physical or alternative format of the proposal?

If you would like a physical or alternative format copy of the proposals, please visit

www.londonnorthwesternrailway.co.uk/form/ticket-offices-proposal-alternative-format-request

Annex A

DRAFT West Midlands Trains Equality Impact Assessment (EqIA)

Project title: Reform of ticket offices

Project owner	Head of Stations	Department	Customer Experience
Version number	V1.0	Date	29/06/23

Note: This is a working document which will continue to be developed during and post consultation.

Overview of Project

West Midlands Trains (London Northwestern Railway and West Midlands Railway) is proposing changes to the provision of ticket retailing and customer service at stations.

As customers move to alternative, more convenient ways of buying tickets, most tickets are now purchased either online or through ticket vending machines (TVMs). In the mid-1990s 82% of all tickets were sold at ticket offices nationally, compared to just 12% today.

For West Midlands Trains, ticket offices accounted for 52% of sales in 2009, but account for only 10% in 2023.

In response to these changing customer habits, alongside other train operators, we are proposing to bring employees out from

behind ticket office windows to be closer to customers, providing an enhanced customer service and greater visibility of staff on concourses and platforms.

Over 40% of our stations are already unstaffed and many of our ticket offices are only staffed on a part-time basis.

Our Proposal

We are proposing to bring staff out from behind the glass, freeing them up to support customers directly and with greater flexibility. We want staff to be more visible on concourses and platforms and closer to customers to provide an enhanced service role.

Our new model will include:

- A centralised customer experience team to monitor stations remotely and deploy support as required.
- A mobile, multi-skilled team covering several stations and a range of duties to support customers who will also be deployed to locations where extra support is required.
- Customer Information Centres at 10 stations with staff available throughout the week to assist with ticket purchases, as well as customer service, passenger assistance, safety and general upkeep duties.

A full range of ticketing facilities will be offered at Customer Information Centre's to provide customers travelling from, to, or through those stations with the ability to fulfil certain transactions if they are unable to use alternatives or these have not yet been delivered.

Changes will be delivered in conjunction with a national plan to simplify and modernise railway ticketing.

Under the proposals, stations that are currently unstaffed will have a staff presence, unlike today.

TVMs will be upgraded to make sure customers can still buy the most popular tickets at stations and many staff will have hand-held devices. New customer help points will also be introduced at stations as part of the proposals. The proposals do not impact the availability of other station facilities such as toilets and waiting rooms.

We will continue to meet our accessible travel policy requirements as approved by the ORR. Booked and un-booked passenger assistance with boarding and alighting trains will continue to be provided by our senior conductors who are on every train.

Not all ticket office staff currently deliver passenger assistance. Our proposed new mobile teams will offer greater flexibility and additional support in providing customer assistance.

Key elements of the proposal:

- 77 of our ticket offices would close and be staffed flexibly by a new multi-skilled mobile team who will be deployed to groups of stations in areas rather than being based at individual stations.
- 10 stations will have a customer information centre with ticket office facilities. These customer information centres will sell a full range of products, as well as providing help with more complex transactions.
- Ticket office and station service staff would be given the opportunity to re-train to undertake a range of customer service and station upkeep duties.

- A national consultation is taking place between 5 July 2023 and 01 September 2023. Feedback is being managed centrally by two independent watchdogs, Transport Focus and London TravelWatch. Following the conclusion of the consultation; responses will be reviewed which will inform decisions upon whether the proposals should be implemented, amended or not proceed.

- Detail of proposed changes by station are available at:

[Proposed changes to ticket offices | LNR | London Northwestern Railway](#) and [Proposed changes to ticket offices | West Midlands Railway](#)

Equality Impact Assessment Approach

Separate EqlAs have been conducted for all of the 149 stations on the WMT network, that are currently staffed and unstaffed. Station and location specific data has been used to understand, local demographics, relevant to the 9 protected characteristics as well as crime data. This approach recognises that each of these stations is unique, and allows for proper consideration of issues, risks and mitigations at the local level.

What sort of work is this?

	Property-related, or physical changes, to stations, trains, offices, depots or other buildings / assets managed by WMT
	An event, including conferences, training courses, meetings etc...
	The change, removal or introduction of a policy or standard.
	An IT development or enhancement
	The procurement of goods and/or services

	<p>The introduction of another sort of change – please explain</p>	<p>This EqIA focus on the changes brought about as a result of the reduction to staffing levels of stations across the West Midlands Trains Network that includes the removal of traditional ticket offices, reviewing legacy dispatch locations and the creation of new multi-functional roles. As a result of this, the service offering to West Midlands Trains Customers will change.</p>
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1. What does this work aim to achieve?

- To deliver an efficient, effective and flexible station operation reflecting current consumer behaviours.
- Ensuring required cost savings are realised but a good quality customer experience is maintained.
- Modernise the approach to customer service, retailing and management of the station operation across the WMT Network with multifunctional mobile teams.
- Deliver a consistent approach to the staffing of stations across the network with some currently unstaffed locations now benefitting from having a staffing presence at various points across the day/week, in line with customer movements and/or special events.

2. Could this work impact on people?

✓	Yes – <i>please explain how</i>	<p>This work will impact on:</p> <p>Customers – It will change the WMT staff interaction and service that they will encounter at each station.</p> <p>The customer experience will be different as a result of a change to the role that each staff member is undertaking. Moving away from singular presence (i.e. ticket office, gate line, platforms) at a single location to a versatile, multifunctional role responsible for the customer service offering across a number of different locations on the network.</p> <p>Some stations that are currently staffed will be covered by the mobile teams, and legacy unstaffed locations will be covered by the mobile teams.</p> <p>The overall number of ‘station’ staff will be reduced.</p>
	No	N/A

3. What do you know about the diversity of the people potentially impacted by this work? Where does this information originate from?

This detail should be proportional to the size and scope of your project.

Each EqIA uses a range of data and evidence including local area information and demographic data – age, ethnicity, first language preference, religion, disability, crime, educational/ medical/ religious establishments, major employers, charitable organisations, and any seasonal data trends.

We looked at the following:

- Within the local population, are the following four age groups (<4 – 15, 16 – 24, 25 – 64, 65+) within 5% of the regional or national average?
- Are local ethnic group demographics within 5% of the regional and national average?
- Is “English as spoken a first language” within 5% of the regional and national average?
- Is the number of people within the local population who identify as following “no religion” within 5% of the regional and national average?
- Are people who are recognised as disabled under the equality act in the local area (where this limits their daily activities a little, or a lot) within 5% of the regional and national average?
- Does this data align with local/corporate knowledge?
- What are the top three crimes in the local area?
- Is the number of crimes reported in the local area below, equal to or above the national average?

4. What protected characteristics could this work potentially have an impact on and what is the potential impact?

Protected Characteristic	Potential negative impacts	Potential positive impacts
Disability	<ul style="list-style-type: none"> • Perception that customers requiring physical assistance (including, but not limited to, people in wheelchairs, neurodiverse, visually impaired) will not be offered support to board or alight the train. While this is not the case, if for any reason we were unable to deliver assistance, we would provide alternative accessible transport, as is the case today. • Reduced access to information e.g. visually impaired 	<ul style="list-style-type: none"> • Mobile teams, subject to their deployment plan / roster, will cover all locations. This will lead to an increased likelihood of staff availability throughout the day to support customers through the station environment. • There is potential for improved self-service access to the railway as a result of reduced interaction with staff members throughout the station environment. There is further potential for improved direct

	<p>people, will not be able to read signage at the location, and there will be fewer staff available at the location in order to assist.</p> <ul style="list-style-type: none">• Reduced access to retailing of tickets e.g. visually impaired person will not be able to purchase a ticket from the ticket office.• Concerns over reduced access to toilet facilities.• Concerns over reduced access to enclosed waiting facilities.• Reduced staff presence resulting in less support for people through the station environment.	<p>access to facilities e.g. toilets, waiting rooms.</p>
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<p>Age</p>	<ul style="list-style-type: none"> • Reduction in staffing levels and removal of ticket office may deter some older customers from purchasing tickets who are used to the legacy approach of station staffing e.g. being used to speaking to a person in the ticket office, and most likely to utilise this in order to purchase tickets. • Reduction in staffing levels and removal of ticket office may deter some older customers from travelling by train, due to concern for personal safety and perception of personal safety. • Some younger customers may 	<ul style="list-style-type: none"> • Mobile teams, subject to their daily deployment plan / roster, will cover all locations. This will lead to an increased likelihood of staff availability throughout the day to support customers through the station environment. • Station staff will not be fixed to one location or be behind the ticket office window. They will be out alongside the customers increasing potential reach of customer support leading to more consistent visibility of staff across the network. • There will be improved self-service access to the railway as a result of reducing
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	<p>feel uneasy about travelling from an unstaffed location due to lack of familiarity with the railway. This may act as a deterrent to travel.</p> <ul style="list-style-type: none"> • Elderly people may be less proficient with technology e.g. apps, mobile phones, TVMs, Help Points. 	<p>interaction with staff members throughout the station environment. There is opportunity for improved direct access to facilities e.g. toilets, waiting rooms.</p>
<p>Pregnancy / maternity</p>	<ul style="list-style-type: none"> • Reduction in staffing levels may lead to concerns about reduced access to enclosed waiting areas, toilets and baby changing facilities. • Reduction in staffing levels may lead to concerns that access to enclosed waiting areas / toilets will 	<ul style="list-style-type: none"> • Improved and consistent access to the station facilities (e.g. toilets, enclosed waiting rooms, baby changing facilities) will be provided remotely. • Mobile teams, subject to their daily deployment plan / roster, will cover all locations. This will lead to an increased

	<p>reduce options for breast feeding in a safe environment.</p> <ul style="list-style-type: none"> • Reduction in staffing levels may lead to concerns that customers requiring physical assistance will not be offered support to board, alight or navigate through the station environment. • Reduction in staffing levels may deter some pregnant customers or new parents from travelling by train, due to concern for personal safety and perception of personal safety. 	<p>likelihood of staff availability throughout the day to support customers through the station environment.</p>
Race	<ul style="list-style-type: none"> • Reduced access to information (e.g. for those whose first language is not English) will 	<ul style="list-style-type: none"> • Mobile teams, subject to their deployment plan / roster, will cover all locations. This will

	<p>not be able to read signage at the location, and there will be fewer staff available at the location in order to assist.</p> <ul style="list-style-type: none">• Reduction in staffing levels and removal of ticket office may deter some people from travelling by train, due to concern for personal safety and perception of personal safety.• Reduction in staffing levels and removal of ticket office may reduce access to ticketing advice or being able to purchase tickets e.g. where current ticket office staff use different tools to provide information in accessible formats, such as	<p>lead to an increased likelihood of staff availability throughout the day to support customers through the station environment.</p> <ul style="list-style-type: none">• There will be improved self-service access to the railway as a result of reduced interaction with staff members throughout the station environment. There is opportunity for improved direct access to facilities e.g. toilets, waiting rooms.
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	<p>using online translators.</p>	
<p>Religion or belief</p>	<ul style="list-style-type: none"> • Reduction in staffing levels may lead to concerns about reduced access to enclosed waiting rooms for prayer facilities and toilet/washing facilities. • Reduction in staffing levels and removal of ticket office may deter some people from travelling by train, due to concern for personal safety and perception of personal safety. 	<ul style="list-style-type: none"> • Mobile teams, subject to their deployment plan / roster, will cover all locations. This will lead to an increased likelihood of staff availability throughout the day to support customers through the station environment. • Improved and consistent access to the station facilities (e.g. toilets, enclosed waiting rooms) will be provided remotely. • There will be improved self-service access to the railway as a result of reduced interaction with staff members throughout the

		<p>station environment. There is opportunity for improved direct access to facilities e.g. toilets, waiting rooms.</p>
<p>Gender</p>	<ul style="list-style-type: none"> • Reduction in staffing levels and removal of ticket office may deter some people from travelling by train, due to concern for personal safety and perception of personal safety. 	<ul style="list-style-type: none"> • Mobile teams, subject to their deployment plan / roster, will cover all locations. This will lead to an increased likelihood of staff availability throughout the day to support customers through the station environment. • There will be improved self-service access to the railway as a result of reduced interaction with staff members throughout the station environment. There is opportunity for improved direct

		<p>access to facilities e.g. toilets, waiting rooms.</p>
<p>Sexual orientation</p>	<ul style="list-style-type: none"> • Reduction in staffing levels and removal of ticket office may deter some people from travelling by train due to concern for personal safety and perception of personal safety. 	<ul style="list-style-type: none"> • Mobile teams, subject to their deployment plan / roster, will cover all locations. This will lead to an increased likelihood of staff availability throughout the day to support customers through the station environment. • There will be improved self-service access to the railway as a result of reduced interaction with staff members throughout the station environment. There is opportunity for improved direct access to facilities e.g. toilets, waiting rooms.

<p>Marriage/civil partnership</p>	<ul style="list-style-type: none"> • Reduction in staffing levels and removal of ticket office may deter some people from travelling by train, due to concern for personal safety and perception of personal safety. 	<ul style="list-style-type: none"> • Mobile teams, subject to their deployment plan / roster, will cover all locations. This will lead to an increased likelihood of staff availability throughout the day to support customers through the station environment. • There will be improved self-service access to the railway as a result of reduced interaction with staff members throughout the station environment. There is opportunity for improved direct access to facilities e.g. toilets, waiting rooms.
<p>Gender reassignment</p>	<ul style="list-style-type: none"> • Reduction in staffing levels and 	<ul style="list-style-type: none"> • Mobile teams, subject to their

	<p>removal of ticket office may deter some people from travelling by train, due to concern for personal safety and perception of personal safety.</p>	<p>deployment plan / roster, will cover all locations. This will lead to an increased likelihood of staff availability throughout the day to support customers through the station environment.</p> <ul style="list-style-type: none"> • There will be improved self-service access to the railway as a result of reduced interaction with staff members throughout the station environment. There is opportunity for improved direct access to facilities e.g. toilets, waiting rooms.
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5. What could you do to ensure this work has a positive impact on diversity and inclusion?

- As part of the assessment, we have identified mitigations to ensure that the impact on diversity and inclusion is not adversely affected.
- The EqIA is a living document and process through which we will record and review the impact of any change, identifying any opportunities for immobile diversity and inclusion.
- There is a formal consultation period as part of the change programme, but we will also maintain an on-going dialogue with stakeholders in order to ensure that any issues or concerns can be raised and addressed.

6. What consultation have you done with those who share protected characteristics about this work? What issues were raised?

Who was consulted	Protected characteristic represented	How was the consultation carried out	Issues raised
Rail User Groups	Age, disability	Briefing and Q&A sessions over Teams	Perception that toilet and waiting facilities won't be available. Quality of existing TVMs and availability of tickets. Concerns for older people who cannot or do not want to

			<p>use digital technology.</p> <p>Concerns about potential increases anti-social behaviour and/or crime.</p>
<p>WMT Stakeholder Equality Group</p>	<p>Disability (the group represents a range of physical and non-physical disabilities and those who are neurodiverse).</p>	<p>Briefing and Q&A held on Teams</p> <p>In person 1:1 meetings.</p>	<p>Ticket offices do not just sell tickets. They are a safe space for people with disabilities.</p> <p>Concerns over where to find staff from the mobile team when they are at the station (could be on a platform or concourse, whereas a ticket office member of staff is static).</p> <p>Difficulties using TVMs.</p> <p>Concern about how quickly the mobile team could be deployed to a station/distance from customer</p>

			<p>information centre.</p> <p>Concerns over the usability of existing help points, especially for those with speech or hearing impairments.</p>
MPs and local authorities	All	Briefing and Q&A held on Teams	<p>Concerns about reduced staffing hours for non-customer information centres.</p> <p>Potential increase in ASB/crime.</p> <p>Concerns about assistance navigating and moving around the station.</p> <p>Concern about what happens if lifts are out of order at a station served by the mobile team.</p>

Community Rail Partnerships	All	Briefing and Q&A held on Teams	Concerns about access to toilet and waiting room facilities when staff are not at the station. Concerns about general upkeep of the station.
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**7. Who else have you consulted with about this work?
What issues were raised?**

Who was consulted	Internal to WMT or external stakeholder?	How was the consultation carried out?	Issues raised
WMT Working Group	Internal	Workshop	<ul style="list-style-type: none"> • Perception that customers requiring physical assistance (including, but not limited to, people in wheelchairs, neurodiverse, visually impaired) will not be offered

			<p>support to board or alight the train.</p> <ul style="list-style-type: none">• Reduced access to information e.g. visually impaired people, will not be able to read signage at the location, and there will be fewer staff available at the location in order to assist.• Reduced access to retailing of tickets e.g. visually impaired person will not be able to purchase a ticket from the ticket office.
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			<ul style="list-style-type: none"> • Concerns over reduced access to toilet facilities. • Concerns over reduced access to enclosed waiting facilities. • Reduced staff presence resulting in less support for people through the station environment.
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8. Based on the issues raised by this Equality Impact Assessment, how are you going to proceed?

✓	Change the work to mitigate against potential negative impacts found – <i>please outline any changes that will be made</i>	See below
	Justify and continue the work despite negative impacts – <i>please provide the justification</i>	
	Continue the work because no potential negative impacts found	

Stop the work because discrimination is unjustifiable and there are no obvious ways to mitigate this

Change the work to mitigate against potential negative impacts found	Disability	Age	Pregnancy /	Race	Religion / belief	Gender	Sexual orientatio	Marriage / civil	Gender reassign
The senior conductor on every train will provide assistance alighting and boarding all WMT services (as is currently the case).	✓	✓	✓						
Improved and consistent access to the station facilities (eg. toilets, enclosed waiting rooms for breast feeding, prayer) will be provided remotely.	✓	✓	✓	✓			✓		✓
The majority of tickets can be purchased on line prior to the journey, via the ticket vending machine (TVM) or on the	✓	✓							

<p>To enable the mobile team to attend a station where help has been requested within a reasonable timeframe, we plan to provide pool cars. The proposed customer information centres are strategically placed across the network to aid travel to all stations on a line of route.</p>	✓	✓	✓	✓	✓	✓	✓	✓
<p>We will continue to work with the wider industry on the roll out and development of the Passenger Assist App as quickly as possible.</p>	✓							
<p>We intend to identify clear locations at each station where staff can be found while at the station.</p>	✓	✓	✓	✓	✓	✓	✓	✓
<p>CCTV is already being upgraded across our stations estate.</p>	✓	✓	✓	✓	✓	✓	✓	✓

<p>We will work with the wider industry on the rollout of 'Project Oval' – contactless payment across the South East of England, which will further mitigate against the need to buy tickets. Although this only currently applies to a small number of locations on the London Northwestern Railway network and delivery is likely to be 2024/25.</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓
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9. What specific actions will be undertaken as a result of this diversity impact assessment?

Action
Re-assess the Help Point Roll Out Programme in view of timings for delivery.
Clarify internal operational standards associated to fulfilment of customer assistance boarding and alighting services by Senior Conductors.
Review the WMT approach to station signage.
Utilise the information contained within EqIA to inform the WMT approach to staff deployment.

Utilise the information contained within EqIA to inform the WMT training content for frontline teams.

Continue to engage stakeholders and relevant groups as the proposals develop to ensure views are represented and where needed, further mitigations are identified.