

Transport for
Greater Manchester

2011/2012 Annual Report

CONNECTING GREATER MANCHESTER

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Foreword

A message from the Chief Executive

Welcome to Transport for Greater Manchester's 2011/2012 annual performance report.

We are two years into the £1.5 billion investment to deliver priority transport schemes which will treble the size of the Metrolink network and provide new transport interchanges, bus priority measures and park and ride facilities, as well as improve rail stations and a number of highways.

The additional benefit from this investment will be more than 21,000 jobs and an extra £1.3 billion a year for Greater Manchester's economy.

Continuing the expansion of our Metrolink network, we reached another milestone in July 2011 with the start of passenger services on the new South Manchester line. A new Metrolink depot at Trafford was also opened, giving us additional operational flexibility on the system and the capacity to accommodate a new fleet of vehicles.

Bringing more of our new M5000 trams into service will give our passengers a more reliable service and the additional capacity to meet passenger demand.

In 2012 new Metrolink lines will begin service through Oldham Mumps to Rochdale railway station and to Droylsden. Work is currently ongoing to deliver Metrolink services to Manchester Airport and East Didsbury, to Ashton-under-Lyne and to Oldham and Rochdale town centres.

In 2011 we asked for feedback on our plans for a second Metrolink line across Manchester city centre as part of a public consultation. This will be a major undertaking in the heart of such a busy commercial centre and will be managed with care and sensitivity.

Metrolink, which is owned by TfGM, has been operated by RATP Dev UK since August 2011, when responsibility for the operating contract transferred from Stagecoach. RATP Dev UK is a subsidiary of the French state-owned company RATP, which runs the Paris Metro and operates in 12 countries around the world, carrying 12 million passengers a day.

RATP provides Greater Manchester with access to a wealth of expertise in public transport, specifically light rail, and across operations, engineering, passenger service and technology, including smart ticketing.

The delivery of integrated fares and smart ticketing is a major priority for us and we are already using new ways to help our customers with their journeys; we launched a new Metrolink mobile phone app and began using Twitter for the first time in 2011.

We are also working on the delivery of new transport interchanges in Rochdale, Altrincham, Bolton and Wythenshawe, which will improve facilities for passengers, and add momentum to regeneration efforts in these areas.

Helping to strengthen Greater Manchester's economy has remained a keystone of our work to improve rail services into the regional centre, particularly around the need for a single-package approach to the Northern Hub which has the power to unlock up to £4 billion of national economic benefits. We have helped secure a £200 million-plus commitment for the Northern Hub so far, which includes funding for the Ordsall Chord, together with funding for extra rolling stock and electrification upgrades in the North West. The need to increase capacity and improve the quality of rail services for Greater Manchester also underpins our support for high speed rail and we will continue to make the case for the investment required throughout 2012.



A stylized, handwritten signature in black ink that reads "David". The signature is fluid and cursive, with a long horizontal stroke at the end.

David Leather
Chief Executive

A message from the Chair of Transport for Greater Manchester Committee

In 2011, significant changes were made to transport governance arrangements in Greater Manchester. The new Greater Manchester Combined Authority and the Transport for Greater Manchester Committee were formed to fulfil all the responsibilities of the former Greater Manchester Integrated Transport Authority and to take on new transport functions.

The Committee advises the Greater Manchester Combined Authority on transport policy and funding, recommends how much money is spent on supporting transport networks and monitors the quality and performance of a wide range of transport services. During 2011 the Committee reviewed its policy priorities to guide future improvements and to ensure that transport contributes fully to supporting the Greater Manchester Strategy.

Bus is the predominant mode of public transport in Greater Manchester. It is vital that we see a more efficient, integrated and sustainable bus network, which is why we are examining the extent to which existing legislation can deliver the improved bus services required. Further, we will identify whether additional legal powers or structural change may be needed to secure greater value for money from the substantial amounts of public subsidy invested in bus services.

Our key priority for Metrolink is to secure the efficient delivery of the extended network.

The Northern Hub, electrification and high speed rail are major rail projects that will bring huge economic benefits to Greater Manchester, and to the national economy. The Committee has continued to put the case for Greater Manchester, working with our partners to ensure successful outcomes not just for these vital schemes, but also for additional rail rolling stock and securing the future rail services that we require through the development of new rail franchises.

To help people make the best travel choices for them, we are looking at how we can exploit new technology to provide accessible, real-time and user-friendly ways of keeping them informed and up to date.

The development of smartcard ticketing is under way but to achieve maximum benefits, improvements are needed in multi-operator and multi-modal ticketing. We are working to ensure any new powers or arrangements that may be put in place as a result of the Competition Commission review are explored and fully utilised.

The Committee has a new, wider role which is being developed through the Highways Protocols with all Greater Manchester local authorities, particularly in terms of reliability of the strategic highway network. In addition, we have an increasing role to play in the coordination of active travel and smarter choices activity; helping people to include walking and cycling in their journeys.

The aim of the Transport for Greater Manchester Committee is to improve the quality, integration and value for money of transport services in Greater Manchester. We recognise the pressures on our district council partners in setting the levy which funds our work, and TfGM delivered significant savings in 2011 through greater efficiency, organisational changes and improvements to the way that services are procured.

The current economic circumstances have presented us with a challenging context in which to maintain the scope of transport services, including protecting supported bus services as much as possible, whilst at the same time implementing the largest investment in public transport outside the capital.

This report shares a 12-month snapshot of what has been done in 2011/2012 and looks ahead to future work.

Greater Manchester has a good track record of effective partnership working across the private and public sector. The City Deal announcement in March 2012 is evidence of how our coordinated and strategic approach to supporting Greater Manchester's economy is recognised and is paying dividends locally. The deal document sets out a range of agreements between the government and Greater Manchester Combined Authority, based on the needs and opportunities of our local economy, which will accelerate growth, boost skills and encourage local decision-making.

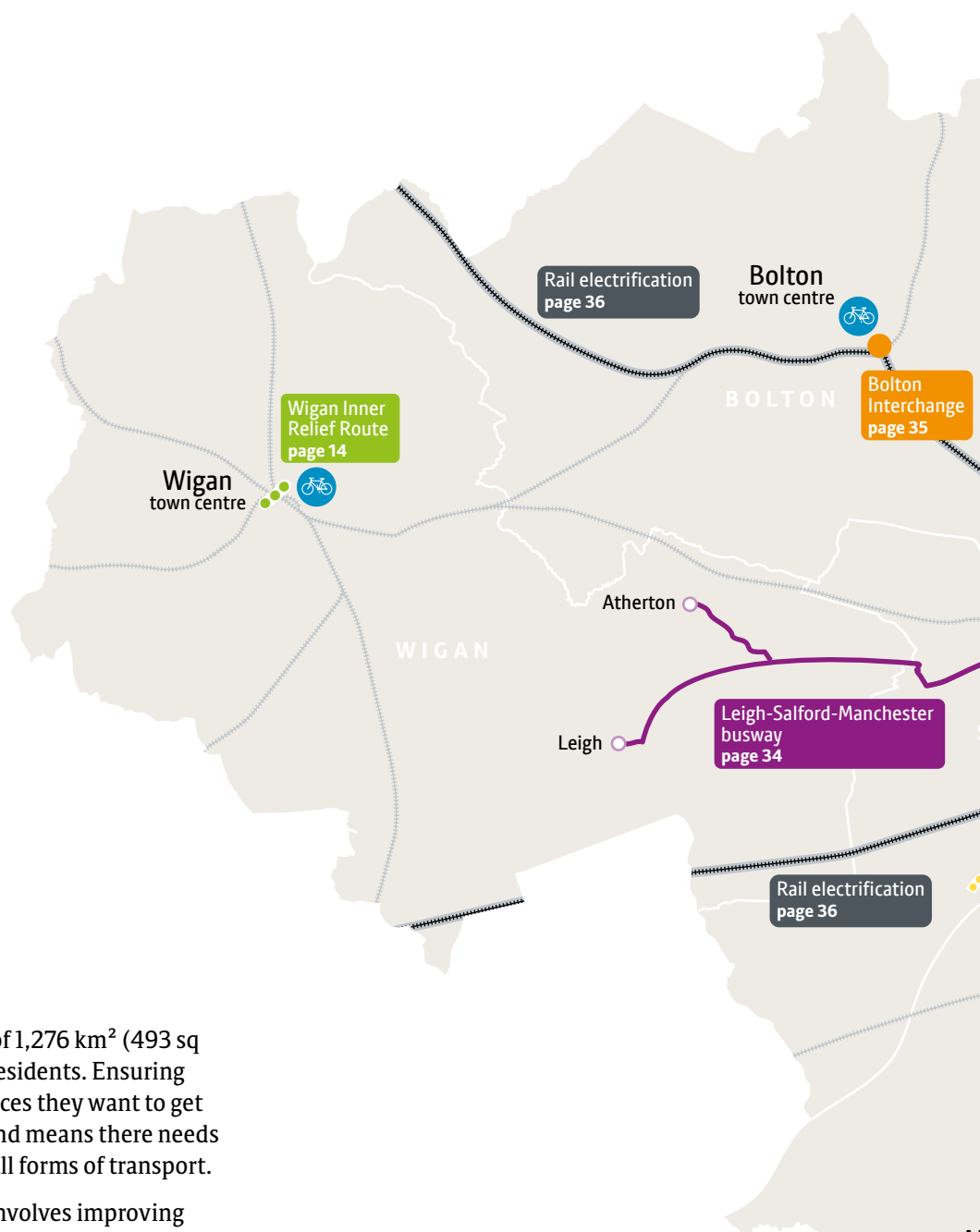
The Transport for Greater Manchester Committee is ideally placed to support the Combined Authority in pursuit of its strategic transport objectives, boosting Greater Manchester's economic prosperity and improving residents' quality of life.



A handwritten signature in black ink, appearing to read 'Andrew Fender'. The signature is written in a cursive style with a horizontal line underneath.

Councillor Andrew Fender
Chair

What we are doing and where



Greater Manchester covers an area of 1,276 km² (493 sq miles), with more than 2.4 million residents. Ensuring that people are connected to the places they want to get to across such a large area and beyond means there needs to be a complex network involving all forms of transport.

Whilst a lot of the work that we do involves improving the current transport network by making services more reliable and punctual, our role is also to develop and improve the network to ensure that residents, businesses and communities are connected to the people and places they need to be.

As you can see from the map, this involves a combination of improvements to the bus, train, tram and road network. It also means that we need to look at new opportunities for funding. You can read more about the changes we have made, and that we are planning to make, throughout this report.

Key

- Existing Metrolink
- Metrolink under construction
- Future Metrolink
- Bus priority routes
- Bus quality partnership scheme
- Road projects
- Rail
- Network Rail projects
- TfGM cycle facilities



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£40 billion

the size of the North West
regional economy



MediaCityUK at Salford Quays

Who we are and what we do

Whether it's by tram, train or bus, around a quarter of a billion journeys are made by public transport every year, with tens of thousands of car and freight journeys made each day in Greater Manchester. All of these journeys play a vital role in contributing towards the region's £40 billion economy, the most important economic centre outside London.

Since April 2011, Transport for Greater Manchester has been the organisation responsible for ensuring that the right transport connections are in place to support the community and economy of Greater Manchester.

Where TfGM fits into the bigger picture

Greater Manchester's transport policies are set by the Greater Manchester Combined Authority and its Transport for Greater Manchester Committee.

This arrangement – the first of its kind in the country – was created in recognition of the unique needs of Greater Manchester, and of the way in which its local authorities and other key agencies worked together to improve the area's quality of life.

This includes strong links with the private sector through bodies such as the Local Enterprise Partnership and Business Leadership Council, in recognition of the vital role that transport networks play in supporting economic prosperity.

TfGM's role is to implement the decisions made by the Combined Authority and the Committee to improve transport services and facilities in Greater Manchester.

We promote the many choices people have when planning their journeys, from public transport to walking and cycling. We provide the information – and the facilities – that people need to make the decisions that best suit them.

We are directly responsible for Metrolink and are delivering a £1.4 billion expansion and improvement programme, providing new connections and new opportunities for Greater Manchester communities.

We work with bus operators to improve bus services in Greater Manchester, and in areas where these are not provided commercially but are necessary, we pay for enhancements to the network. We help people,

such as the young and the old, to travel at reduced fares. In total, TfGM is responsible for directly supporting around 20 per cent of the bus mileage in Greater Manchester. We are responsible for Greater Manchester's bus stations, shelters and stops.

We are the voice of the passenger in trying to secure rail services that match local travel needs, working with partners and operators to deliver improvements where they are needed.

On the roads, we look after the day-to-day management of traffic signals on all Greater Manchester's highways, helping people and goods get to where they need to go.

We are responsible for the strategic management of the traffic networks in Greater Manchester, working in partnership with the local authorities and the Highways Agency. We are working together to improve the most congested routes, develop tactical diversion plans for the routes which suffer from repeated incidents, and improve the planning and coordination of road works. All these steps will improve the experience of motorists across Greater Manchester.

We are responsible for the Joint Road Safety Group, which is the administrative arm of the Greater Manchester Casualty Reduction Partnership. The partnership brings together different organisations across Greater Manchester to help reduce the number of deaths and injuries on the roads.

Our experts gather the information and provide the analysis that helps to inform Greater Manchester's transport strategy and planning for a more sustainable future.

Public transport, cycling and walking make up 70 per cent of morning commuter journeys into Manchester city centre.

Bus travel is by far the most frequently used form of public transport in Greater Manchester, with eight out of every ten public transport journeys being by bus. This amounts to around 220 million passenger journeys by bus each year.

TfGM plays a vital role in supporting these connections by subsidising fares for the young, the old and disabled people, by providing school bus services and by ensuring that services are provided whenever they are socially necessary.

Without this public subsidy the Greater Manchester bus network would be around 20 per cent smaller than it is, leaving some of our most vulnerable communities without vital access to services.

Another visible contribution that TfGM makes to connecting communities is our £1.4 billion investment in an expanded and improved Metrolink network, and you can read more details of this later in the report.

But there is more to keeping people moving than just these high profile activities.

Keeping passengers informed

Together with operators, we invest a significant amount of money in keeping public transport passengers informed through the production, distribution and display of travel information throughout Greater Manchester.

The type of information we produce ranges from timetable leaflets and displays to bus stop signage and posters for bus stations, Travelshops and more than 100 Metrolink and rail stations. Leaflets are also produced for various tram, train and Metroshuttle services.

Essentially, all our signs, posters, leaflets or timetables you see on public transport in Greater Manchester have been produced by us and put there by us.

We display information at over 12,300 bus stops across the region, each showing route numbers and text message codes. Around 8,500 also have timetables. Bus operators pay for updates to passenger information arising from changes to their commercial services.

During 2011 almost five million leaflets, timetables and application forms were distributed to around 3,500 outlets across Greater Manchester, ranging from Travelshops and libraries to council offices and hospitals.

There are around 180,000 visitors to the TfGM website each month, with 2.7 million views of the online bus timetable library in the past 12 months.

In addition to this, we investigate and respond to passenger comments and complaints, deliver the Traveline telephone information service, maintain the TfGM and Metrolink websites (www.tfgm.com and www.metrolink.co.uk) and monitor passenger satisfaction levels.

As well as our website, we use other digital ways to help keep passengers informed, from SMS codes on all our bus stops and the online journey planner, to a new app for Metrolink and our first use of Twitter. In June we trialled in Bury the use of a real-time, journey-planning smartphone app and plan to exploit more of this technology in the future.

Traveline

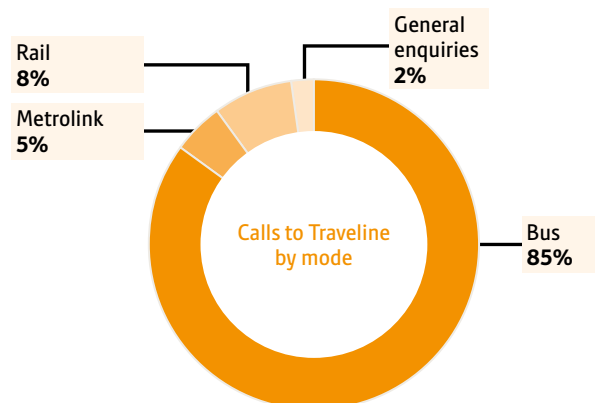
When a passenger makes a phone enquiry about their journey, they will come through to the Traveline team.

Our information service is delivered by an independent joint venture company called Greater Manchester Passenger Transport Information Ltd. It also looks after the online journey planner service. We own 51 per cent of this company, operators the remaining 49 per cent.

Each month, the call centre handles on average:

- 17,000 calls (204,000 calls a year)

The types of calls handled by GMPTIL are broken down by different types of public transport as follows:



More than 90 per cent of calls are answered in under 30 seconds and the average call duration is just under two minutes.

204,000

calls to Traveline in Greater Manchester last year

Local Link

In some areas, there are gaps in local transport services that can restrict people getting out and about. Local Link exists to plug these gaps, and is available to all registered passengers living near to where a Local Link service runs.

Currently, there are 36 Local Link services in operation across Greater Manchester, and these are paid for through a mixture of funding from us, European money and Manchester Airport.

More than 327,000 passengers were carried in 2011 to meet a range of needs, including leisure, employment, health and shopping.

Ring and Ride

Ring and Ride is one of the most recognisable transport services in Greater Manchester, making over one million passenger journeys in 2011.

The service helps passengers of all ages who find it difficult to use conventional public transport due to health, disability or mental health reasons.

Ring and Ride services are provided by an independent company called Greater Manchester Accessible Transport Ltd (GMATL), funded predominantly by TfGM. In 2011, TfGM provided a grant of £5.7 million.

One million+

passenger journeys on Local Link and Ring & Ride in 2011



Passenger information available in Travelshops



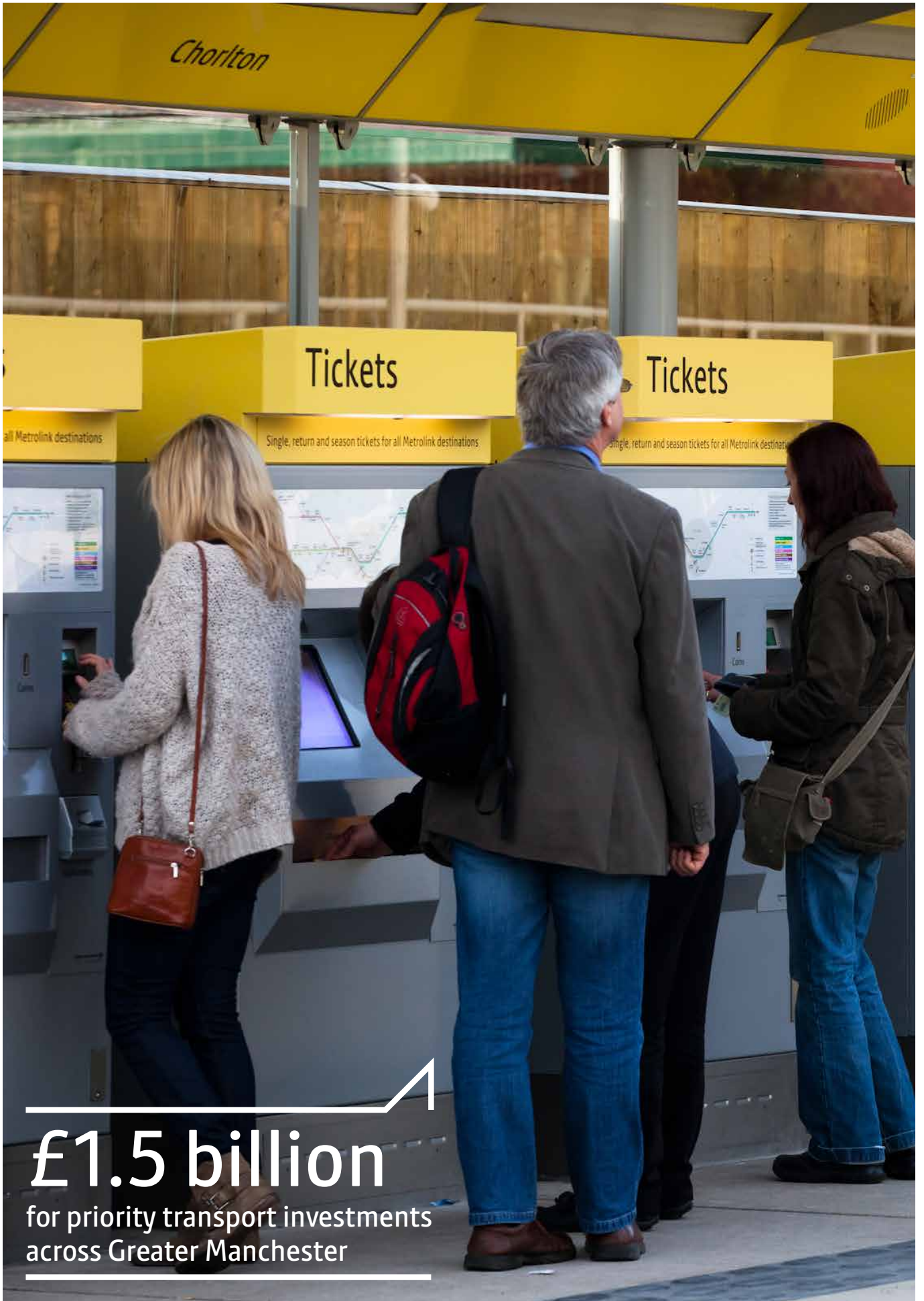
Greater Manchester's Traveline contact centre



Local Link vehicle in Openshaw



Ring and Ride service



£1.5 billion
for priority transport investments
across Greater Manchester

Benefits for travellers from the Transport Fund include extensive investment in Metrolink

Funding

Investing in new lines for Metrolink and running a range of services that help people get around Greater Manchester requires funding.

The funding for transport services in Greater Manchester comes from a number of different sources.

The majority of funding comes from a levy on the ten Greater Manchester councils, working out at an equivalent of around £72 per Greater Manchester resident each year.

The money that TfGM receives pays for delivering a range of core public transport services as well as investing in large-scale projects such as the Metrolink extensions, new transport interchanges, rail station improvements, bus service infrastructure, park and ride sites and cycle centres.

It's our job to run Greater Manchester's bus stations, to make sure that people who are eligible for subsidised travel have the passes they need, and to ensure that bus timetables are up to date and available in the right places.

Money goes into forward-looking initiatives, such as smart ticketing technology and crime reduction schemes. In general, there are £3 of benefits for every £1 spent on urban transport networks.



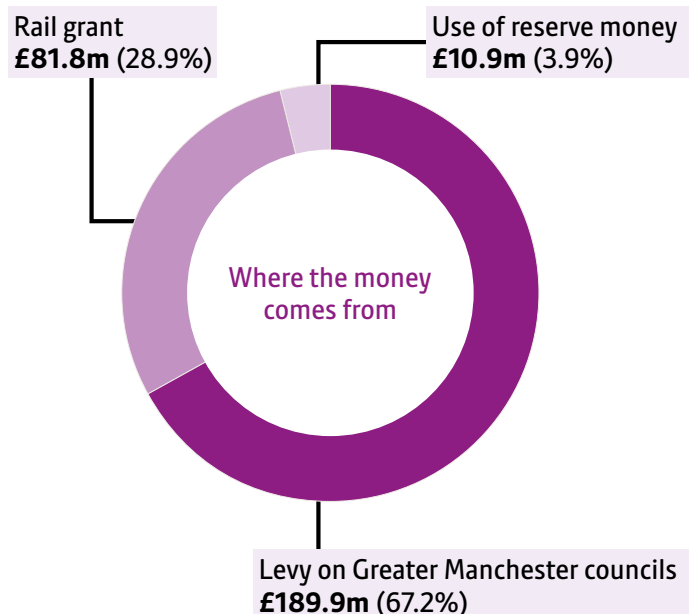
Middleton bus station



TfGM ecobuses serving Bolton

Extra money we bring into Greater Manchester

We also submit bids to the government to bring extra funds into Greater Manchester which can be used for specific programmes or initiatives. This includes the Green Bus Fund (see page 18) and the Local Sustainable Transport Fund (see page 37). Government funding is also used to complement local sources that are used in the Greater Manchester Transport Fund. We have also secured European Union funding for initiatives such as carbon reduction and assisting Local Link. Read more about our plans from page 31.



£72

the average annual contribution per Greater Manchester resident from the levy on the councils

Funding transport investment

The Greater Manchester Transport Fund is a unique approach to delivering £1.5 billion of priority transport investments.

TfGM is responsible for the largest investment in transport outside London. More than £300 million will be invested in 2012 alone.

It is made up from contributions by all ten districts in the form of a levy on council tax, from government grants, from third parties, contributors such as Manchester Airport and from the income generated by Metrolink fares. The fund has prioritised a number of schemes based on how much they will help strengthen the local economy.

The investment will result in the generation of 21,000 new jobs and an extra £1.3 billion a year for Greater Manchester's economy.

The priority schemes are:

- The extensions to Metrolink, including the South Manchester line, connections to Oldham and Rochdale, the East Manchester line through Droylsden to Ashton, the extension through Wythenshawe to Manchester Airport and a second line across Manchester city centre. Additional funding is also being sought for a proposed extension through Trafford Park to Port Salford.
- Interchanges at Altrincham, Bolton, Rochdale and Wythenshawe to give people better facilities and more choice in how they make their journeys.
- Additional funding is also being sought for a new bus interchange in Stockport, integrated with regeneration plans for the town centre.

- Continued improvements to Greater Manchester's rail stations.
- Better bus links between Leigh, Salford and Manchester and a series of city centre improvements to join the north and west of the city with key areas of employment, education and healthcare.
- More park and ride schemes for Metrolink and rail passengers.
- Helping with the South East Manchester Multi-Modal Strategy (SEMMMS), a package of measures to improve road links between the A6 and Manchester Airport, relieving local communities from the impact of heavy traffic.
- The second stage of the Ashton Northern bypass.
- Providing an inner relief road for Wigan to relieve congestion, ensuring traffic management improvements integrate with other town centre works near the two rail stations.
- Contributing to a study of transport issues in the East Lancashire and Rochdale area to identify ways of improving connections to the regional centre and other key employment areas.

In some cases there remains a need for further funding sources in order to deliver the schemes.



£3

of benefits for every £1 spent on urban transport networks



How money is spent

2011/2012

Support for concessionary travel	£66.4m
<ul style="list-style-type: none"> Concessionary support is the money we pay to all operators, including bus, rail and Metrolink, to compensate them for the income they lose in providing free or reduced fares for those entitled to concessionary travel. In 2011/2012, we spent £66.4 million on concessionary support. 	
Supported bus services	£31.2m
<ul style="list-style-type: none"> We provide bus services when it is not considered economically viable for operators to provide commercial services, and if there is a need for communities to have access to jobs, health and education. We do this by designing and subsidising bus services to fill gaps in commercial operators' services. We also subsidise demand-responsive transport services (branded "Local Link") using community transport operators or taxi companies. We also provide dedicated school services throughout Greater Manchester for young people. 	
Accessible transport	£6.1m
<ul style="list-style-type: none"> Not everyone in Greater Manchester can use conventional public transport services so TfGM invests in services such as Ring and Ride which help to get more people to where they need to go. The expenditure also includes additional grants for travel training and a travel voucher scheme. 	
Passenger facilities, services and support	£38.5m
<ul style="list-style-type: none"> We use this money for a range of services to help passengers, such as the provision of passenger information, the operation and maintenance of bus stations, safety and security, Travelshops and bus shelters. It also covers activities such as consultations and support costs for TfGM Committee and since April 2011 has included traffic signal maintenance. 	
Rail grant	£82.0m
<ul style="list-style-type: none"> This money is given to us by the Department for Transport. We then pass on these funds to Northern Rail, the main rail franchise operator in Greater Manchester, and keep a small amount to support our activities in promoting and monitoring train services in the area. 	
New responsibilities	£1.4m
<ul style="list-style-type: none"> The change to TfGM in April 2011 meant new functions were added to the role of the organisation and which needed to be funded. The specialist teams which performed these tasks as parts of other public bodies are now part of the TfGM organisation. 	
Financing	£57.0m
<ul style="list-style-type: none"> This is the cost of investment in major transport capital programmes for Greater Manchester, such as Metrolink and the other schemes included in the Greater Manchester Transport Fund. This includes the cost of borrowing repayments and interest. 	
	£282.6m

2.8 million

passengers travel on Metroshuttle
in Greater Manchester each year



Metroshuttle bus in Spinningfields, Manchester

Achievements in 2011/2012

If you travel regularly in Greater Manchester then you're probably aware of the Metrolink extensions that are currently being constructed.

However, you may not be as aware of the other initiatives that make sure travelling around the area is improving: tram stop refurbishments, crime reduction activities and better passenger services.

Freedom of the city with Metroshuttle

Manchester is a restless city. People who live here need to get about and more come from miles around to visit its many attractions, businesses and festivals. We want to help everyone make their journey and get to the places they need to. So we were delighted in November 2011 to celebrate the first birthday of the fleet of 20 free and eco-friendly diesel-electric hybrid Metroshuttle buses.

They're convenient, reliable and give off much less carbon than a normal bus. They're also bright, making them very noticeable around town, each colour representing a different route.

The best thing for passengers is that the service is free to use. Metroshuttle services run not just in Manchester city centre but also in Stockport and Bolton, carrying between them almost three million people a year.

- Manchester Metroshuttle carries 2.5 million passengers a year
- Stockport Metroshuttle carries 200,000 passengers a year
- Bolton Metroshuttle carries 100,000 passengers a year

It costs almost £2 million a year to keep Metroshuttle on the road. TfGM funds around one-quarter of these costs, with the balance being contributed by the respective councils in each area, plus other partners in the case of Manchester.

All aboard the new Yellow School Buses

Here in Greater Manchester, Yellow School Buses are playing a part in giving young people a safe, reliable and eco-friendly choice for the school run.

Our Yellow School Buses currently take almost 5,000 pupils to and from school each day and, through a special agreement with pass holders, have helped bring down incidents of anti-social behaviour.

We've also secured a further 39 new hybrid vehicles, bringing the total number of Yellow School Buses up to 81. We'll use these so that they serve 49 schools across all ten districts of Greater Manchester.



Three of the 39 new Yellow School Bus hybrid fleet

Counting carbon

Greater Manchester emits around 15.8 million tonnes of CO₂ each year, with transport emissions contributing over 30 per cent of this. The government has set the region a target of reducing these levels to below 10 million tonnes by 2020, and then four million tonnes by 2050.

A greener Manchester

More than ever, we are taking action on the amount of energy that we use, the amount of carbon that we produce and our impact on the environment. TfGM is playing its part in helping the region hit its green goals.

Over the past few years, achievements in our environmental work include promoting the environmental advantages of public transport, developing an environmental policy, participating in the Greater Manchester Air Quality Action Plan, working in partnership with operators to reduce pollution from buses, and launching internal environmental initiatives, such as waste minimisation and recycling, staff training and a staff travel plan. We are also part of the Ticket to Kyoto project, an active partnership of five European transport organisations with the aim of sharing expertise and best practice to reduce the carbon footprint of public transport.

Metrolink is the first tram network in the UK where traction is supplied entirely by green energy. Electricity is generated by large-scale hydropower with partners Scottish and Southern Energy.

Thanks to the government's Green Bus Fund we are the country's most successful region in introducing low-carbon buses.

By the end of 2011 with support from the DfT we have invested around £1.4 million in securing:

- 39 hybrid Yellow School buses
- 20 diesel-electric vehicles for Metroshuttle services
- 25 hybrid vehicles for use on subsidised services
- Four diesel-electric buses for Salford QuaysLink.

Along with operators' bids, the total number of 'green' buses coming to Greater Manchester is 230 – currently more than anywhere else outside London.

We work to an environmental management standard, ISO 14001, which helps us reduce our environmental impacts, comply with relevant legislation and demonstrate that we are managing our environmental business responsibly.

60,000

traffic signal bulbs to be upgraded to LED, reducing energy costs by 60%

All TfGM bus stations and offices are supplied by energy generated from combined heat and power (CHP). This is a very fuel-efficient technology, and TfGM purchases CHP power which meets the government's Quality Assurance criteria.

Our most recent successes

In summer 2011, we received planning permission for an innovative new scheme at Horwich Parkway railway station. We will install a twin-bladed wind turbine to provide it with an eco-friendly energy source. The surplus energy produced will be sold back to the National Grid.

At the end of 2011, the government confirmed its funding contribution for Rochdale's new £11.5 million transport interchange – set to be the first in Europe with integrated hydropower generation. A hydroelectric turbine has been installed on the interchange site, which converts energy from the river Roch as it flows rapidly over a weir. The weight of the water turns the screw-shaped turbine, generating electricity. Both the Horwich and Rochdale electricity generation schemes are part of our Ticket to Kyoto partnership.

Contract gives green light for major benefits

In June 2011 we signed a 15-year contract for the maintenance of traffic signalling equipment across Greater Manchester. The contract will help us to save money by reducing the energy costs of traffic signals by 60 per cent, and will reduce our carbon emissions. It will improve the availability of more than 2,000 traffic and pedestrian signals, as well as electronic road signs. The programme also allows for up to 60,000 bulbs to be upgraded with LED signal heads and the replacement of more than 500 signal controllers.



Salford QuaysLink connecting areas of Salford

Connecting people with Salford QuaysLink

The arrival of MediaCityUK has given Salford and Greater Manchester an exciting and welcome boost. It is expected to create 15,500 jobs and bring £1 billion to the regional economy within five years of opening.

We've already made people better connected to the area with the opening of the MediaCityUK Metrolink spur. And Salford QuaysLink is a great example of how we support our partners to make transport services even better.

Launched in July 2011, the bus service is funded jointly by TfGM, Salford City Council and Salford University, with additional support from the DfT for the vehicles themselves.

Four smart new buses in a special livery now run between Salford Crescent railway station, Salford Quays and MediaCityUK.

Reducing crime on the bus network

The number of crimes and reports of anti-social behaviour on the bus network continues to fall. For example, there were one-third fewer incidents of anti-social behaviour reported on buses in Greater Manchester in 2011 compared with 2010.

69,000+
igo passes issued

Tackling crime, travelling safe

We understand that passengers want to feel safe and secure when travelling on public transport. This is why we have teamed up with Greater Manchester Police, Stagecoach Manchester and First in Manchester for the Travel Safe Scheme.

Originally introduced as Bus Watch Special in early 2009, the initiative has reduced crime and anti-social behaviour across the region's bus network as well as providing a reassuring uniformed presence on passenger services and at bus stations

In August 2011, it was re-launched as the new Greater Manchester Travel Safe Scheme in light of its expanded role on Metrolink services. New recruits from the operator, Metrolink by RATP Dev Limited, brought the number of Special Constables up from nine to 12.

Our gateway checks at Metrolink stops and interchanges are a direct action to reduce the risk of anti-social behaviour. These have seen significant results in terms of the number of fraudulent tickets recovered and arrests made.



igo – the young person's passport to cheaper fares

When someone from Greater Manchester aged 16 or under travels on the bus they are entitled to a reduced fare. To enable young people to prove their eligibility to drivers, we launched the new, compulsory iGo card in May 2011. More than 69,000 cards have now been issued.



Tackling transport crime through cameras

We've fitted cameras to bus shelters in targeted areas throughout Greater Manchester. These are helping both us and the police to capture images of anyone causing damage to a shelter, and also deterring anyone who might think about causing damage too.

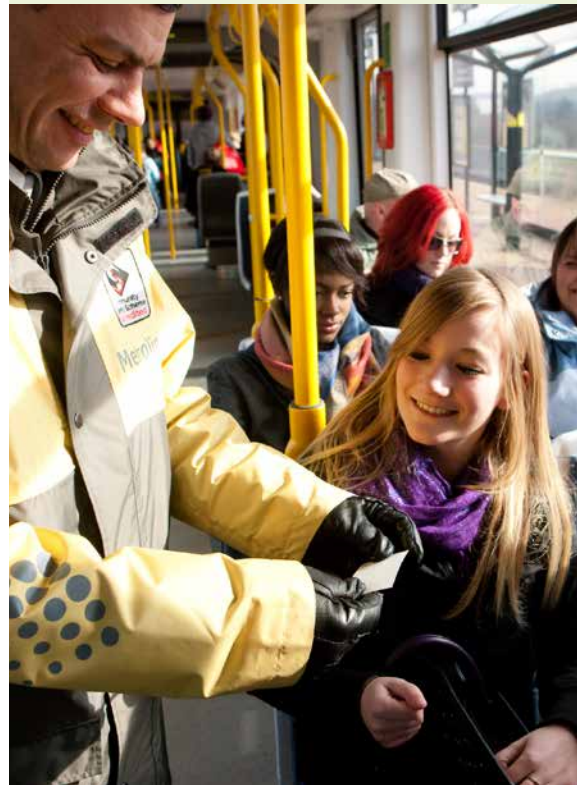
Body-worn video technology – a small video camera worn on the head of the user with a recording unit on the belt – is also being used to further deter anti-social behaviour and gather evidence for the courts if necessary. Following a trial at Leigh bus station, body-worn video technology is now regularly in use at Wigan, Bolton, Shudehill and Oldham bus stations.

13.5%
decrease in reported
anti-social behaviour
at bus stations in 2011

Meet Metrolink Passenger Services Representatives (PSRs)

The PSR team is responsible for the safety, security and protection of Metrolink's passengers. From day to day, this could involve:

- Answering questions and offering assistance to passengers
- Supporting passengers during special events, such as selling tickets, advising passengers and safely loading and unloading trams
- Helping passengers with disabilities to use tram stops
- Providing a security presence to deter anti-social behaviour
- Enforcing Metrolink's by-laws
- Checking tickets and passes, and issuing standard fares to passengers without a valid ticket.



A Metrolink PSR checking tickets and passes

24%

increase in cycling trips
in Greater Manchester
since 2005



New facilities are coming for cycle commuters

Getting in gear for cycling

They say you never forget how to ride a bike, but how many of us continue to cycle as a way of getting out and about as we get older? It seems more and more of us, with the number of cycling trips in Greater Manchester increasing by 24 per cent since 2005.

As a means of commuting, cycling is still at a relatively low level and makes up just two per cent of all journeys made to and from work.

That's why we are making almost £5 million worth of investment in cycling to make it a more attractive transport option, and increase the number of people cycling to work in Greater Manchester.

The aim is to increase the number of people cycling to work, and the investment includes new secure cycle parking, free training courses to give people more confidence on the roads, and maintenance workshops and drop-in bike health-check sessions.

In partnership with local authorities, this project will provide:

- around 1,000 secure bike parking spaces at new cycle hubs across Greater Manchester. Members of the scheme will use swipe cards to access their hub
- around 600 spaces aimed at longer distance cycle commuters and will also provide lockers, toilets and shower facilities
- a complementary range of cycling information, training and promotional support to build confidence and encourage people to get riding
- grants for businesses towards the cost of providing additional cycle parking for their employees.

The larger hubs will be provided through a combination of newly-built centres and by refitting existing commercial units.

The commuter cycle project is part of a wider, comprehensive strategy which gives people more choices for travel and focuses on sustainable options such as walking and cycling.



No. 1

Transport for Greater
Manchester's first
hydropower project

Installing the screw-turbine on the river Roch

Hydroelectric power in Rochdale

Rochdale will be the first transport interchange in Europe with integrated hydropower generation.

In early 2011, a screw-shaped turbine was installed that converts into electricity energy from the flow of the River Roch. At its peak it can produce the majority of the power needed for the interchange.

Ahead of the interchange being built, the surplus electricity will be sold to the National Grid. A carbon counter will be installed, which people will be able to look at and see how much energy is produced, and how much has been saved.

Funding for the hydropower scheme comes as a result of the Ticket to Kyoto partnership.

New line for Metrolink

After three years of construction, July 2011 saw passengers and businesses celebrate the opening of the first part of our new South Manchester line. Some 1.7 miles in length, the line leaves Trafford Bar to head out towards South Manchester, serving the new Firwood, Chorlton and St Werburgh's Road stops.

Work also finished on turning the site of a former warehouse into a state-of-the-art new tram depot. Around the size of ten football pitches, the depot at Trafford Bar can hold up to 96 trams. It's been built so that we can accommodate all the trams once all the new lines have are completed.

£1.4 billion
 Metrolink investment will see the network almost treble in size.



More new trams are coming for Metrolink

On track with Metrolink expansions

Since launching back in 1992, Metrolink has become an icon of Greater Manchester. With 23 miles of track linking Bury in the north, Altrincham in the south, and Eccles in the west to Manchester city centre, it moved more than 21 million passengers across Greater Manchester in 2011.

Now, in a bid to bring the service to new areas throughout the region, including Oldham, Rochdale, Droylsden, Ashton, Didsbury, Wythenshawe and Manchester Airport, we are delivering a £1.4 billion expansion and investment programme that will see the network almost treble in size.

A Metrolink spur to MediaCityUK opened in 2010, we have a new depot at Trafford and the new route to Chorlton in South Manchester opened in summer 2011. The line to Oldham Mumps and Rochdale Railway Station, and a line to Droylsden are also set to open in 2012.

In addition, work is well advanced to deliver new lines into Oldham and Rochdale town centres, Ashton-under-Lyne in Tameside, East Didsbury in Manchester and to Manchester Airport via Wythenshawe.

A second route across Manchester city centre is also being developed to cope with the additional number of trams on the network.

The effect of the new lines will be to take at least five million car journeys off the road each year and increase the number of daily passenger trips to more than 90,000.

35,200

Metrolink app downloads in the first six months

The new generation of trams

If you've been in the city centre, you'll have seen some of our new yellow trams in service. They are strikingly different from the older-style vehicles, some of which have been in service since Metrolink first welcomed passengers in 1992.

The expanding Metrolink network means we'll need more trams in service and we also need to ensure we have a replacement programme in place for the older trams.

There are 15 new-style trams in service now and this will rise to at least four times that number when our expansion plans are complete.

Metrolink goes mobile

Booking tickets, playing games and reading newspapers are just some of the very many things we can now do on our mobile devices using applications, or apps. There are tremendous opportunities for TfGM in using this technology, helping people plan their journeys wherever they are.

In July 2011, we launched a free Metrolink app that allows people to:

- plan their journey
- work out their expected journey time
- route their journey to a tram stop using Google maps

The app was downloaded around 35,000 times in the first six months after its launch. We now want to take the app a step further so that it provides real-time information on Metrolink. This will mean passengers will know if there are any changes to services, enabling them to update their journey plans immediately.

Greater Manchester's award-winning network

Metrolink's new South Manchester line to Chorlton scooped the award for Best Project at the 2011 Light Rail Awards, and the Metrolink team also took the Most Significant Safety Initiative award for their programme of engagement with schools close to the new lines in the expanding network.

Better Metrolink stops for passengers

Metrolink has become the first tram system in the UK to have an all-digital stop. New technology at the recently-built Abraham Moss stop is providing higher quality security images, clearer public announcements, and better customer facilities.

This is just one example of the many stops along the network that have been upgraded as part of our Metrolink Stop Improvement Programme. Work was carried out along the Altrincham line to make stops safer, more secure and with better passenger facilities in 2009.

The Brooklands stop previously suffered from poor lighting and steps which needed to be improved.

Now, following work carried out as part of the improvement programme, the steps have been designed to meet current accessibility standards. The tree coverage has been cut back and, along with the improved lighting and wider refurbishment, has created a brighter, lighter feel for passengers.

We are now carrying out similar improvements along the Bury line. At Heaton Park, for example, we're working to improve CCTV and lighting coverage, refurbish shelters and widen accessibility to the stops.



New operator for Metrolink

In August 2011, RATP Dev UK, a subsidiary of the French state-owned company which runs the Paris Metro, took over the contract to operate and maintain Metrolink.

RATP Group is a global name in public transport and passenger services, operating tram services and light rail systems in 12 countries around the world and the experience of carrying 12 million passengers a day in major cities from Paris and Florence to Seoul, Hong Kong and Mumbai.

Improving passenger service on Metrolink remains a key priority for TfGM and the new arrangement gives us access to experts with a span of expertise covering everything from operations and engineering to passenger service and technology, including smart ticketing.

The ownership and overall responsibility for the existing and future Metrolink network, including setting fares, remains with TfGM and the Greater Manchester Combined Authority.

Better local railway stations for passengers

Local rail travel in Greater Manchester has soared over the past ten years, rising from 17 million journeys in 2001 to over 22 million now. This shows the importance communities place on their local rail service.

By the end of 2011, as part of our scheme called the Rail Station Improvement Strategy, 27 smaller rail stations had benefitted from a package of improvements to passenger facilities, such as security cameras, information screens, waiting areas, help points and public address systems. In early 2012, work will also be completed at eight more stations, taking the total number of stations improved up to 35 – more than a third of the total in Greater Manchester.

We also contributed one-quarter of the £4 million improvements that have been made to Bolton railway station by Network Rail. This includes improvements to the ticket office, footbridge and platform canopies, as well as passenger information and waiting facilities. Improvements have also been made to the quality of passenger facilities and customer information at Oxford Road and Rochdale railway stations. As major commuter stations, the facilities now better reflect the expectations of modern commuters.



Stalybridge railway station

27 smaller stations in Greater Manchester have received a share of over £3 million of improvements since winter 2009

22 million

train journeys on Greater Manchester's rail network

Our role in rail

Most of Britain's rail infrastructure is owned and operated by Network Rail, with the train services themselves provided by 28 different operators across the country.

Here in Greater Manchester, passengers make more than 22 million train journeys each year, with around 23,000 people arriving into the city centre each day during the morning peak.

Our role mainly involves working with the train companies to ensure that passengers are provided with the best possible rail service and infrastructure on both a local and regional level.

Here's an overview of what else we do:

- We monitor rail service performance on behalf of the region's transport leaders, and provide regular scrutiny reports on this.
- We work with operators to make sure facilities are well maintained, and look after the delivery of infrastructure improvements.
- We help operators in the development of their marketing and information activities.
- We look at where new and existing rail services can be developed, for example, if there's a need to run a service on a Sunday.
- We support community rail by working with 'Friends of' groups and route partnerships to improve station condition, security and marketing.
- We maintain an 'evidence base' of rail demand, and use this to help us look at where additional capacity needs to be made.
- We play an active role with our partners in pushing for national investment in key schemes like Northern Hub and High Speed Rail.
- We look at how to improve rail services by increasing the opportunities for more local influence over decisions such as refranchising.

You can read more about our plans for rail in Greater Manchester on page 36.

A modern rail service for Greater Manchester

Rail has been the engine of the region's economy since Manchester opened one of the world's first modern railway stations at Liverpool Road in the early 1800s.

Today, Greater Manchester's rail network remains key to sustaining and growing the local economy. This is why TfGM has continued to support the vital £560 million Northern Hub proposal.

Northern Hub has the power to release £4 billion of national economic benefits and has now received key funding totalling some £215 million, including a commitment for the Ordsall Chord. The Ordsall Chord will link Piccadilly and Victoria stations, enabling services to travel from the north to the south of the city, reducing journey times on routes that go through Manchester.

In 2011, the government announced a further 42 carriages for Northern that will boost peak services around Greater Manchester and across the whole of the Northern network. This equates to nearly 6,000 extra spaces each day for commuters.

The lines between Manchester, Liverpool and Preston are being electrified to reduce the journey times between these three major cities.

High speed rail is another vital piece of the rail capacity jigsaw for Greater Manchester and TfGM will continue its partnership work to secure its arrival. This will bring increased freight capacity and boost commuter services on existing lines. A high speed network means 14 extra trains per hour to Greater Manchester, each carrying more than 1,000 passengers.



23,000

people arrive in the
city centre by train
during the morning
peak

Passengers at Manchester Piccadilly station

Our commitments

In delivering our services, TfGM makes a number of commitments in the way we will behave and operate as an organisation.

We want people to be confident that everything we do is shaped by our promises to the environment, equality and diversity, health and safety and transparency; we take each of these areas of responsibility very seriously.

Environment

When we talk about our commitments to the environment, we don't just mean our ongoing efforts to play our part in reducing Greater Manchester's carbon emissions. We're also talking about the work we do to limit the impact our construction has on local areas, the way we work with community groups to preserve natural habitats and being a key partner in international schemes designed to tackle climate change.

Here is how we have put our commitments into action:

- Successfully bidding for 88 low-carbon vehicles through the Government's Green Bus Fund, which are used on the bus services we pay for, and also Yellow School Buses and Manchester's Metroshuttle service
- Joining four other European public transport organisations in the Ticket to Kyoto programme, a four-year initiative with the goal of reducing the CO₂ emissions of public transport providers
- Developing procedures and Standing Orders to ensure that environmental issues are considered in TfGM activities, including scheme development
- Developing an Environmental Policy and Climate Change Strategy and action plan
- Promoting the environmental advantages of active travel and public transport
- Participating fully in the production of the Greater Manchester Air Quality Action Plan
- TfGM in-house environmental initiatives including a Green Travel Plan, waste minimisation, and staff awareness and training

- Achieving and retaining ISO14001 accreditation, an internationally recognised standard demonstrating our commitment to continuous improvement in our environmental performance
- Securing £4.9 million from the Local Sustainable Transport Fund to help increase the number of people in Greater Manchester using bicycles in their journey to work.

Health and safety

We have a statutory duty to ensure that our passengers, staff and partners are safe at all times, including anyone else that may be indirectly affected by the work that we carry out on a daily basis. Our pledge is to deliver on our health and safety commitments without compromise.

Actions that we take to deliver this commitment:

- Maintain high standards of health and safety across everything we do
- Regularly audit, monitor and review the health and safety performance of all our transport operations
- Allocate resources and exchange best practice to ensure that we seek continual improvements in our health and safety standards
- Make it clear to our staff what their responsibilities are in terms of their health and safety, and that of others, through training and personal development.

Equalities and diversity

We strive to promote fair and equal access to services and equal opportunities in everything we do. We also seek to recognise and value the differences in the people we serve and employ.



Taking care of passengers at Shudehill Interchange

Our work is in line with the requirements of the Equality Framework for Local Government and we work to ensure that all our policies and procedures are compliant with current legislation.

We also endeavour to comply with codes of practice and guidelines published by national equalities bodies and commissions, and engage with key stakeholders, customers and other partners in an effort to address all needs.

More information on our work to promote equality and diversity is available from our website, including a summary report which shows the profile of transport users in Greater Manchester and of the workforce at TfGM. Click on www.tfgm.com and go to the corporate section.

Corporate governance and transparency

This is our accountability. In April 2011 the Greater Manchester Combined Authority was established and TfGM became the organisation responsible for implementing local transport policy.

The Combined Authority is the new strategic regional authority taking an overview of economic development and regeneration, regional planning, transport, skills and training, and air quality.

It delegates its transport functions to the Transport for Greater Manchester Committee, which decides how and where money should be spent across Greater Manchester.

Where it does not have delegated powers, the Committee makes recommendations for approval to the Combined Authority in the following areas:

- setting the revenue budget and the issue of a levy
- approving the borrowing of TfGM
- approving the capital programme and approving schemes to be funded by the Greater Manchester Transport Fund
- approving the Local Transport Plan
- ratifying the appointment of a Chief Executive and other executive and non-executive directors.

There are 33 councillors on the TfGM Committee. It divides its work across four main sub-committees which meet regularly in public. Agendas and minutes of the meetings are also published online on the website for TfGM Committee.

The TfGM Committee is also accountable to the formal scrutiny processes the Combined Authority has in place.

Transport for Greater Manchester is the delivery arm for the elected body so we are all publicly accountable for what we do and how well it's done.

There are a number of internal checks and balances at TfGM to ensure the organisation operates responsibly and effectively and exercises appropriate scrutiny over all its activities. These systems and processes include:

- Fortnightly meetings of an Executive Group and monthly meetings of an Executive Board
- A formal Scheme of Delegation which governs procurement and other financial processes
- Programme and project boards to manage investment
- Routine programme and project assurance audits
- Regular financial audits and scrutiny.



220 million
passenger journeys on buses
in Greater Manchester each year

Eight out of 10 public transport journeys in Greater Manchester are made by bus

Our plans

We've accomplished a lot on behalf of passengers over the past year, but we know there's still much more to be achieved. Building on the work we have done so far, we'll now push ahead in delivering a package of major priorities that will bring new benefits to our region.

A plan for the future

What does the future of Greater Manchester's transport look like? Every five years we produce a document known as a Local Transport Plan. This plan sets out Greater Manchester's main transport policies.

In March 2011 we released our third plan. The document outlines how TfGM and its partners will develop transport infrastructure and services to help Greater Manchester in achieving:

- Economic growth
- Lower carbon
- More active travel and improved public health
- Better connected, more pleasant neighbourhoods
- Value for money.

The plan was developed with input from residents, businesses and partners during an extensive public consultation at the end of 2010. To find out what people thought we organised a number of public feedback sessions, set up a dedicated LTP3 area on our website, ensured information and consultation forms were available in places like libraries, town halls and our own Travelshops, held face-to-face briefings and raised awareness through the media.

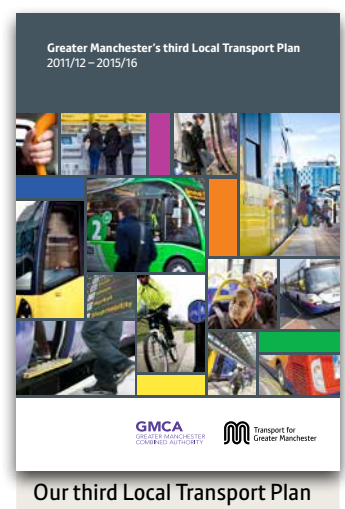
As a result, our final plan was informed by more than five times the volume of responses than had been the case with our LTP2 document.

This plan helps us to make sure that we're well positioned to respond to a changing local and national picture, and also gives us a clear position about how we need to work with our partners. This will include:

- Supporting the Combined Authority and Local Enterprise Partnership in securing economic growth
- A bid to the Local Sustainable Transport Fund
- Looking for partnership funding opportunities
- Working with the Department for Transport on future national policies
- Developing future bus strategies
- Securing rail franchising and investment
- Promoting smarter travel choices.

Looking ahead, everything we do over the coming years will be based on meeting the visions, policies and priorities set out in the local transport plan, which you can read online by visiting: www.tfgm.com/ltp3.

You can see some of our achievements from our second Local Transport Plan from page 39.





New ticketless technology is coming to Greater Manchester

100%
of igo and National
Concessionary Travel
Passes are smartcards

Getting smart with ticketing

We want to make it easier for people to travel in Greater Manchester. Giving them the information to make their transport choice is as important as ensuring the right service is there for them to use.

We are also looking at what we can do to improve how tickets could work in the future.

We're developing a smart ticketing scheme that is understandable, easy to use and gives passengers more confidence when using transport.

The convenience and usefulness of smart ticketing has the potential to dramatically improve the whole customer experience of public transport, which is why it is one of our key priorities for Metrolink and bus travel.

So, what do we mean when we say 'smart ticketing'? Smart ticketing is technology which stores your 'ticket' electronically on a smartcard or contactless bank card, eliminating the need for a physical, paper ticket.

The benefits for passengers are:

- Metrolink passengers 'checking in' and out on validators at tram stops, similar to those used on London's Underground system, using either a smartcard or a bank card, reducing ticketing queues
- Passengers receiving a daily bill or a bank statement for travel
- Online access to all transactions
- Better, more flexible tickets.

We believe there are many passenger benefits to bringing this technology to Greater Manchester, such as:

- Less queuing for Metrolink tickets during morning and afternoon peak-time use
- More choice and convenience for passengers
- Reducing fare evasion.
- We've already got some smart tickets in use:
 - All over-60s and concessionary passes are already smartcards
 - All the new igo passes are smartcards
 - Metrolink stops and ticket vending machines are being upgraded to be ready for smart ticketing
 - Stagecoach has started accepting over-60s concessionary passes electronically on its buses, and has launched a Stagecoach smartcard. Other operators are following suit
 - Bolton Council is processing 30,000 concessionary cards electronically each week, and these can be accepted on 70 buses.

We'll introduce smartcard and contactless bank card – Visa and MasterCard – ticketing on Metrolink, with smartcards meeting the ITSO standard.

Future-proofing our smartcard

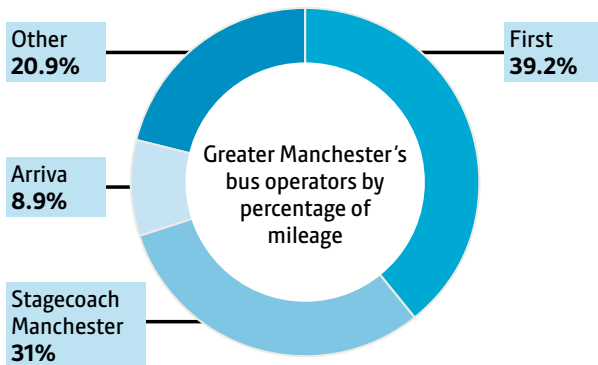
ITSO is the UK smart ticketing standard supported and specified by the Department for Transport. It is a non-profit organisation which defines and develops the UK-wide technical specification for smart ticketing, aiming to help make rail and bus travel throughout the UK seamless and hassle-free. All concessionary smartcards for travel in England, Wales and Scotland are ITSO standard. Within three years, all bank cards will have a contactless capability.



Better buses for Greater Manchester

By far, bus remains the most popular form of public transport in Greater Manchester, with 220 million passenger journeys each year. Bus passengers have high expectations of their service, such as punctuality, safety and reliability. We work hard with the bus companies to ensure these expectations are met.

Passengers in Greater Manchester are served by a network of nearly 500 bus services. Almost 80 per cent of Greater Manchester’s entire bus network is run by three national operators First, Stagecoach and Arriva.



The remainder is operated by a number of small and medium, locally and regionally-based operators, as well as national ones.

We aim to secure greater value for money from the bus services that we pay for and work with operators and organisations to deliver a more efficient, integrated and sustainable bus network.

We have launched a voluntary partnership agreement which includes a code of conduct scheme. The aim is to encourage bus companies to guarantee a service quality standard for passengers. We will continue to work with bus operators to bring more of their services up to a minimum standard of punctuality and reliability through other initiatives, such as Quality Bus Corridors and statutory Quality Partnership Schemes, the first of which will come into force in 2012.

We have also introduced a scheme for rating operators’ performance, selecting only the better companies to run our contracts.



Stagecoach Manchester hybrid double-decker bus

Quality Partnership Scheme

Bus passengers along the A6 between Manchester, Stockport and Hazel Grove will benefit from the new Quality Partnership Scheme (QPS), aimed at improving the quality of local bus services.

The QPS, the first in Greater Manchester, will set standards and drive improvements in areas such as bus reliability, punctuality and vehicle standards.

The A6 route, a major bus route into Manchester city centre, has the most frequent single bus service in Greater Manchester (the 192) carrying almost 10 million passengers every year. It is one of the busiest bus corridors in Europe, and plays a critical role in supporting growth and accessibility in Greater Manchester.

The scheme will work to improve services by securing a commitment from Manchester City Council, Stockport Metropolitan Borough Council and TfGM to maintain investment in infrastructure, such as bus lanes and stops, and to work together on congestion and traffic management issues. There will also be a commitment from Stagecoach as the bus operator to deliver the standards in service provision that have been set.

Punctuality and reliability monitoring system

To help us make sure that passengers are getting bus services across Greater Manchester that run on time, we use a tool called the Punctuality and Reliability Monitoring System (PRMS). This gathers the data we need to look at the punctuality, regularity and reliability of different services. We can then work with bus companies to identify which of their services need to be improved, and what can be done to improve them.



Artist's impression of the new-look interchange at Altrincham, combining bus, Metrolink and rail travel options

Strategic investment in the bus network

We have secured funding from the government for a major project that will significantly improve city centre bus travel across Manchester. In November 2011, the government awarded us £32.5 million towards a £54 million package of improvements along three major routes:

- Boothstown to Manchester via the A580 East Lancashire Road and A6 Broad Street/Crescent/Chapel Street
- Middleton Bus Station to Manchester via the A664 Manchester New Road and Rochdale Road
- Oxford Road in south Manchester to Pendleton, via the A6/A580 and Manchester city centre

The scheme will provide direct bus links across the city centre, so passengers will not have to change services or pay more than one fare, which will be supported by investment that will help to cut journey times and improve reliability. This will also provide better links between areas in the north, west and south of Greater Manchester and the education and health facilities on the Oxford Road corridor.

Core work on these schemes will start in 2012, with all routes set to be completed by 2015.

Improving bus connections between Leigh, Salford and Manchester

We are improving the bus route between Leigh, Tyldesley, Ellenbrook, Salford and Manchester to provide fast, regular transport. It will link up with the improved cross-city connections. This will improve the frequency and reliability of bus journeys at all points along the route, and will ultimately reduce journey times between Leigh and central Manchester to less than 45 minutes. A 7km stretch of the route will be a special guided busway from Leigh to Ellenbrook, on which only specially adapted buses will be able to travel, allowing them to avoid busy traffic. This is the first of its kind to be built in Greater Manchester. On the majority of the remaining 14km route, the buses will use additional or dedicated lanes and will have enhanced priority at junctions where they cross existing roads.

Alongside the guided section will be a dedicated path for walkers and cyclists to use, and park and ride facilities will be available at Leigh, Tyldesley and Worsley. Stops along the guided section will be fully accessible, and will include shelters and CCTV.

Initial site works started on the busway in 2010, with site clearance and further investigation work taking place in 2012. The guided section will be built during 2013 and 2014, with the busway scheduled to become operational by 2015.

21,000

jobs are forecast to be created as a result of the Greater Manchester Transport Fund

Making more connections

In a bid to improve passenger convenience, comfort and security, as well as bring together different public transport modes, we plan to build major new interchanges in Altrincham, Bolton, Rochdale and Wythenshawe. We will also begin plans for new interchange facilities at Stockport, as funding allows.

Altrincham

We will create a modern hub accommodating buses, trains and trams. Around £19 million is being invested into improving the interchange, which currently services four million passengers each year.

Better access and waiting areas, a cycle hub, improved customer facilities and increased connectivity with the town centre are just some of the benefits that will come for passengers once the scheme is under way. Work is expected to start in 2012 and finish in 2014.

Bolton

In partnership with Bolton Council a scheme has been developed to relocate the main bus station from its existing site at Moor Lane to a new site adjacent to Bolton railway station. Construction is expected to get under way towards the end of 2012, and be completed by winter 2014/15.

Rochdale

It's generally acknowledged that the current bus station in Rochdale could provide a much better passenger experience through improved facilities, waiting areas and connectivity with other forms of transport.

The £11.5 million Rochdale Interchange will replace the existing bus station on an alternative site next to the River Roch. This will allow bus and Metrolink facilities to come together, and will be a European pioneer as it will be the first in Europe with integrated hydropower generation (see page 23).

The scheme also supports the town's redevelopment proposals and wider retail expansion initiative, which will deliver £250 million of private and public investment in the town centre, creating an estimated 3,300 jobs in the area.

Wythenshawe

A public consultation on the proposed interchange at Wythenshawe started in 2012. The new facility would join up buses with the new Metrolink stop and other town centre facilities.

Delivering the Metrolink vision

The £1.4 billion extension and improvement of Metrolink remains one of our biggest priorities. We've already opened the MediaCityUK spur and the South Manchester line to Chorlton. Droylsden and the Oldham and Rochdale lines are also set to open in 2012, almost doubling the network's size.

Work is also under way to create new lines from Chorlton to East Didsbury, from Droylsden to Ashton-under-Lyne, through Oldham and Rochdale town centres, and to Manchester Airport via Wythenshawe. The investment will ensure Metrolink's place as the UK's biggest tram network.



MediaCityUK Metrolink stop

A rail system for our future economy

We want to secure the future rail requirements that Greater Manchester so urgently needs. We will push for firm commitments on the delivery of rail carriages to cope with increasing demand, and at the same time press the need for three hugely important infrastructure schemes: electrification, Northern Hub and, crucially, high speed rail.

Paving the way for high speed rail

The government has approved the plans for a high speed rail link from London to Birmingham. We would like to see this extended with a route up to Manchester and another to Leeds. This would increase the capacity on the busy rail network in and around Greater Manchester, and would significantly reduce journey times between Manchester and London.

We will continue to work with the government, Network Rail and our other partners to get the best possible high speed rail links for Greater Manchester's residents and businesses.

A high speed rail network will add considerable capacity for Greater Manchester, allowing an extra 14 trains per hour, each carrying 1,100 passengers. As well as the boost for freight and passenger capacity, the economic benefits are forecast to be as much as £59 billion over 60 years.

The Northern Hub

The rail network around the city is clogged up, caused by a massive bottleneck of train lines that all merge when coming into Manchester. The Northern Hub is a blueprint for major investment that will help unblock the rail congestion around Greater Manchester and the north.

Network Rail, who put together the Northern Hub report, are working with us to unlock £560 million of funding from the government, that will bring much-needed improvements to rail services throughout the north, including Leeds, Liverpool and Newcastle.

Under the proposals, 700 extra services could be provided across the northern rail network, meaning capacity for a further 3.5 million passengers each year and creating an estimated 23,000 new jobs.

Two elements of the Northern Hub have already received the funding needed from the Government. These are the Ordsall Chord and the electrification of the 'Lancashire Triangle' – the routes between Manchester, Liverpool and Preston.

The other plans that make up the Northern Hub include:

- New platforms at Manchester Piccadilly en route to Oxford Road to enable more trains to get across the city
- New track between Manchester and Liverpool (via Newton-le-Willows)
- New capacity on routes through the Pennines between Manchester, Huddersfield, Dewsbury and Leeds
- Line speed improvements between Manchester and Sheffield.

Improvements to Manchester Victoria

Passengers using Manchester's Victoria station can look forward to a new £25 million overhaul, as part of plans to improve the passenger experience on local services. Made from a material called ETFE, which is also used by the Eden Project, a new roof will create a much lighter, brighter and attractive place for the rail and Metrolink passengers using the station.

More capacity for commuters

Capacity on the trains affects many people every day, and often hits the headlines. This issue is a long-term concern for us and we will continue to work with the Department for Transport and other partners to secure more train carriages.

So far, Northern – the biggest rail franchise-holder in Greater Manchester – has been given 20 additional electric vehicles and 40 diesel vehicles. However, this alone will not ease capacity on peak services.

Looking ahead, we will work towards:

- Securing extra carriages for the electrification of the routes between Manchester, Liverpool and Blackpool, including TransPennine services to the North West
- Ensuring that successor franchises for Northern and TransPennine services provide enough capacity for commuting, business and leisure trips to take place.

23,000

new jobs could be created
by the Northern Hub

Who manages our railway stations?

There are 97 stations in Greater Manchester, most of which are managed by Northern. Manchester Piccadilly is operated by Network Rail, Stalybridge and Manchester Airport by First TransPennine Express, Stockport and Wigan North Western by Virgin Trains. TfGM owns Horwich Parkway, which is managed on our behalf by Northern.

What is the Rail Station Improvement Strategy?

We have already completed improvements to passenger facilities at 27 smaller railway stations in Greater Manchester, and in 2012 we will complete similar work at the stations in Ashton-under-Lyne, Bramhall, Brinnington, Marple, Marple Rose Hill, Reddish North, Walkden, and Westhoughton. Work to improve the accessibility of Blackrod station will also be completed, and we will continue to work with our partners to identify funding for enhancements to passenger facilities and accessibility at 25 other stations.

We are working closely with Network Rail and other partners to improve some of the major commuter stations in Greater Manchester, and in 2012 work will be finished at Wigan North Western, Wigan Wallgate and Eccles. Through the Ticket to Kyoto European carbon reduction programme, we also plan to install a wind turbine at Horwich Parkway railway station to generate sustainable energy to partly power the station.

Local Sustainable Transport Fund bid

How do you lower Greater Manchester's carbon emissions while boosting the economy through transport? It's certainly a big question, and one that we're looking to answer through a package of solutions that will:

- Connect people with opportunities through better walking and cycling links or better access to public transport
- Support businesses in priority areas through travel planning services
- Tackle congestion that undermines businesses and makes bus services unattractive
- Increase GVA by £28 million per year, the equivalent of 900 jobs.

We were awarded £4.9 million from the government's Local Sustainable Transport Fund to deliver the Greater Manchester Commuter Cycle Project (see page 21). Our scheme will provide facilities for people who want to commute to work by bike.

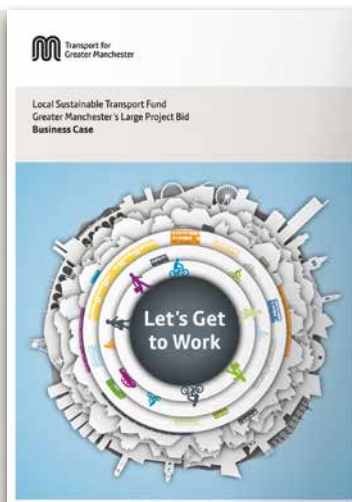
We're aiming to build on this start with a larger bid of £34 million from the fund, alongside £21 million of local contributions. This was submitted in December 2011, with a decision due in summer 2012.

If agreed by government our plans would see an innovative programme of local access, smarter travel choices and intelligent transport systems rolled out over the next three years.

There are some really positive outcomes that are forecast for Greater Manchester if we are successful with our bid. These are:

- An additional two million commuter cycle trips per year
- An additional 10 million public transport trips per year
- A reduction of 26 million car kilometres, which equates to a reduction in 2.6 million car trips per year
- A reduction of 15 accidents per year
- A reduction in carbon of 1,000 tonnes by 2015
- Health benefits to the economy of £33 million through reduced mortality and £750,000 in reduced absenteeism.

Our Local Sustainable Transport Fund bid would use new funding to boost the economy and reduce emissions





21 million
the number of passengers who
travelled on Metrolink in 2011

Metrolink Firswood stop

Performance against the Local Transport Plan

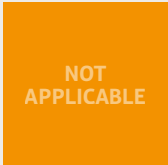
This section of the report details the technical outputs of performance in relation to the last Local Transport Plan.


When the second Local Transport Plan was agreed in 2006 a number of shared objectives that we wanted to achieve were set. Each of these objectives had a measure, which was how we would judge the impact of our work and that of our partners. These covered a range of things such as increasing passenger numbers on public transport, improving bus punctuality, improving air quality, and reducing the number of people killed on Greater Manchester’s roads. Of course, some of these results are heavily influenced by external factors such as the strength of the economy and extreme weather conditions.

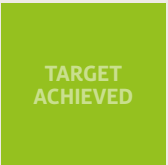
Now that the second Local Transport Plan has been superseded by our third plan (see page 31), we are able to show progress against the objectives and measures we set back in 2006.


Objective	To improve road safety by reducing the numbers and severity of casualties on Greater Manchester’s roads	
Measure	(Ex-NI 47) Road safety; killed and seriously injured (KSI) casualties	
Where we started from	1281 (1994-1998 annual average baseline)	
What we wanted to achieve	689 (2008-10 annual average) (local stretched target) 818 (2008-10 equivalent national target)	
What actually happened	793 (2008-10 annual average)	
Comment	The national targets for the reduction of KSIs have been met, but Greater Manchester adopted more stringent local targets, for which only the child KSI target is likely to be met. Compared nationally, Greater Manchester has a relatively good accident record.	


Objective	To improve road safety by reducing the numbers and severity of child casualties on Greater Manchester’s roads	
Measure	(Ex-NI 48) Road safety; child killed and seriously injured (KSI) casualties	
Where we started from	304 (1994-98 annual average baseline)	
What we wanted to achieve	146 (2008-10 annual average local stretched target)	
What actually happened	132 (2008-10 annual average)	
Comment	Greater Manchester met both national and its more stringent local target for the reduction of child KSIs.	

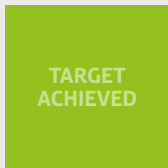
Objective	To maintain the ability of working age people to access employment opportunities in a reasonable length of time by public transport	
Measure	LTP1b (Ex-NI 176) Accessibility: % working age population with access to employment (Greater Manchester average)	
Where we started from	83.9% (2007/08)	
What we wanted to achieve	No target	
What actually happened	83.7%	
Comment	This indicator was made part of the National Indicator set in 2008. No Greater Manchester target was established for it. The National Indicator set has now been abandoned, although DfT still produce this figure as part of their national core accessibility statistics.	


Objective	To increase the number of bus passenger trips	
Measure	(Ex-NI 177a) Bus patronage	
Where we started from	226.5m (2003/04)	
What we wanted to achieve	224.3m This target represents TfGM's rolling annual target, set in 2009/10	
What actually happened	225.3m	
Comment	Bus patronage grew steadily in the LTP2 period, until 2009/10 when the effects of the recession were felt, although patronage was still higher than in 2005/06. Bus patronage on certain corridors, such as Quality Bus Corridors (QBC), increased markedly as a result of the improvements made.	


Objective	To increase Metrolink patronage	
Measure	(Ex-NI 177b) Metrolink patronage	
Where we started from	15.8m (2003/04) (Figure rebased following change in assumptions in 2007/08)	
What we wanted to achieve	19.1m	
What actually happened	19.2m	
Comment	Metrolink patronage was stable until 2009/10 when the effect of extensive Metrolink works and the recession combined to depress patronage; this is expected to recover and increase when the system is expanded.	


Objective	To increase rail patronage	
Measure	Rail patronage	
Where we started from	17.5m (2003/04)	
What we wanted to achieve	23.8m This target represents TfGM's rolling annual target, set in 2009/10	
What actually happened	22.7m	
Comment	Rail patronage also grew steadily, but has reached a plateau more recently and many peak-time trains are approaching capacity.	


Objective	To address congestion and air quality issues by minimising annual vehicle kilometres without compromising connectivity	
Measure	LTP2 area wide traffic	
Where we started from	7,302m veh-km (2003/04)	
What we wanted to achieve	No more than 7,448m veh-km	
What actually happened	7,104m veh-km (2010)	
Comment	Traffic levels on local roads rose very slightly in the early part of the LTP2 period but have decreased recently due to the recession, resulting in no overall growth. On local roads, only light goods vehicles increased significantly. Traffic levels on the motorway network did grow.	


Objective	To address congestion, air quality and public health issues by increasing cycling levels	
Measure	LTP3 cycling index	
Where we started from	100 index (2005)	
What we wanted to achieve	106 i.e. 6% increase	
What actually happened	124, i.e. 24% increase	
Comment	It was particularly pleasing to see the long term declining trend in cycle use reversed in the LTP2 period, with the target well exceeded and a number of supporting indicators confirming the increase. A more coordinated and intense effort to improve conditions and encouragement for cyclists contributed to this.	

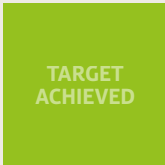
Objective	To address congestion and air quality issues by decreasing the proportion of trips to schools usually made by car	
Measure	LTP4 (Ex-NI 198) % car mode to school	
Where we started from	29.1% (2006/07)	
What we wanted to achieve	No more than 27.6%	
What actually happened	27.3%	
Comment	Whilst overall on track, closer inspection highlighted the difference between primary schools, where car use decreased, and secondary school, where it increased. This highlights the difficulties of engaging and working with the secondary sector.	


Objective	To improve bus punctuality	
Measure	LTP5a (Ex-NI 178) Bus punctuality (% of scheduled services on time)	
Where we started from	76.8% (2009/10)	
What we wanted to achieve	76.8%	
What actually happened	80.2% of services	
Comment	The way in which bus performance was measured was changed in mid-LTP2. Recent results would indicate that considerable scope exists to further improve network performance (measured by punctuality). Particular problems arise in the pm peak periods.	


Objective	To work with operators to improve the proportion of scheduled services actually run	
Measure	LTP 5b Bus reliability (timetabled services)	
Where we started from	96.4% (2009/10)	
What we wanted to achieve	96.4%	
What actually happened	98% of services	
Comment	The way in which bus performance was measured was changed in mid-LTP2. Recent results would indicate that operator performance (measured by reliability) has improved.	

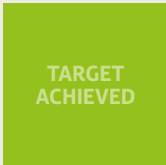
Objective	To address congestion and air quality issues by achieving a modal shift from car for peak-period trips into the regional centre	
Measure	LTP6a Peak traffic flow to regional centre	
Where we started from	34,778 vehicles (2006/07)	
What we wanted to achieve	No more than 34,778 vehicles	
What actually happened	29,035 vehicles (2009/10 - indicator no longer measured)	
Comment	Overall, this suggests that our approach to limit traffic growth, based on improving non-car modes, worked, but also that traffic levels are quite sensitive to external influences like the economy.	


Objective	To address congestion and air quality issues by achieving a modal shift from car for peak-period trips into other key centres	
Measure	LTP6b Peak traffic flow to other key centres	
Where we started from	70,960 vehicles (2006/07)	
What we wanted to achieve	No more than 71,314 vehicles	
What actually happened	64,798 vehicles (2009/10 – indicator no longer measured)	
Comment	Overall, this suggests that our approach to limit traffic growth, based on improving non-car modes, worked, but also that traffic levels are quite sensitive to external influences like the economy.	


Objective	To limit am peak congestion on the monitored routes	
Measure	LTP7 (Ex-NI 167) Congestion: (average person journey time/ mile on 15 monitored routes in the am peak period)	
Where we started from	05:00 mins/mile (2006/07)	
What we wanted to achieve	05:02 min/mile (2009/10) Assuming no increase in traffic flows	
What actually happened	04:44 min/mile (2009/10) 04:50 min/mile (2010/11)	
Comment	Congestion monitoring focused on 15 key corridors, and demonstrated an overall reduction in congestion, although there were differences between routes. Performance was assisted by works funded from the Congestion Performance Fund, and also the recent decline in traffic levels.	

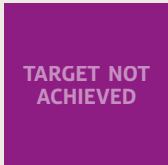
Objective	To improve air quality by reducing NOx emissions from road traffic, especially in areas where the EU threshold is being breached	
Measure	LTP8b Air quality (index of tonnes NOx emitted on major roads)	
Where we started from	100 index (2004)	
What we wanted to achieve	66.6 i.e. 33.4% reduction (2010)	
What actually happened	56.3 i.e. reduction of 43.7%	
Comment	Although the levels of NOx emitted by road traffic fell in exceedance of our target, this did not appear to be reflected in actual NO ₂ concentrations on street, resulting in EU standards not being met in all areas. This phenomenon was observed in other urban areas also, for reasons which are not fully understood.	


Objective	To limit the emission of the main climate changing gas (CO₂) from road traffic	
Measure	LTP9 Climate change (index of tonnes CO ₂ emitted on major roads)	
Where we started from	100 index (2004)	
What we wanted to achieve	No more than 103.9, i.e. 3.9% increase by 2010	
What actually happened	93.0, i.e. 7% reduction	
Comment	Carbon dioxide emissions have reflected road traffic levels, and have fallen slightly. It should be noted however, that these are likely to need to reduce significantly in order to meet future EU, Government and local targets.	


Objective	To improve accessibility for mobility impaired people by increasing the use of low-floor bus vehicles	
Measure	LTP10a Accessible infrastructure (% of buses that are low-floor)	
Where we started from	87.6% (2009/10)	
What we wanted to achieve	90% (2010/11)	
What actually happened	93%	
Comment	The way in which this was measured was changed in 2009 in order to reflect observed use. Progress is on track to meet Disability Discrimination Act requirements for all single-deckers to be low-floor by 1 January 2016, and double-deckers by 1 January 2017.	

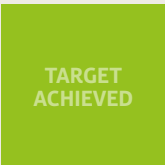
Objective	To improve accessibility for mobility impaired people by increasing the percentage of stops on Quality Bus Corridors with raised kerbs	
Measure	LTP10b Accessible infrastructure (% QBC bus stops with raised kerbs)	
Where we started from	53% (2006/07)	
What we wanted to achieve	88% (by project completion in 2008/09)	
What actually happened	92%	
Comment	This measure, in association with the increase in accessible bus vehicles, demonstrates a significant improvement to the accessibility of the key bus network to people with mobility impairments.	


Objective	To improve accessibility for mobility impaired people by increasing the number of railway stations with step-free access to platforms	
Measure	LTP10c Accessible infrastructure (number of railway stations with step-free access)	
Where we started from	54 (50.5%) 2004/05	
What we wanted to achieve	58 (54.2%) in 2007/08	
What actually happened	56 (52.3%) in 2007/08	
Comment	The figure was rebased to 51 (53.1%) stations in 2010/11 to account for the conversion of railway stations on the Oldham/Rochdale loop to Metrolink. No targets were set past 2007/08 due to a considered change in definition of the indicator.	

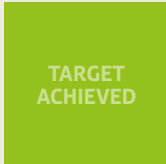
Objective	To address congestion, air quality and public health issues by limiting the decline in walking trips	
Measure	LTP11 Walking (number trips/person/year where walking was the main mode by distance)	
Where we started from	249 (2003/04)	
What we wanted to achieve	237 (2009/10)	
What actually happened	223 (2009/10)	
Comment	The picture for walking was patchy; the headline indicator suggests an increase late in the LTP1 period, followed by a significant decline, and a number of other indicators demonstrate local variations in performance. Walking has not had the focused attention that cycling has benefited from, and being more diffuse is a lot more difficult to address cost-effectively.	


Objective	To address congestion and air quality issues by achieving a modal shift from car for peak period trips into the regional centre	
Measure	LTP12a Non-car modal share to regional centre, am peak	
Where we started from	62.7% (2005)	
What we wanted to achieve	67.5% (2011)	
What actually happened	70.2% (2011)	
Comment	Significant success was made in increasing the share of trips by non-car modes, in both peak and inter-peak periods, whilst at the same time increasing the number of trips made. Improvements to non-car modes, traffic management and regeneration of the regional centre have assisted this trend.	


Objective	To address congestion and air quality issues by achieving a modal shift from car for peak-period trips into other key centres	
Measure	LTP12b Non-car modal share to other key centres, am peak	
Where we started from	42.7% (2003/04/05 average of all centres)	
What we wanted to achieve	42.7%	
What actually happened	46.6% (2010/11)	
Comment	There was also some success in increasing the overall share of trips by non-car mode to other key centres despite the threat of out-of-town retail and employment locations. Improvements to non-car modes, traffic management and attempts to regenerate town centres have made a difference. Trends varied between centres.	

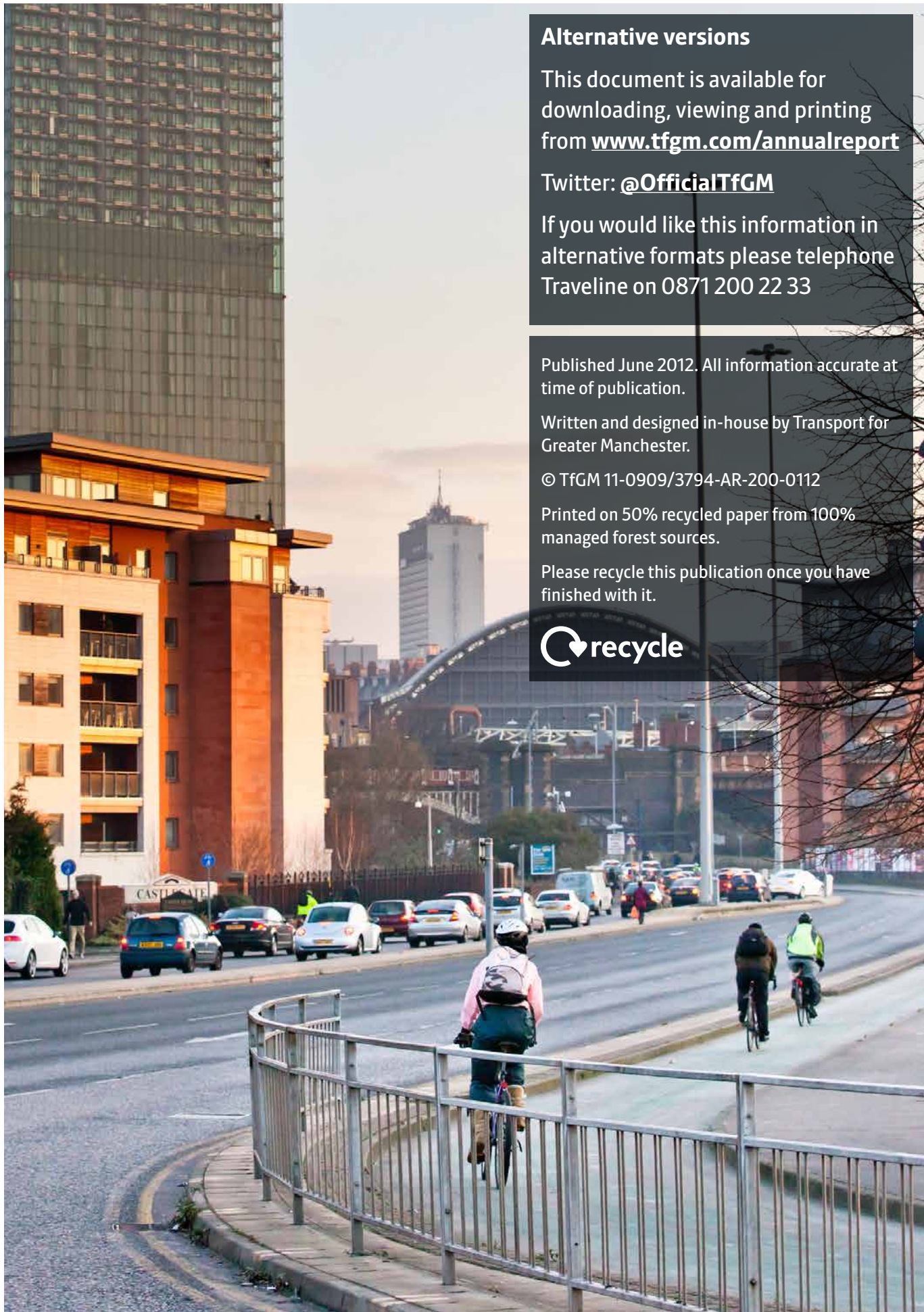
Objective	To address congestion and air quality issues by achieving a modal shift from cars for trips to the airport	
Measure	LTP12c Total vehicle trips to airport per air passenger	
Where we started from	1.33 (2005)	
What we wanted to achieve	Not greater than 1.4 (2009)	
What actually happened	1.34 (2009) 2010 figure not available due to counting equipment failure	
Comment	Following significant progress in the LTP1 period, the indicator remained relatively static in the LTP2 period. Passenger numbers over this period fell from 22.1 million in 2005/06 to 17.7 million in 2010/11.	

Objective	To reduce the proportion of roads requiring maintenance and therefore safeguard the value of the asset	
Measure	(Ex-NI 168) Principal road maintenance: % roads where maintenance should be considered	
Where we started from	7% for Greater Manchester (2007/08)	
What we wanted to achieve	6% for Greater Manchester (2010/11)	
What actually happened	7% for Greater Manchester (2010/11)	
Comment	The Greater Manchester district authorities have generally continued to concentrate on the great majority of the county's roads which are unclassified, and affect residents' lives the most. This strategy continues to be successful. There has been a small deterioration in the condition of classified roads in recent years. Care needs to be taken when comparing results between years and districts. Information above has been combined from district data.	

Objective	To reduce the proportion of roads requiring maintenance and therefore safeguard the value of the asset	
Measure	(Ex-NI 169) Non-principal classified road maintenance: % roads where maintenance should be considered	
Where we started from	7% for Greater Manchester (2007/08)	
What we wanted to achieve	6% for Greater Manchester (2010/11)	
What actually happened	6% for Greater Manchester (2010/11)	
Comment	Non-principal road condition has been broadly static across the county in recent years. Care needs to be taken when comparing results between years and districts. Information above has been combined from district data.	

Objective	To reduce the proportion of roads requiring maintenance and therefore safeguard the value of the asset	
Measure	Non-principal unclassified road maintenance: % roads where maintenance should be considered	
Where we started from	Data at district level. 2008/09 range between 5% and 43% , average 15% (9 authorities)	
What we wanted to achieve	Data at district level. 2010/11 range between 8% and 38% , average 18% (5 authorities)	
What actually happened	Data at district level. 2010/11 range between 7% and 32% , average 15% (5 authorities)	
Comment	The Greater Manchester district authorities have generally continued to concentrate on the great majority of the county's roads which are unclassified, and affect residents' lives the most. This strategy continues to be successful. Care needs to be taken when comparing results between years and districts. Not all districts collect this information following the cessation of the National Indicator set.	

Objective	To reduce the proportion of footways requiring maintenance and therefore safeguard the value of the asset	
Measure	Footway maintenance: % category 1 footways where maintenance should be considered	
Where we started from	Data at district level. 2008/09 range between 17% and 35% , average 23% (8 authorities)	
What we wanted to achieve	Data at district level. 2010/11 range between 18% and 34% , average 27% (3 authorities)	
What actually happened	Data at district level. 2010/11 range between 17% and 34% , average 24% (3 authorities)	
Comment	Insufficient numbers of local authorities collect this information, following the cessation of the Best Value regime, to establish an overall Greater Manchester trend.	



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Published June 2012. All information accurate at time of publication.

Written and designed in-house by Transport for Greater Manchester.

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Commuter cyclists riding into Manchester city centre



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