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Equality Impact Assessment (EqIA)

Project: Workforce Reform

July 2023

Department: Programmes

Sponsor: Customer Experience Director

Document History

Version No.	Date	Reason for issue
1	04/07/2023	To provide context for the organisation, interested parties, and stakeholders on consultation.
2	17/07/2023	Updated following feedback and questions from industry panels

Document Approval and Sign-off

	Name and position	Signed	Date
EqIA Owner (the person responsible for completing the EqIA)	Delivery Programme Manager	Y	17/07/23
Prepared in collaboration with	Head of Stations	Y	17/07/23
	Lead Area Manager	Y	17/07/23
EqIA reviewers	Customer Experience Director		
	Head of Communications		18/07/23

Equality Impact Assessment

What is an Equality Impact Assessment and why do we need one?

An Equality Impact Assessment is a way of looking at decisions, policies, and practices systematically to understand any disproportionate impact and how they could potentially affect groups of people sharing the same protected characteristic.

This EqIA tool can be used for ongoing projects to help explore how we could be doing things better for our staff and customers, as well as if there is any need for updating or further development. EqIAs are integral for identifying negative and potential adverse impacts but also give us a great opportunity to promote the good work taking place across equality and inclusion.

Furthermore, Trenitalia c2c has a need to demonstrate taking due regard of the duty, and to publish how we are meeting the duty. Using our EqIA tool as an approach underpins this.

Protected characteristics

The different groups reviewed in the EqIA are outlined in the Equality Act 2010 and are referred to as protected characteristics: these are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Please select the type of EqIA from the list.

- The built environment
- Events & Communications
- Policies & Standards
- Information Technology IT
- Change Programmes (reorganisations, transformations)
- Procurement
- Digital experience
- Retail and ticketing
- Branding & Marketing
- Other, please specify

c2c, along with 13 other train operators in England, is starting a consultation on closing all our ticket offices and moving ticket office colleagues into public areas of stations, enabling them to provide a wider range of assistance to customers.

Please provide a summary of the work this EqIA is referring to.

Question	Response
What are the aims/objectives?	<p>Our aim is to build a more reliable and customer-focused railway.</p> <p>In order to better-help customers who need assistance or have queries regarding their journey, we propose to close ticket offices and have many</p>

	<p>of those colleagues visible and available to provide a wider range of customer support.</p> <p>Staffing coverage will vary at stations. There are some stations which will have better coverage than today, some which will not see significant change, and some which will have reduced coverage or become unstaffed.</p> <p>Mobile/roving teams will patrol stations during unstaffed hours.</p> <p>For customers who are happy to use self-service retail options, buying a ticket will be straightforward and hassle-free, using our ticket vending machines (TVMs), our app, or website. Lots of customers will buy tickets on their phones, using their c2c smartcard, in a simple, queue-free transaction.</p> <p>At five stations across the c2c network, five stations will retain Ticket Offices. Customers will have access to help, information, and access to all ticket selling facilities / Ticket Types currently found at a Ticket Office. These stations are spread across our route with a view to being available to as many of our passengers as possible.</p> <p>Colleagues at stations will be able to assist passengers with making a purchase on a TVM or website/app. If customers with accessible travel needs prefer, they can still use the Passenger Assist helpline, or contact c2c Customer Relations team as they do now, to ask for advice or book assisted travel.</p>
Where will the change take place?	The change will take place across the entire c2c network.
Will there be an impact on our colleagues?	<p>Yes, ticket offices will be closed across the entire c2c network, moving colleagues out from behind the ticket office glass. This will make our colleagues more visible responding to customer queries in the way that customers want to be served, removing the physical barrier of the window.</p> <p>We will be creating multi skilled 'floorwalker' staff, who will be able to provide end to end customer resolution at the station.</p>
Will there be an impact on our customers?	Yes, customers will experience a more personalised service with queries resolved by a single person. We want to empower our staff to take ownership and find the best resolution for customers.
When is the expected completion date?	Consultation on ticket office closures will take place in a phased manner, with any agreed closures to take place over the next three years.
Are there any other details you would like to share?	This is a live document and will be reviewed/updated when new developments/advice are received.

Please review each of the protected characteristics below. Does this project / piece of work have any impacts on people with protected characteristics?

To complete this section, please list any considerations or questions that have been identified because of the change in the first column. Then indicate whether the consideration will have a negative impact on each of the protected characteristics. If a negative impact has been identified, please then add the reasonable adjustments/ mitigations that will be taken to reduce this impact. Once these have been considered, use the table below to assign a RAG rating and colour code the box accordingly. RAG is an acronym that stands for Red, Amber and Green and is based on a traffic light system. An explanation can be found in the table below.

RAG rating	High Impact 3	Medium Impact 2	Low Impact 1
High Probability 3	9 High Impact expected	6 High Impact expected	3 Medium Impact expected
Medium Probability 2	6 High Impact expected	4 Medium Impact expected	2 Low Impact expected
Low Probability 1	3 Medium Impact expected	2 Low Impact expected	1 Low Impact expected

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Customers may prefer paper tickets	Age	Y	Paper tickets will still be available to purchase at all our stations, as they are today. We recognise that many people still wish to purchase tickets this way. This will not change as part of this consultation.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N	We will still have colleagues available, not behind ticket office windows, to assist in the purchase of tickets.	
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Some customers see ticket offices as integral to the community.	Age	Y	We will still have 5 ticket offices across our network and most of our stations will continue to be staffed.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N	We are integral to travel in London, Essex and Thameside and we will still be there for our customers. We would like to build a more sustainable railway and there are options for station adoption, community events and ideas for improving our part in the community – more information can be found here - https://www.c2c-online.co.uk/about-c2c/community/	
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	Y			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
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How will station facilities be accessed if stations are not staffed?	Age	N	<p>It's worth noting that the vast majority of our stations will be staffed by dedicated teams. Some stations will be looked after by our mobile teams.</p> <p>We are not proposing to change access times to our core services such as waiting rooms, toilets and lifts - we'll continue to ensure that these are available using our teams throughout the day.</p>	Low impact expected
	Disability	N		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Staff at stations provide important assistance to those with accessibility needs, how will this be addressed given the proposed closure of Ticket offices?	Age	Y	<p>Our people are important in ensuring that our customers have a safe and pleasant journey. We will be bringing our staff outside ticket offices to the station concourses and platforms to ensure that customers are assisted with their journeys.</p> <p>At 3 stations, where we propose to have no local staff, they will be served as they are today, by our dedicated mobile staff who will be able to help them complete their journeys. We advise customers to book in advance if they require any additional support so that we can ensure we meet their specific needs.</p>	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
What will happen to the ticket offices if you are closing them?	Age	Y	<p>In the first implementation stage we intend to cover ticket office windows with vinyls whilst we work on a second stage review of all our spaces to see what customer improvements we can make to the spaces</p>	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	N		

	Race	N	including: community use spaces, waiting spaces and retail units. In most locations, we will retain space for our staff for spaces to have breaks etc. Our teams will continue to be at most stations for our customers.	
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
	Sexual Orientation	N		
Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Some customers find TVM's complicated to use and are not accessible to all.	Age	Y	We have TVM's at every station and have worked over the past few years to improve the user interface to make it easy as possible for our customers. We will soon have barcode tickets that can be bought online in advance, alongside the launch of contactless ticketing for payment with a bank card towards the end of 2023. We will still have staff at most of our stations across the day that can assist with purchasing tickets via the ticket machines. They will be happy to spend time showing customers how our machines work.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
	Sexual Orientation	N		

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
How will closing ticket offices affect staff assisting me at the station?	Age	Y	This will have a very limited impact on customer journeys. We will continue to have staff available at most of our stations to provide any assistance needed. At 3 stations, as we have to today, mobile staff will be available to help customers with their journeys. Booking in advance will ensure that a colleague is there to meet the customer. For any station that does not have a member of staff, they can be contacted by pushing the help-point or contacting our contact centre. For more information on our accessibility policy -	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
	Sexual Orientation	N		

			<p>https://www.c2c-online.co.uk/about-c2c/our-policies/accessible-travel-policy/</p> <p>We also have an Accessibility Panel at c2c and will continue to consult with them any changes to ensure that we have the right customer-focused mitigations In place.</p>	
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Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
There are a lot of different ticket types meaning fares can be complicated.	Age	Y	<p>All rail companies are working together to simplify tickets. The vast majority of tickets for our network are available to purchase at our TVM's, online or our app. More information can be found here: https://www.c2c-online.co.uk/tickets-and-fares/</p> <p>We will, of course, still have staff at the majority of our stations to assist customers in purchasing tickets and advising on best value options. Additionally, we will be retaining 5 ticket offices to assist customers with more complicated purchases.</p>	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
	Sexual Orientation	Y		

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Are you planning on making any changes to the staffing times of stations?	Age	Y	<p>Yes, these proposed changes are minor and have been published as part of consultation. We are currently looking at rostering and ensuring we have people at stations when we need them.</p>	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		

	Sexual Orientation	Y		
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Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Is c2c increasing the number of unstaffed stations?	Age	Y	We propose 3 stations to have no dedicated local staff – Dagenham Dock, Purfleet and West Horndon. In practice we have not staffed these stations for some time other than mobile staff.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y	We anticipate that this will have a limited impact or change from the present day position.	
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
Sexual Orientation	Y			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
With ticket offices closing I won't feel safe at the station.	Age	Y	All our stations are equipped with extensive CCTV and with our new roles, our staff will be more visible on shift being on the concourse and platform areas.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y	We have increased over the past year spending on security staff to ensure that we target anti-social behaviour this is proposed to continue.	
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
Sexual Orientation	Y	We have a comprehensive plan to tackle anti-social behaviour and ensure our railway is as safe as possible using our station staff, revenue protection staff, security staff and with British Transport Police officers.		

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
What about the services that the ticket office provides how will I get access to these?	Age	Y	Most, if not all, the services provided by ticket office staff will be available to customers. We will be retaining 5 ticket offices at our busiest locations.	Medium impact expected
	Disability	Y		
	Marriage/Civil Partnership	N	Our staff will be available at our stations to help with assisted purchases and mobility assistance. At 3 stations we will have our mobile staff available to help customers complete their journeys. We have help-points at all our stations where a member of the team will be available.	
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Which ticket offices will you retain?	Age	Y	We will retain ticket offices at 5 locations:	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y	1. Fenchurch Street	
	Pregnancy/Maternity	Y	2. Grays	
	Race	Y	3. Basildon	
	Religion	Y	4. Benfleet	
	Sex	Y	5. Southend Central	
	Gender Reassignment	Y	We will still have floorwalking staff at the majority of our stations, please refer to the consultation document for the staffing hours.	
Sexual Orientation	Y			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
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How will I get a ticket to make the journey to the retained ticket offices.	Age	Y	<p>There are a multitude of purchasing means at c2c. Our TVM's, website and app are available to complete the majority of transactions. We also are looking forward to introducing, later in 2023, both barcoded tickets and pay-as-you-go with contactless bank cards.</p> <p>If any customer is unable to buy a ticket at their origin station, they should buy it at the first available opportunity at their destination.</p>	Medium impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
Sexual Orientation	Y			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
What if the TVM is out of service and there are no staff easily available at my origin station?	Age	Y	<p>We have an operational plan in place to check on the availability of our TVM's and will respond to any failure as soon as practicable.</p> <p>There are a multitude of purchasing means at c2c. Our TVM's, website and app are available to complete most transactions. We also are looking forward to introducing, later in 2023, both barcoded tickets and pay-as-you-go with contactless bank cards.</p> <p>If any customer is unable to buy a ticket at their origin station, they should buy it at the first available opportunity at their destination.</p> <p>All our TVM's offer the option to change the origin destination (starting point) so that customers can purchase a ticket for the correct journey at the end of the journey if it was not possible to buy before they boarded.</p>	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
Sexual Orientation	Y			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
With the ticket offices closing will I be able to use cash at the TVMs?	Age	Y	Every c2c station has machines that can accept cash – these are clearly signposted on machines.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
Sexual Orientation	Y			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Some customers rely on an induction loop - what happens now that the ticket office may be closing?	Age	Y	For customers who benefit from the induction loops installed in our ticket offices, we hope that the flexibility of our staff will enable them to seek out a quiet area, with limited background noise, and to facilitate a conversation if needed. Additionally, all assistance points in our stations are fitted with an induction loop.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
For some blind or visually impaired customer, the TVM is inaccessible without assistance.	Age		Our staff will still be on hand to help but if there isn't anyone at the station to assist, we will advise customers to board the train and either buy a ticket on board or at their destination. Customers with visual impairments can	Low impact expected
	Disability			
	Marriage/Civil Partnership			
	Pregnancy/Maternity			

	Race		also book their tickets and assistance via our website or app.	
	Religion			
	Sex			
	Gender Reassignment			
	Sexual Orientation			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Wheelchair users, blind or visually impaired travellers and their travel companions are eligible for concessionary discounts, but these are only available from ticket offices	Age	N	We understand that not every type of ticket is available from TVM's, which is why we will still have staff on stations who will be able to assist and have our 5 retained ticket offices where customers will have access to help, information and all ticket selling facilities currently available at a ticket office.	Medium impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
What happens if my assistance is delayed due to disruption, and I am unable to board my train?	Age	Y	Our teams will do everything they can to prevent this from happening. Our teams are on site at most locations and any assistance booking is tracked via our customer control centre to ensure that customers will be met on time for their booked assistance. It is very rare that we are not able to meet our passengers on time today and we do not anticipate any increase in waiting time for customer	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Where would a customer wait for the Mobile Assistance team?	Age	Y	All our meeting points are easily identifiable at our stations both on platforms and in concourses. We will be refreshing all signage as part of this process. Our team can also be contacted via help-points if they are not immediately visible.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
With the proposed changes will I have to wait longer to get assistance?	Age	Y	Customers who have pre-booked assistance will be met at the correct time and should not have to wait. If customers have not booked assistance, c2c will endeavour to get to them as soon as possible. At some of our locations, there may be a delay in deploying our Mobile Assistance Staff due to the frequency of our services. It is very rare that we are not able to meet our passengers on time today and we do not anticipate any increase in waiting time for customers.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Will there be enough members of staff who can help everyone requesting assistance across the network?	Age	Y	Yes, we will have adequate staffing levels across our network. Indeed, we aim to review all staffing hours to maximise coverage with our staffing resources.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		

	Race	N	We will have more visible staff at stations than today, and our ticket office staff will receive support and training to transition into their new roles where they can provide a wider range of customer support including accessibility and safeguarding.	
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
	Sexual Orientation	N		

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
I have a Disabled Persons Railcard can I still get a discount if the ticket office is closed?	Age	Y	Disabled Persons Railcard discounted fares can also be obtained from our 5 retained ticket offices, on the c2c website and app. They are also available to purchase from our TVM's.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	N		
	Race	N		
	Religion	N		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Are ticket office staff and those impacted by the closing of the ticket offices trained to guide visually impaired/ blind customers?	Age	Y	Yes, all our frontline colleagues are trained to provide guidance to customers. If they are unable to do so due to medical, religious, or cultural reasons, they will direct customers to a colleague that can.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Will staff be trained to provide ramp assistance?	Age	Y	Yes, all our frontline colleagues are trained to provide guidance to customers. If they are unable to do so due to medical, religious, or cultural reasons, they will direct customers to a colleague that can.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	N		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	N		
	Gender Reassignment	N		
Sexual Orientation	N			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
Will I be able to buy a ticket before travelling?	Age	Y	Yes, we want to give every customer the opportunity to buy their tickets before travelling and tickets can be purchased via the following methods: <ul style="list-style-type: none"> • Via our website • Via our app • TVM's And by the end of the year: <ul style="list-style-type: none"> • Barcode tickets • C-pay (using your bank card) 	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
Sexual Orientation	Y			

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
With the closing of ticket offices, what impact will these changes	Age	Y	All our stations are equipped with extensive CCTV and with our new roles, our staff will be more visible on shift being on the concourse and platform areas.	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		

have in relation to customer safety at the station?	Pregnancy/Maternity	Y	<p>We have increased over the past year spending on security staff to ensure that we target anti-social behaviour this is proposed to continue.</p> <p>We have a comprehensive plan to tackle anti-social behaviour and ensure our railway is as safe as possible using our station staff, revenue protection staff, security staff and with British Transport Police officers.</p>	
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
	Sexual Orientation	Y		

Consideration/Questions	Characteristics	Impact? Yes/No?	Mitigation	RAG after mitigation
What if I only have cash to purchase a ticket?	Age	Y	<p>We will retain the ability to make cash payments at all stations. Our Ticket Vending Machines (TVMs) are highly reliable and we monitor their service level constantly. If customers have made every attempt to buy a ticket at their origin station, including if they only have cash as a method of payment and card is the only payment option available, there is no penalty for doing so provided that you pay at the first possible opportunity.</p>	Low impact expected
	Disability	Y		
	Marriage/Civil Partnership	Y		
	Pregnancy/Maternity	Y		
	Race	Y		
	Religion	Y		
	Sex	Y		
	Gender Reassignment	Y		
Sexual Orientation	Y			

Glossary

- EqIA – Equalities Impact Assessment, also sometimes known as DIA. An assessment made to understand the impact of proposed changes or decisions which is conducted to evaluate them under the Public Sector Equality Duty (PSED)
- TVM - Ticket Vending Machine, automatic ticket vending machine (TVM), is a vending machine that sells paper or electronic tickets, may recharge a smart card at a railway station.
- App - an application, particularly as something downloaded to a user's device such as a smartphone.
- Induction / hearing loop - a sound system in which a loop of wire around an area in a building, such as a cinema or theatre, produces an electromagnetic signal received directly by hearing aids used by people who are partially deaf or have hearing loss.
- Origin station – the station where your journey starts.
- Destination station – the station where you end your rail journey.
- Pay as you go - (PAYG) is a flexible way to travel within a defined travel areas like London Fare Zones 1 to 9 (and certain other areas. As long as you touch in and out with Oyster or contactless, you will be charged the appropriate single fare for your journey or journeys. Sometimes also known as Contactless referring to the use of a card or device with a stored bank card.
- Mobile Assistance team – a team working at c2c who move around the network offering support to those who need assistance often but not always on the basis of a booking.
- Roster – the planned work schedule for a team, often used where there is shift work.
- RAG or RAG rating – method of rating impact or risk often used in projects. RAG stands for Red, Amber, Green.

What could you do to ensure your work has a positive impact on diversity and inclusion?

We want to ensure that our modern approach to serving our customers at our station is a positive one, which is why we have assessed our stations on an individual basis. We are making enhancements to our digital offering that will make these changes easier for the majority of our customers, increasing confidence and access for users. It's important that we do what's right for our customers, which is why in our individual equality impact assessments we are drilling down and looking at the demographic makeup of our stations. This will enable us to introduce local mitigations which will ensure the impact of these changes is a positive one for our colleagues and customers. The project team's commitment to maintaining access to existing facilities such as toilets and waiting rooms is key to ensuring this change has a positive impact on diversity and inclusion. We will strive to ensure measures are taken at all stations to ensure that when a station is staffed, the staff on site will have keys to maintain availability of these facilities.

Frontline teams will be given additional training on delivering assistance, which will include a refresher on ramp deployment, updated guidance on how to guide a visually impaired customer, as well as our general expectations of what great customer experience looks like.

What information sources have you used and who have you engaged with to review the impacts on equality?

This EqIA does not contain demographic information as it covers the entire network and we felt that the data should be reviewed at a more local level. Therefore, the census data for the ward surrounding each station from 2021 is being used in the individual stations' EqIA - where relevant - to provide a more representative measure.

However, we have established a working group of subject matter experts internally who have all contributed to the creation of this document. We have engaged and shared our plans with our Accessible Travel Panel and Accessibility experts with further engagement expected on an ongoing basis.

After completing this EqIA, what is your decision?

An EqIA is outcome-driven, not process-driven and it is expected that projects may change if they highlight an unfair or disproportionate impact on a certain group. After completing the EqIA there are five possible outcomes;

- **Change the work** to mitigate against potential negative impacts found
- **Continue the work** because no potential negative impacts found
- **Proceed with caution** in the knowledge that this project may favour some people more than others (please provide justification for this decision)
- **Complete a more detailed EqIA** if the programme of work is complex/large scale change and requires a more detailed review
- **Stop the work** because discrimination is unjustifiable and there are no obvious ways to mitigate

Change the work	Continue the work	Proceed with caution	Complete a more detailed EqIA	Stop the work.
No	No	No	Yes - see note below.	No

Note - Changes to c2c Ticket Offices are subject to public consultation under Schedule 17 of the Ticketing and Settlement Agreement and consultation with trades unions. It will not be possible to confirm the final EqIA or mitigations until this consultation is complete. Thus, c2c intends to refine this work once the outcomes of consultation are settled.

What actions are required as a result?

Action	By when	By whom
Continue to engage with the Accessibility Panel	Throughout the project	Accessibility Executive
Consultation to begin internally and externally	Commencing the beginning of July and taking place throughout the project	Externally - Department for Transport, London TravelWatch, Transport Focus. Following public consultation, users have 35 days to submit feedback to these bodies.
Provide training to colleagues undertaking new multi skilled roles	TBC subject to consultation outcome	Stations and Learning & Development teams
Review toilet / waiting room availability at stations and how this will be impacted by the project	Ongoing, outcome could be dependent on consultation	Stations / Project Team / Revenue Protection & Security.
Review lift alarm process and how it needs to be altered if ticket offices are closed.	December 2023	Asset team
Review lift alarm process and how it needs to be altered if ticket offices are closed.	December 2023	Asset team

How will you monitor the impact of your project / piece of work on equality once it has been put into effect?

We will continue to monitor customer feedback. Our Customer Relations team will continue to record complaints / comments, and aim to categorise those related to workforce reform to ensure that any complaints related to the project are captured. We will continue to monitor trends in ticket purchasing choices, where our TVM's are out of order, the operation of our gatelines, the number of safety-related incidents at our stations among many other factors that are business-as-usual reports within c2c. We will pay particular attention to any disability-related feedback to ensure that we continue to meet the assistance requests of our customers.

Is there anything else you would like to add?

When events take place, staffing arrangements will be reviewed to ensure that stations are safely managed and supported as we do today via our Tasking Group, where security staff coverage is

reviewed across the route on a regular basis, taking into account trends, planned events, seasonal variances and intelligence gathered from the network.