



Commissioner's report

2 June 2020

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This paper will be considered in public

I Introduction

This report provides a review of major issues and developments since the Board meeting of 18 March.

These have been unprecedented times for London, the United Kingdom and the world. To fight the spread of coronavirus, save lives and protect the NHS, the Government and the Mayor instructed people in London to stay at home and not travel.

Sadly, we believe that 43 of our colleagues have died from coronavirus since the pandemic began. This includes six who worked directly for us, 33 who worked for our bus operators and four who worked for other partner organisations. We are also sadly aware of some deaths amongst taxi and private hire drivers. They are in our thoughts, as are their families, and we are doing everything we can to support them during this difficult time

We initially reduced our Tube services but have since been operating at about 80 per cent of peak Tube services, and over 85 per cent of bus services. This has been while many of our staff themselves have of course been ill, shielding or in self-isolation.

To maintain social distancing wherever possible, the transport network needs to operate differently during this extraordinary period. In line with advice from the Government and the Mayor, we

are encouraging people who can work from home to continue to do so and enable the people who must travel by public transport to do so safely. We are asking everyone to try and avoid the busiest times, maintain social distancing wherever possible, wear face coverings when they do need to use public transport, and to walk and cycle whenever possible. We are providing extensive new cycling and walking facilities to support journeys by these means.

We temporarily paused all TfL and Crossrail construction work to reduce the number of construction workers needing to travel into central London. In May, work resumed on some Crossrail sites. Crossrail Ltd is making sure that social distancing is always being adhered to on sites.

In a short time, with the full support of travelling Londoners, we changed from encouraging as many people as possible to use public transport, to asking them to only travel for essential journeys. While this was the right thing to do to help prevent the spread of the virus, it has had a huge impact on our income. To help alleviate the financial challenge of this, we used the Government's Coronavirus Job Retention Scheme to furlough a large number of our back-office colleagues whose work was reduced or paused as a

result of the pandemic. The furloughed workers remained on our payroll and we accessed the Government scheme to claim a reimbursement of 80 per cent of their salaries. This saved us an estimated £15.8m every four weeks. To ensure our staff were not financially impacted, we paid the remaining 20 per cent of their salaries, so they received full pay during their furlough period.

As we have significantly improved our underlying financial position over the last four years, we have been able to draw down on our resources to keep operating for several weeks. However, government support was vital, and we reached a funding and financing settlement with the Government on 14 May. This agreement allows us to continue to deliver critical services for London over the coming months.

2 Our response to coronavirus

Deaths in service

Sadly, we believe that 43 of our colleagues have died from coronavirus since the pandemic began. This includes six who worked directly for us, 33 who worked for our bus operators and four who worked for our partner organisations. We are also sadly aware of a number of taxi and private hire drivers who have tragically died from coronavirus.

We will always remember the vital role they all had in helping to tackle the coronavirus and save people's lives. It is hard to imagine the pain and suffering that their families and friends are going through, but our thoughts and condolences are with them all and we are doing everything we can to support them during this difficult time and will continue to do so. Our Employee Assistance Programme is a service available to all employees and their dependents which provides emotional support, guidance and information for a range of topics, including bereavement. This service includes telephone access to emotional support from a qualified counsellor via a 24/7 telephone service, bereavement counselling services and access to the dedicated bereavement support charity Cruse. Our Sarah Hope Line is also available to provide support to anyone impacted by the loss of a colleague or

family member during these challenging times.

We are working with our trade unions, bus companies and other partners to ensure the safety of the people who work on our network. Our operators are also liaising closely with affected families over death-in-service support and contributing sickness data on the cultural backgrounds of drivers to assist Public Health England with its wider exploratory work on the groups of people most at risk of coronavirus.

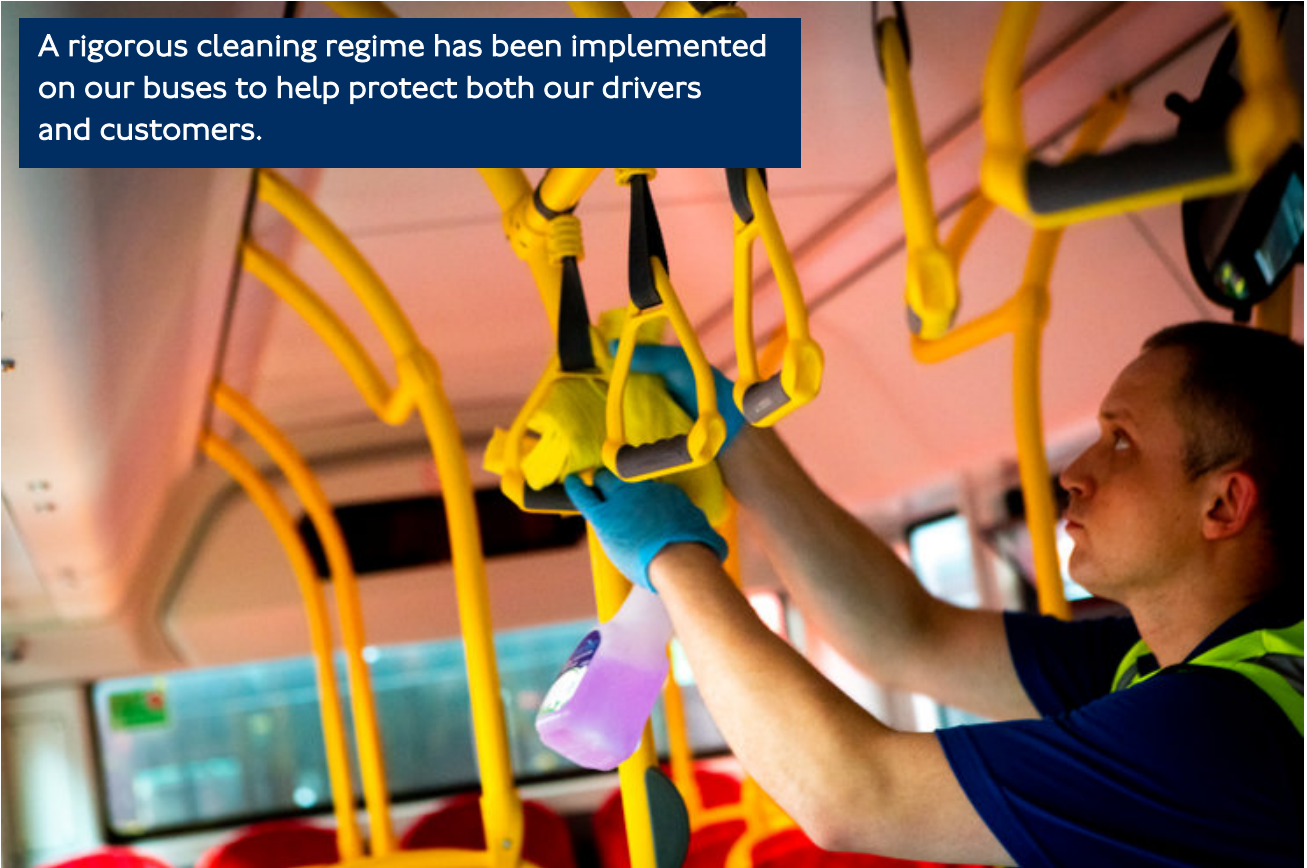
Bus driver death review

We have asked the University College London (UCL) Institute of Health Equity to provide independent advice as part of a forthcoming two-part study to better understand the pattern of coronavirus infections and deaths among London's bus workers.

The studies are being commissioned following the tragic deaths of 33 bus colleagues, including 29 drivers, to ensure that we are taking all possible measures to protect the health, safety and wellbeing of those working to keep the bus network moving.

The first part of the study, which the Institute is advising on, will review and offer recommendations on our operational response during the pandemic. It will examine the range of measures that have been introduced to

A rigorous cleaning regime has been implemented on our buses to help protect both our drivers and customers.



protect bus workers, including the rigorous cleaning regime in place across the network and social distancing measures for both members of staff and customers. This work will take place within a matter of weeks and will enable us to quickly undertake any improvements to current measures, as necessary.

The second part of the study, which will be commissioned shortly, will examine the potential contribution that occupational exposure plays in differences in infection and death rates between London's frontline transport workers and the city's overall population by adjusting for a range of risk factors including age, gender, ethnicity, economic status and non-occupational exposure. The study will take three to four months to complete and will help inform recommendations on any additional

measures that should be put in place to protect these key workers.

Bus driver safety

London's bus drivers are playing a vital role in taking key workers to and from hospitals, police stations, pharmacies and care homes. Bus drivers' safety is our absolute priority and we continue to work closely with our trade unions and bus operators to put the right safeguards in place and adhere to the latest medical advice.

On 20 April, we temporarily changed the way our customers board. Customers are currently only able to board and alight buses from the middle doors. We have also sealed the holes in the protective screens of the drivers' cabs and put signs on the nearest seats telling passengers to sit further back in order to shield drivers further. We have also updated the iBus next-stop announcement system to play

To help protect our drivers, we changed the way customers board buses, enabling middle-door boarding only.



social distancing messages to customers to reinforce strict government health advice. In bus garages, social distancing signage and measures are being applied in driver canteens and rest areas.

From 30 May, customers on 124 bus routes will need to touch in on the card reader by the front doors as they board as part of a phased re-introduction of contactless and Oyster card payments. This is the first step to returning all of London's buses to being able to accept payments. Front-door boarding will be reinstated on further bus routes as soon as possible, and it is anticipated that all London buses will have returned to front-door boarding by mid-June. There will be announcements on buses and signage in place on bus doors to inform passengers of this update. On buses where these changes apply, all protective screens have now had the openings through which cash

was previously accepted sealed off, in addition to the vinyl screen that was fitted a number of weeks ago to close communication holes.

To further ensure the safety of customers and bus drivers, new limits to the number of customers on board at any one time will be introduced. This will help customers to observe the national guidance to maintain a two-metre distance between them and others wherever possible. Double-decker buses will be able to carry 20 customers and single-decker buses, depending on the size of the bus, will carry between six and 10 customers. The driver will have discretion to allow more customers on board if they are travelling in households or groups.

Extensive daily cleaning will continue across the network but with more focus on touch points such as the steering



We have provided face masks to our frontline staff in line with the Government advice issued on 11 May.

wheel, grab poles, doors and handles. These are treated with the most hygienic anti-viral agents every night, after regular cleaning has been completed.

To avoid drivers feeling they must work for financial reasons, we have been funding enhanced sick pay for those with coronavirus symptoms or self-isolating.

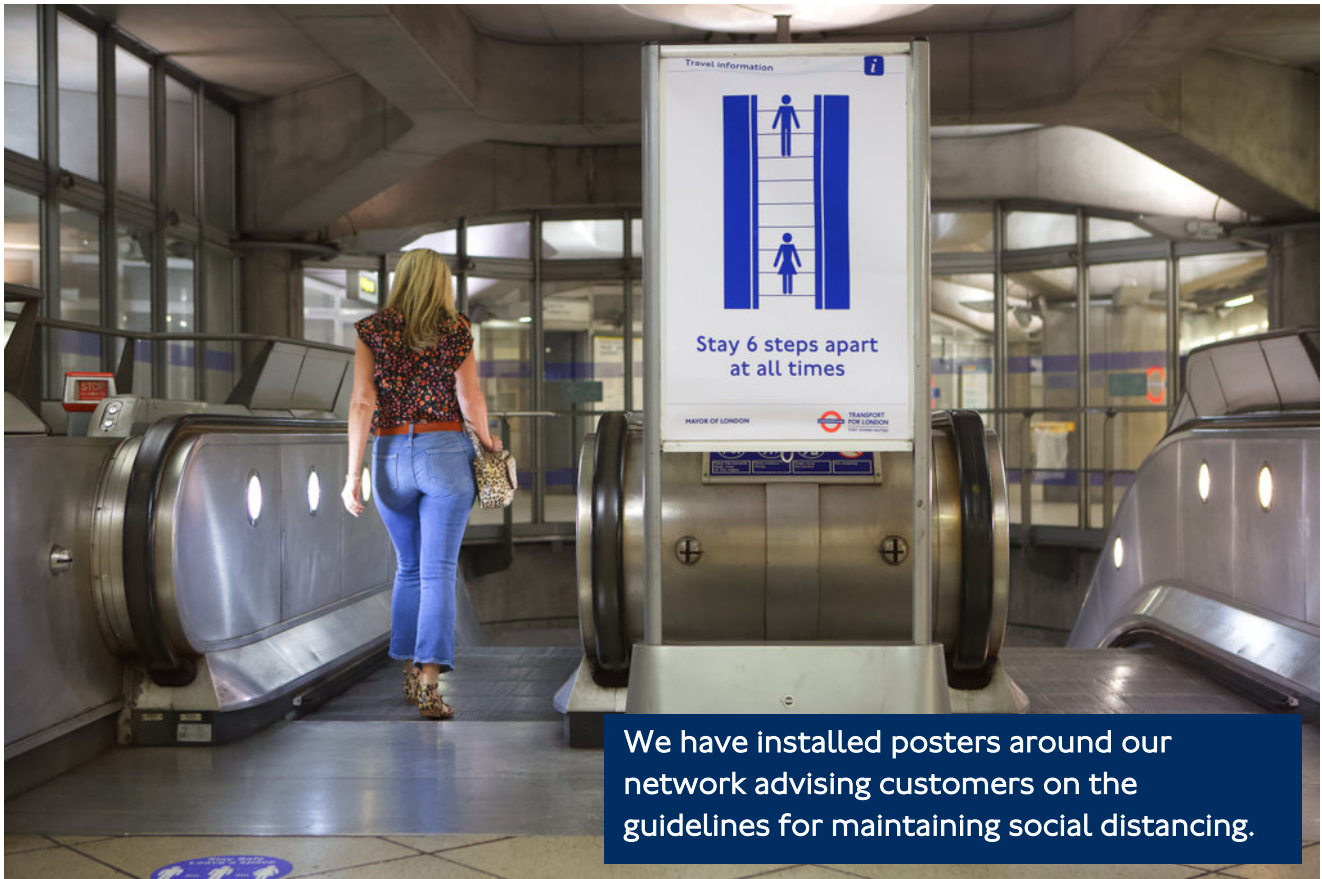
Furloughing vulnerable bus drivers

To protect the most vulnerable bus drivers from risk of infection, our bus operators have furloughed staff confirmed to be shielding or vulnerable. At the end of May around 2,700 bus operator staff were estimated to be unavailable, either as a result of being furloughed, through sickness or as they had identified themselves or a relative as being vulnerable. It has not been necessary to furlough bus drivers due to a lack of work, as the network has

continued to operate at around 85 per cent of normal weekday capacity.

Workplace violence and aggression

There has been a concerning increase in spitting incidents against bus drivers during this pandemic. Spitting is classed as an offence of common assault, however with coronavirus and the serious nature of the threat it poses to bus drivers, these investigations are being prioritised by the Roads Traffic Policing Command (RTPC), and our workplace violence team. There have been a total of 60 reports of spitting at bus drivers since the start of lockdown. The RTPC have provided additional resources and we are using CCTV, Oyster card data and DNA spit kits to quickly identify, catch and charge offenders.



Use of Personal Protective Equipment

On 11 May, the Government updated its guidance asking people to wear face coverings in places where social distancing may not be possible, such as on the public transport network. On 13 May, we made face masks available for all frontline staff. Face masks can help prevent the wearer from passing on the virus to someone else, as opposed to stopping the wearer from getting the virus.

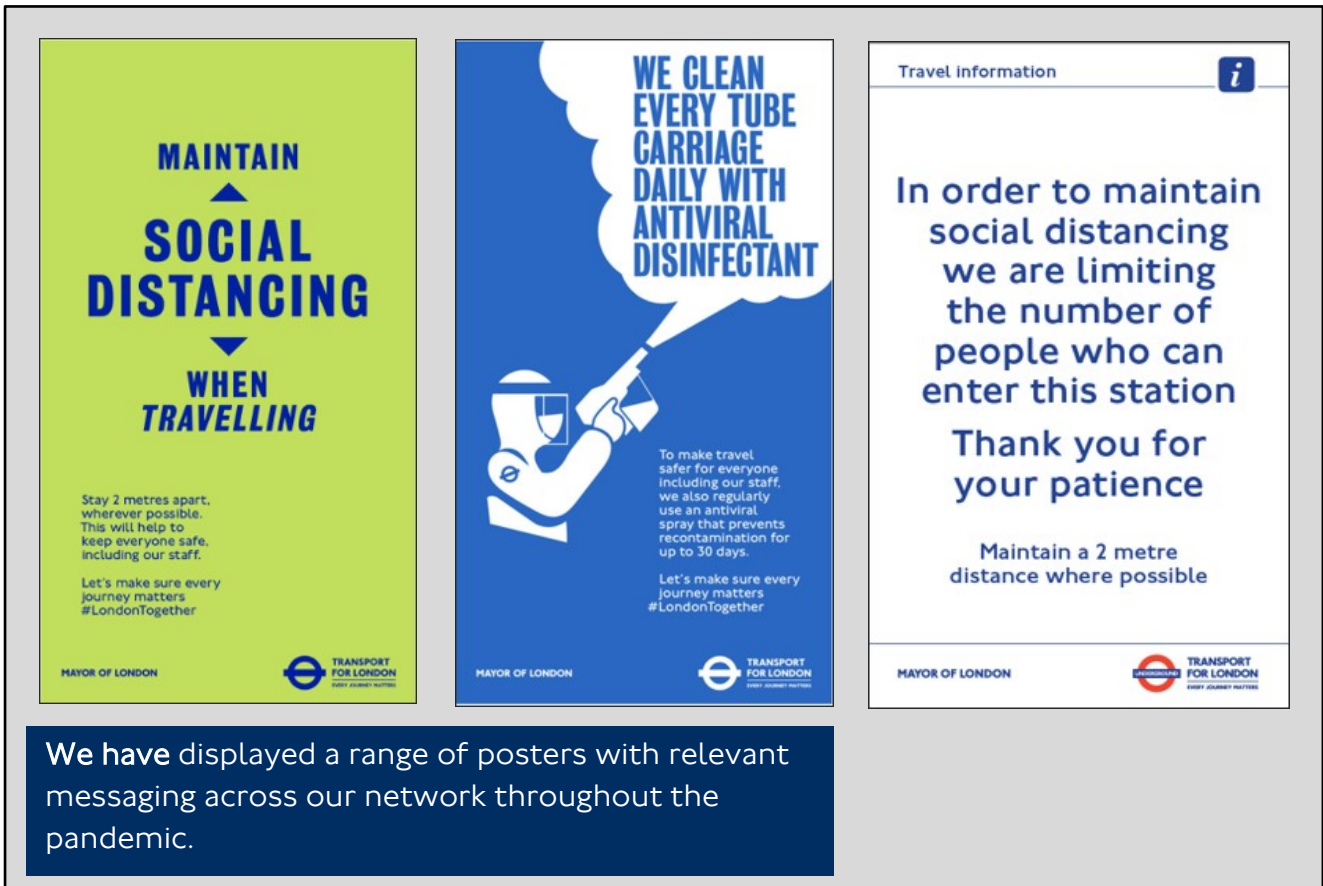
Guidance has been issued on how to use and dispose of the face masks. This includes handling the masks, fitting the mask correctly to the face and changing the masks. We have published a series of Frequently Asked Questions on our Coronavirus intranet so that staff can refer to it, should they need more information.

When bus and coach services return to a more regular service, face masks and gloves may be provided in the mobility suite at Victoria Coach Station and to controllers at our bus stations, where they may need to help passengers with visual or mobility impairments.

In addition, we have provided emergency intervention kits to our Dial-a-Ride depots, our supervised bus stations and Victoria Coach Station and deployed them on Dial-a-Ride buses and network traffic control vans. This will enable employees with first-aid training to wear face masks and gloves if they aid a critically ill person before the emergency services arrive.

Public transport safety campaigns

On 21 March, we launched a new radio advert to raise awareness of the reduced service on the network and, on 30 March, we changed this message to 'stay at home



We have displayed a range of posters with relevant messaging across our network throughout the pandemic.

(unless making an absolutely essential journey)' in line with government advice.

On 24 March, we launched 'do not travel' and 'stay at home' posters, translated into thirteen languages, on station whiteboards and poster sites across the network. This was in addition to the use of posters with social distancing messaging, reminding customers to keep two metres apart, and posters informing people that we are running a reduced service for essential journeys only. Other information posters are being used at relevant locations advising customers of the need to limit the number of people in a station, or that a station is closed. These posters will be displayed until further notice. We are running this same message on social media, in PA announcements, on our websites, on journey planner and across external journey planning apps.

In addition, we are running the Public Health England 'wash your hands' and 'isolate your household' messaging across London Underground, London Overground, DLR, TfL Rail, the Woolwich Ferry and London Buses. We are also running an 'If you're arriving from abroad' message at key entrance points to the city at Kings Cross St Pancras, the Heathrow stations and Victoria Coach Station.

We are continuing to communicate coronavirus-related messaging across our digital platforms: from new digital displays at Tube stations in east London, to improved messaging on our website and apps. This is running in parallel with the development of our future digital platforms, which has continued apace in readiness for London's recovery from this pandemic.



We are also supporting GLA communications, including the #LondonTogether campaign, in our own communications, and Thrive LDN mental health campaign in our media space.

Since mid-March we have issued more than 38 million emails regarding the latest coronavirus travel advice, communicated with more than 1,000 journalists, installed more than 27,000 posters across our network, received more than 192,000 calls to our contact centre and engaged with more than 500 stakeholders. We have also had more than a quarter of a million visits to our website and have kept Londoners up to date with daily social media posts, radio adverts and messaging on paid media sites across the capital.

Keeping our premises and assets safe

We have been working to make sure that we are doing everything we can to keep our staff and network safe for all the key

workers using it. This includes a 30-day anti-viral spray of surface premises and vehicles; distributing Personal Protective Equipment to staff; stocking and supplying hand sanitiser and installing 18 temporary bus driver facilities around London while permanent ones are closed. We have also installed platform markings on the Tube network instructing people to stay at least two metres apart. Stations with high customer numbers were the first to have these social distancing stickers installed.

We also installed stickers inside some of our bus stations, Custom House DLR station, at bus stops and inside buses. The stickers are fully compliant with our stringent materials requirements and have a non-slip surface. By early May, we had installed floor markings at 268 locations on the Tube.



Road user charging

On 20 March, we announced that our three main road user charging schemes – the Congestion Charge, Ultra Low Emission Zone and Low Emission Zone would be suspended from 23 March.

The suspension sought to ensure that London's critical workers were able to travel around London as easily as possible during this national emergency, and also to support the supply chain and help keep supermarkets fully stocked.

We have been working closely with our suppliers, including Capita, to continue to deliver our road user charging operations throughout the pandemic, to support customer account enquiries and follow up on charges paid and Penalty Charge Notices incurred prior to the suspension. We temporarily closed phone lines in our customer contact centre while we moved all our and supplier staff to a home-based solution. Phone lines were re-opened on

14 April with a limited number of agents handling calls remotely.

On 18 May, we reintroduced the Congestion Charge and Ultra Low Emission Zone (ULEZ) to help limit the number of journeys made by car and to encourage more active and sustainable options for those who need to travel.

On 15 May, we also announced our proposal to increase the congestion charge from £11.50 to £15 daily, extend the hours of operations to include evenings (up to 10pm) and weekends, temporarily close the residents' discount to new applicants and make other consequential changes. These changes are being considered in the context of TfL's continuing response to the Covid-19 pandemic and the safe restart of the transport system. The decision making process, including assessing the impacts of these proposed changes, is being progressed. It is proposed these changes will be introduced from 22 June.

We provided dedicated shuttle buses to take hospital staff from Nightingale Hospital to nearby car parks and hotels.



The Congestion Charge reimbursement scheme has been temporarily extended to continue to support NHS, care home workers and London Ambulance Service staff, who are at the heart of the national effort to combat coronavirus. People in these groups who work in the Congestion Charge zone will be reimbursed for journeys relating to coronavirus, including their journeys to and from work.

Nightingale Hospital at ExCeL London

On 3 April, the NHS Nightingale Hospital London opened providing extra hospital bed capacity in London to help manage the coronavirus outbreak. We worked closely with the NHS before the opening, to ensure hospital staff were able to travel safely and reliably to work, while other customers making essential journeys were also able to do so.

To support this work, we closely monitored all modes of transport being

used by staff to access the hospital. We ensured that the surrounding road network was kept clear and observed passenger numbers at key interchanges on the Tube and on the DLR. Dedicated shuttle bus services were provided to take staff to and from nearby car parks and hotels. These services were supported by the deployment of our ambassadors, who encouraged social distancing and provided information to staff travelling to the hospital site.

We installed wayfinding signage to assist those walking or driving to the hospital. We also had a dedicated Nightingale Hospital desk, operating 24/7 in the Network Management Control Centre. This provided operational oversight of the hospital and enabled us to respond to queries from Nightingale Hospital staff or our own ambassadors.

We displayed information such as shuttle bus times on large screens around Nightingale Hospital, ExCeL London and hotels used by NHS staff.



Understanding future demand was key to providing safe and reliable services to the hospital and on our wider network. We engaged with the Nightingale Hospital workforce planning team to ensure we remained informed of the longer-term planning for the hospital and were able to manage the impact of any increases in staff and patient numbers.

In addition to this, we also produced a local area map, a staff travel options leaflet, as well as posters and information at temporary bus stops.

We also delivered a website that displayed shuttle bus times and related public transport information. As part of this solution, real-time arrival information was fed directly to the website via a system of mobile phones on shuttle buses. The website also scaled up for display on big screens around ExCeL London, where the Nightingale Hospital is

located, and in the surrounding hotels used by critical NHS staff.

Since the hospital was closed on 15 May, we have stopped the shuttle bus services and other measures introduced to specifically support the site. We will continue to work with the NHS to ensure we are ready to respond, should the hospital be required again in the future.

Safe roadworks during the pandemic

Together with all key utility companies, we set out and agreed a new approach to managing road and street works on our road network during the coronavirus pandemic. These measures included:

- Prioritising emergency and urgent works to ensure access to utility services are maintained
- Ensuring that staff resources and materials are available to respond to emergencies and keep us



We have been working closely with the Taxi and private hire industry to support them throughout the pandemic.

- informed of resourcing levels and access to materials
- Ensuring that high risk safety defects continue to be rectified within the statutory two-hour timeframe
- Ensuring that all current work in progress is completed without delay and all Traffic Management measures are removed from site
- Ensuring that social distancing measures are adhered to on work sites and minimise the number of staff travelling on public transport

For roadwork inspections, we took the decision to solely concentrate on high-risk defects which have a significant safety impact on our road network. This means we can use limited resources to resolve high-priority issues.

Taxi and private hire response

We have a statutory duty to provide taxi and private hire licensing and regulatory

functions. To ensure the safety and welfare of our staff, contractors and taxi and private hire vehicle licensees, a number of changes were implemented to the taxi and private hire licensing service in light of the unprecedented challenges faced as a result of the coronavirus pandemic. These changes enabled taxi and private hire drivers to continue to work, however we reminded licensees to be mindful of the Government advice for people to stay at home if possible:

- Our focus was on supporting critical taxi and private hire licensing functions, primarily licence renewals, and acting on safety-critical intelligence. To ensure the safety of our staff, we moved to a home working solution and closed our contact centre phone lines. However, we continued to offer contact centre support via email and web enquiries which has worked well,

enabling staff to process licence applications and respond to licensee enquiries

- We closed our driver assessment centres to protect staff and customers. As a result, no Knowledge of London or private hire topographical assessments have been carried out during this period. We are now working to re-start some of these services in June, while ensuring social distancing measures are in place
- Taxi or private hire vehicle licences which expired or are due to expire between 23 March 2020 and 30 June 2020 (inclusive) remain licensed for a period of six months pending the full resumption of vehicle inspections, and a decision by us on the granting of a new licence

which included advice on driver and vehicle hygiene and face coverings. This detailed advice has been published in a TPH notice to licensees.

In addition to our licensing and regulatory obligations, we have also been working to support the industry throughout the pandemic, including holding weekly conference calls with stakeholders and identifying and promoting opportunities available to them to support London's response efforts.

We held a Taxi and Private Hire (TPH) Summit on 5 May to examine some issues in more detail. We have published regular communications containing the most up to date government advice on public health and financial support and updated our licensee health and wellbeing information on the website to raise awareness of the services, guidance and support available to licensees.

We asked the Scientific Technical Advisory Cell to examine the use of TPH services during the pandemic in more detail. They provided advice and guidance on 10 May

3 Restart and recovery

Supporting the restart in London

From 18 May, as agreed with the Mayor and the Government, we are stepping-up public transport service levels to make journeys as safe as possible for people who have no alternative to using public transport as national restrictions on movement are carefully and gradually lifted.

The advice from both the Government and the Mayor is that Londoners should continue to work from home if they can.

We are now asking those who cannot work from home to walk or cycle using the existing and extensive new cycling lanes and widened pavements. We are encouraging Londoners to avoid public transport wherever possible.

People who have no choice but to use public transport should wear face coverings and avoid the busiest times and locations. The busiest times on the network are between 05:45 - 08:15 and 16:00 - 17:30. Passengers are urged to take the most direct route and avoid busy interchanges. We have also issued a list of the 20 busiest stations on our website to help people avoid known hotspots. This will be updated regularly, and Londoners are encouraged to avoid using those stations, wherever possible, at busy times to help maintain social distancing and to avoid customers potentially having to wait to enter those stations.

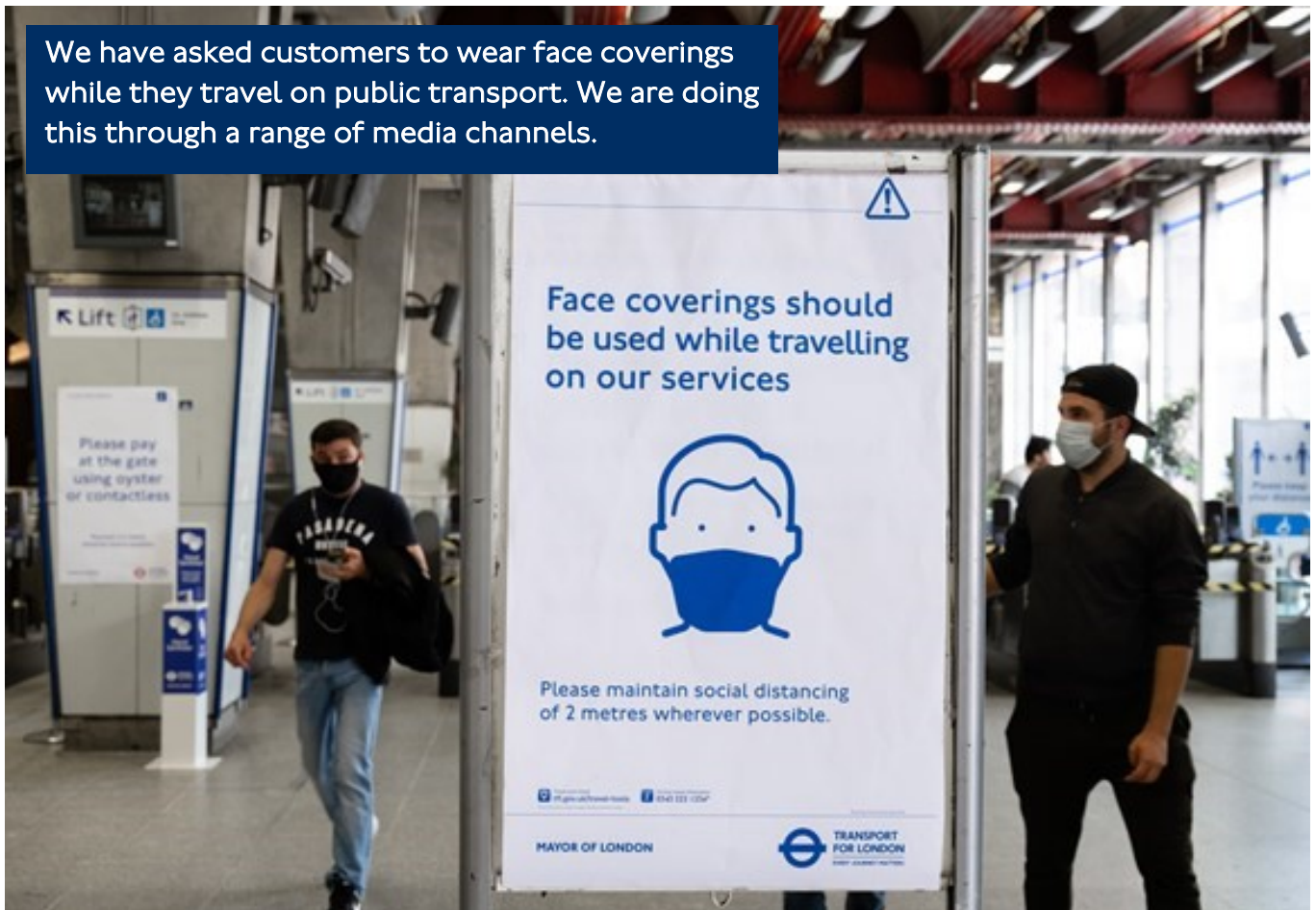
As the Government has set out, the number of people able to safely travel on public transport networks will be significantly constrained given the requirement to maintain a two-metre distance between people wherever possible.

We have been operating service levels in line with National Rail and are working hard to return services to as close to 100 per cent as soon as possible, given the number of staff off sick, vulnerable, shielding or self-isolating. As of 29 May, we are operating:

- Around 85 per cent of bus services
- 80 per cent of Tube services. The Waterloo & City line remains closed and six of the 37 stations that were closed for several weeks are now open
- 80 per cent of London Overground
- 82 per cent of DLR services
- 100 per cent of TfL Rail services
- 100 per cent of London Trams services
- 100 per cent of Santander Cycles services, with all three cycle hire hubs staffed and open, and a further two hubs added for additional demand
- The Emirates Air Line
- One boat on the Woolwich Ferry

Posters and PA announcements around the network and on our social media channels are reminding people to wear face coverings while using public transport. More than 20,000 social

We have asked customers to wear face coverings while they travel on public transport. We are doing this through a range of media channels.



distancing stickers are now in place at the busiest and largest stations on the London Underground, London Overground, DLR and Tram networks, with the remaining stations following soon. More social distancing markers at bus stops and shelters are also being installed across London.

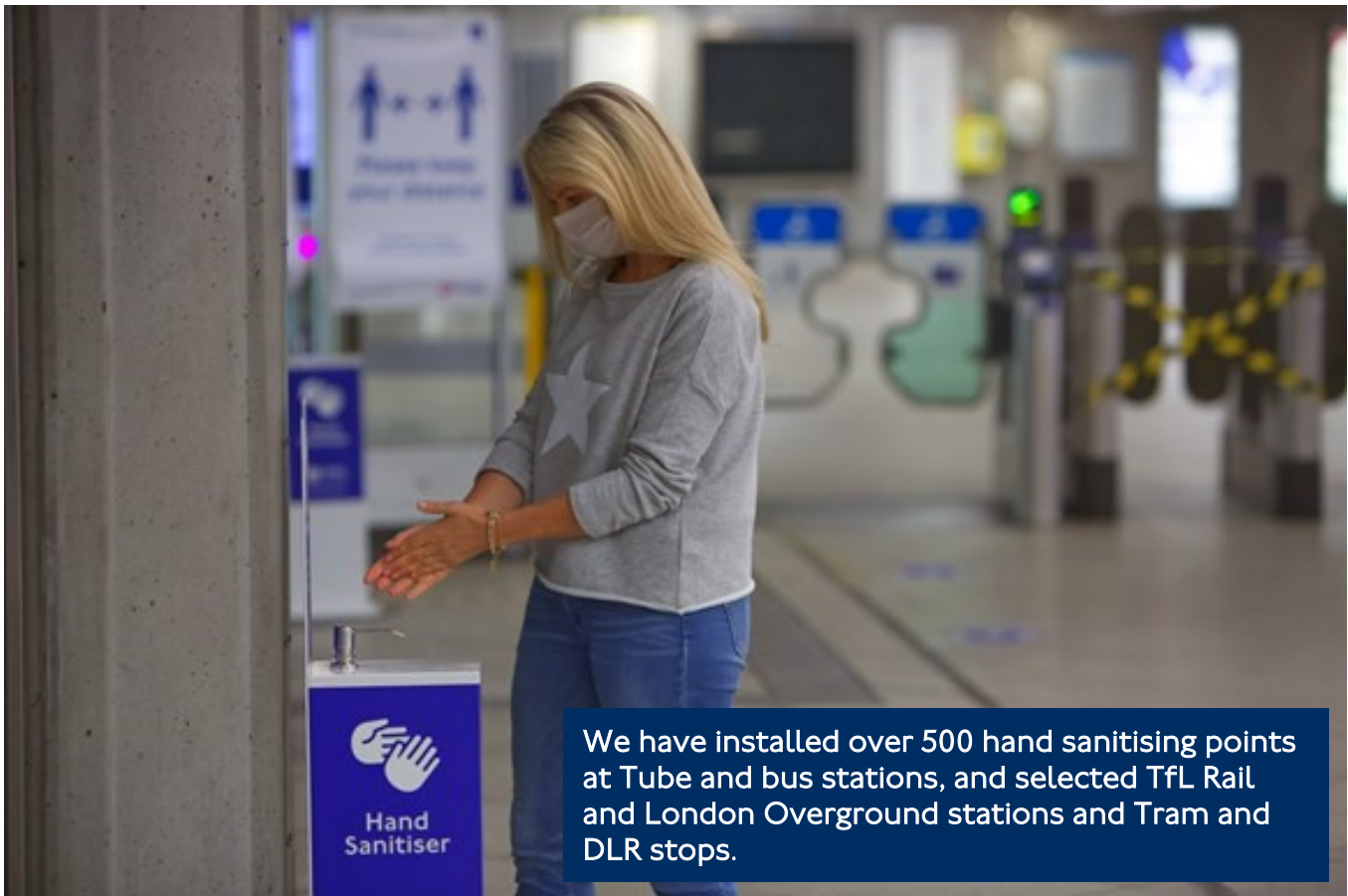
Dozens of stations have put in place new one-way and queuing systems to help control the flow of customers through the station, helping passengers to maintain social distancing. Customers may also be asked to wait to enter a station. Signage has also been installed on escalators asking customers to stand six steps apart and, in stations where there are lifts, we are asking that just four people use them at a time.

Bus passengers are asked to observe social distancing at bus stops and stations wherever possible, and to make use of all

available space, including the upper deck. If buses are very busy, customers may be asked to wait for the next bus.

We have deployed additional staff, including compliance policing and on-street officers, across the network and at bus stations to help with social distancing. Hundreds of officers from the British Transport Police are also working across the transport network where they are most needed, keeping customers and staff safe.

We have installed more than 500 hand sanitising points in Tube station ticket halls, with additional points being installed across the network soon.



We have installed over 500 hand sanitising points at Tube and bus stations, and selected TfL Rail and London Overground stations and Tram and DLR stops.

They are also being installed in all bus stations in London and at selected TfL Rail, London Overground, and DLR stations, as well as at Tram Stops, Victoria Coach Station, the Woolwich Ferry and Emirates Air Line.

As has been the case throughout the pandemic, even with travel levels on the Tube as low as five per cent, there will be occasions when it will not be possible to maintain social distancing. In addition to wearing a facial covering, we have asked those who are using public transport to help maintain social distancing wherever possible by respecting the space of fellow passengers and following signage and the advice of our staff.

We have been engaging with businesses across the capital to make sure their employees are encouraged to work from home, where possible, and to walk and

cycle if they do have to come to the workplace. Businesses are also being asked to stagger start and finish times, so that employees can avoid the busiest travel times if possible.

Coordination of testing

Working alongside Public Health England, we have set up access for our frontline employees to get tested for coronavirus. Employees can request either a home testing kit or a drive-through appointment for themselves and/or any member of their household that has symptoms. This testing will provide confirmation to those employees who are displaying symptoms, allowing them to self-isolate, where required, or enabling them to return to work.

Streetspace for London plan

To try and reduce the pressure of demand on the public transport system, and to

The Mayor has launched the London Streetspace plan to help with the demand on the public transport network London Streetspace Plan.



enable greater social distancing on the capital's streets, the Mayor has launched the Streetspace for London plan. This focuses on three key areas:

- Providing temporary additional space for walking at locations likely to become crowded, such as local town centres, transport hubs, and parts of the Central Activities Zone - London's vibrant centre and one of the world's most attractive and competitive business locations London's vibrant centre
- Providing temporary pop-up strategic cycle lanes, including mirroring (as far as possible) the routes of some London Underground lines, where we will need Londoners to switch mode
- Delivering more low traffic neighbourhoods to assist with a higher level of walking and cycling

to and from local town centres and schools, retaining the improved air quality from reduced motor traffic trips, and giving space and safety for social distancing and sustainable travel

We have already delivered a number of projects on our surface road network as part of the plan, including in:

- Camden High Street
- Camden Road
- Stoke Newington High Street
- Northwold Road/Stoke Newington
- Brixton
- Park Lane
- Borough High Street/St Thomas Street
- Nags Head – Seven Sisters Road and Holloway Road
- Earls Court Road

People showing support for Streetspace for London at Brixton, where we have widened pavements to help Londoners adhere to social distancing.



- Dalston – Kingsland High Street
- Tottenham High Road
- Edgware Road
- Hornsey/Holloway
- London Bridge (pedestrian one way)

A forward programme is being developed and delivered at pace. The list of locations for planned future schemes includes:

- Battersea Bridge (pedestrian one way)
- Waterloo Road
- Angel
- Stockwell

A number of boroughs have already taken local action, and we have issued borough guidance for the programme and asked for projects to fund. The financial situation has required that boroughs, like us, pause their existing pre-planned

programmes of work and entirely switch attention to the Streetspace for London plan in the short term.

The Mayor has also announced an intention to work with the central London boroughs on walking, cycling and bus improvements in a number of central London corridors linking key hubs, for example from main line termini stations to and from areas of high employment. This includes London Bridge to Liverpool Street, Waterloo to Euston, Old Street to Holborn, and others. The potential for these corridors is being established now and will be taken forward at the same pace as the rest of the programme.

Santander Cycles

During the coronavirus lockdown, most Santander Cycles docking stations remained open as usual.

Most Santander Cycles hubs remain open but we have implemented safety markings to help keep our customers safe.



Since the start of March, hires have reduced by around 26 per cent compared to the same time last year. However, casual hires have only reduced by around 2.5 per cent, with the majority of the deficit coming from members who use the scheme for commuting.

Cycle hire docking stations at all Royal Parks were shut during the Easter weekend and will remain shut during weekends up to 16 May, at the request of the Royal Parks. However, despite this, the scheme has seen record daily hires. Over the weekend of 16 and 17 May, there were a total of 97,000 hires, making it the busiest weekend in the scheme's history. Monday 25 May saw more hires than any previous non-Tube strike day, with 66,990 taking place.

To support vital hospital staff getting into work during these challenging times, we are giving NHS workers a code to waive

the 24-hour access fee for Santander Cycles, making any journey under 30 minutes free of charge. The codes have proven extremely popular with 12,000 being redeemed and more than 21,000 trips being made. Key workers were also given a promotional code for free hires which has been redeemed more than 3,000 times.

In addition to free access, we prioritised docking stations near hospitals to ensure a regular supply of bikes for medical staff to use. We also increased our cleaning regime to ensure the busiest 100 docking stations were cleaned daily and social distancing markings were placed at our top 150 sites.

4 Finance

TfL financial performance before Covid-19

Prior to the effect of coronavirus on our finances, the net cost of operations - our net deficit after taking into account financing and capital renewals costs - was on track to be £100m better than our revised budget for 2019/20, and almost £220m better than last year. The net financial impact of coronavirus on our operating account was £220m, £183m from lost passenger income, as well as additional costs of £28m. This pushed our net cost of operations to £423m, which is £116m lower than the revised budget, and the same level of deficit as in 2018/19. Had it not been for the effect of coronavirus, it would have been the fifth consecutive year our deficit position had improved. This is testament to our firm grip on cost both internally and through our supply chain, and careful business management to navigate volatility in passenger demand and uncertainty in the macroeconomic environment.

We have a strong track record of delivering our financial strategy, having reduced our net deficit, as measured by the net cost of operations, by more than £1bn since 2015/16 on a like-for-like basis. On a like-for-like basis, our operating costs are just over £170m lower than they were in 2015/16, meaning we have offset inflationary pressures entirely through savings during this time. We have done

this through an extensive programme to run our organisation more efficiently, making difficult decisions to reduce our cost base and increase revenue, while at the same time our general operating grant previously received from central government was fully phased out.

This effective financial stewardship meant we had built our cash reserves so that we could be more agile in our investment programme spend and strengthen our financial resilience against the challenges we faced from a continued subdued economy and uncertainty around the final terms of the UK's exit from the European Union. Our financial prudence in building our cash reserves to just over £2bn in 2019/20, meant we were able to sustain ourselves for as long as we did in the face of income loss, without breaching the minimum cash balance, our operating cash buffer of £1.2bn.

Financial impact on our services as a result of Covid-19

In April, Tube and rail journeys reduced by around 95 per cent and bus journeys were down by around 85 per cent. This has caused an overall operating income loss of around 90 per cent including non-passenger incomes, such as advertising revenue.

It is expected that the recovery will take some time and that passenger income will continue to be severely impaired after the

restriction measures are gradually eased. The national requirement to maintain two metre social distancing wherever possible means that we will only be able to carry around 13-20 per cent of the normal number of passengers on the Tube and bus networks even when 100 per cent of services are operating. This will of course continue to have a huge impact on our financial situation.

Whilst we have taken action to reduce our costs during this period, through measures such as implementing the Government's Coronavirus Job Retention Scheme and a safe stop of 300 construction projects, the severity of the impact is such that we would not have been able to fully mitigate the loss without external support.

We have prepared an interim view of our forecast financial position, assuming the prioritisation of essential services and activities. This interim view is based on revenue modelling that reflects our understanding of the Government's COVID-19 scenarios. It presents a funding gap of up to £1.9bn in the first half of 2020/21 and over £3.0bn over the full year.

We agreed a support package with the Government on 14 May. This ensures we can continue to deliver critical services for London over the coming months. The support package comprises £1.095bn of grant and a further loan facility of £505m

and will take us up to 17 October 2020. This support can be increased by a further £300m of grant and loan if revenue losses are higher than forecast for this period.

In reaching this settlement, we have agreed to a number of measures, including the participation in a London COVID-19 task force to align our response to the pandemic with wider government measures.

A written ministerial statement, published on the 18 May, sets out the other conditions, which include:

- restoring services to 100 per cent of pre-COVID levels as soon as possible;
- collecting fares on buses while ensuring driver safety;
- easing congestion by bringing forward proposals for temporary suspension of free travel for over-60s in the morning peak and temporary suspending free travel for under-18s all day.

Disabled people will still be able to make use of their concession passes all day, and special arrangements will be made for those children who qualify for free travel to schools. The Mayor has also agreed to consider increasing fares next year on all modes by RPI plus 1 per cent, in line with the proposals in our Business Plan.

During the period in which the funding package is being provided to us, appropriate governance and oversight arrangements will be put in place, allowing us to work closely together. Two special representatives will represent the Government on a non-voting basis on our Board, Finance Committee and our Programmes and Investment Committee.

In recognition that the current circumstances are likely to present ongoing financial challenges, we have produced an emergency budget to reflect the new financial realities of the organisation.

With respect to the Crossrail project, the existing funding package agreed in December 2018 will continue to apply. We, along with the DfT, as joint sponsors, will make all reasonable efforts to complete the project as soon as practicable and will continue to work on identifying the additional funding that will be needed for completion.

Further detail on the funding package agreed with government and the emergency budget will be considered in more detail under a specific paper later on the agenda.

Rent relief for businesses

The outbreak of coronavirus, and the necessary subsequent lockdown, had a devastating impact on businesses across

London, including many of our tenants who are reliant on high footfall. On 20 March, we became the first major landlord to announce a three-months' rent relief for our small- and medium-sized business tenants across London. We also outlined a range of bespoke support packages for larger business tenants. These measures will help ensure businesses survive, and we continue to do everything we can to support them in their recovery.

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