1 Introduction

This Strategy sets out the ambitions of Nexus, the ITA and its successor body the Combined Authority for the development of the Metro system through to 2030 and beyond. The long-term future for Metro presents a unique opportunity for the Combined Authority. Fleet renewal will require major capital investment, and depending on passenger demand and the availability of funding, there may be scope to extend the reach of Metro beyond its current sphere of operation and the boundaries of Tyne and Wear to more fully reflect travel patterns across the wider region, including adjacent parts of County Durham and Northumberland.

Metro is an essential part of everyday life in the region. For more than 30 years Metro has been a cornerstone of sustainable transport provision across the area it serves. Clean, green, modern and efficient, Metro led the way for other UK cities to follow in terms of light rail provision that is effective, affordable and relevant to people’s everyday lives.

As energy and environmental considerations take centre stage, Metro will become even more central to future decisions on land-use planning and transport infrastructure investment. Light rail is not cheap to provide, but the benefits it provides are substantial and durable. Metro is an instantly recognisable brand. It is popular and easily understood by the people who use it, and past and present investment in the network will keep delivering benefits to users and non-users alike in terms of reducing congestion and providing sustainable accessibility.

This Strategy is a blueprint for Metro for decades to come. Its first priority is to secure the introduction of a new fleet of trains as the most important element of improving the existing network to meet customer requirements, so that Metro stays at the forefront of accessible transport across the region’s towns and cities and becomes the travel mode of choice for an increasing number of people. To this end, the introduction of a new fleet of trains will be critical. New trains will deliver higher standards of accessibility, reliability and cost-effectiveness, and ensure that Metro keeps pace with users’ requirements. The Strategy also examines how Metro could reach new communities and workplaces through a targeted programme of network extensions based on projected demand and affordability, and using the latest advances in industry technology.

Metro is here to stay in the region, but must continue to meet ever-increasing expectations of current and future users to justify future investment. This Strategy examines all aspects of future provision from the point of view of customer requirements, on the basis that they are the reason for its continued operation. Metro has always employed world-leading technology and through the efficient use of existing assets and the intelligent application of new products constantly under development, this will continue to be the case into the future.

Between 2011 and 2022, Metro is undergoing a £389 million major overhaul of its infrastructure; repairing and renewing tracks, stations, bridges and tunnels with the benefit of government investment, so that these assets are fit for purpose for the long term. This renewal work is progressing on budget and to schedule. The purpose of this Strategy is to build on this substantial investment to ensure that benefits flow from it for decades to come.

Metro faces a considerable number of future challenges and opportunities. These include the need to react to varied and unpredictable circumstances surrounding levels of demand, energy costs and security, and changes to land-use planning. But Metro can also exploit opportunities by helping to shape the region’s travel choices, and by enabling society to plan long-term for homes, jobs and services on the basis that light rail will be a permanent yet flexible asset to the area.

This Strategy is an outline document based on the conclusions of in-depth research and summarises all of the key points under consideration. As with all long-term strategies, technological, economic, financial, or political/regulatory developments will require changes to the Strategy in years to come, and hence it will be kept under continual review.
2 Aims and Objectives

The vision for the Metro Strategy is as follows:

“Delivering a world-class Metro system for the region that is modern, green, inclusive and influential”

**Modern** - a Metro that meets users’ expectations, and can accommodate and stimulate future demand.

**Green** - a network that is environmentally positive; in its own right in terms of resource consumption, as an effective enabler of mode shift towards public transport, and with the flexibility to operate using a range of renewable resources.

**Inclusive** – a Metro for everyone that is accessible, affordable and creates a stronger society.

**Influential** - a product that will help shape where people live and businesses locate, to make the region an excellent place to live and work.

Aims have been developed to help deliver the main elements of the Strategy:

(i) Infrastructure resilience – to capitalise on investment in engineering and a new train fleet, alongside the application of best practice in network maintenance, to deliver a robust and reliable Metro network.

(ii) Increase the proportion of trips made by Metro relative to those undertaken by car along transport corridors where mode choice exists.

(iii) Develop the network to accommodate forecast base-case increases in the level of demand as follows:

- 2020: 49 million trips per year
- 2025: 53 million trips per year
- 2030: 60 million trips per year

(iv) Continue to reduce energy consumption and improve environmental performance as far as practicable, consistent with legislation, technology and operating protocols, progressively maximising the benefits brought about through the use of new equipment.

(v) An annual average increase in operating efficiency resulting in a reduced requirement for operating subsidy over time.

(vi) Ongoing reductions in the level of fraudulent travel through the use of network gating, smart technology and effective evidence-based enforcement.

(vii) Punctuality and reliability – ensure that network performance meets users’ expectations and is in line with comparable networks elsewhere.

(viii) Customer satisfaction – to aim for long-term improvements in recorded customer satisfaction across a range of metrics.

(ix) Increase the proportion of Tyne and Wear households within easy access of a Metro station through a targeted programme of network extensions where funding permits, and where they can be clearly justified by forecast levels of demand. Also, to investigate the construction of additional stations on the existing network, subject to the same criteria.
Objectives that will help to achieve these aims are:

1. Position Metro at the heart of the region’s integrated transport network with the ability to influence and respond to future economic, environmental and social trends.

2. Produce robust forecasts of future demand on the existing network and potential network extensions.

3. Develop a high-level specification for a new fleet that will meet customer needs into the future.

4. Appraise future options for Metro operations, including rolling stock, electrical, mechanical, environmental, and safety elements.

5. Ensure that the requirements of future Metro customers are anticipated and provided-for across all aspects of the Strategy.

6. Identify the optimum future operational framework for Metro, taking account of customer, financial, fleet replacement and network considerations.

7. Provide recommendations for future consideration regarding potential on-street and off-street network extension corridors.

8. Identify potential funding, investment, development and asset opportunities that will facilitate successful delivery of the strategy.

9. Enabling many of the above and at the heart of this strategy is the essential replacement of the current fleet of trains.
3 Policy Context

EU, national, regional and local land-use and transport policies all support the future development of Metro. Light rail exhibits excellent sustainability credentials, and a successful Metro network will be central to the future economic prospects for the Combined Authority area.

Key policy drivers influencing strategy development include the following:

**Green Light for Light Rail**: the 2011 DfT policy paper highlighting the role that light rail, trams and other rapid transit systems can play in improving the attractiveness and quality of public transport in major conurbations.

**North East Local Enterprise Partnership Strategic Economic Plan**: the framework for economic growth across the area which identifies a key role for Metro in delivering sustainable travel opportunities.

**Tyne and Wear Local Transport Plan 2011-21**: supporting continued improvements to Metro services and facilities.

**National rail policy developments** suggesting future structural and operational changes, specifically Tram Train developments and the devolution of the specification of local rail services.

Metro takes part in the NOVA programme of international railway **benchmarking**, which enables validation and comparison with a diverse selection of metro networks worldwide. This allows for the sharing of best practice and the optimum use of developing technologies. A recent survey of key performance metrics confirms that Metro performs well across a range of subject areas.

Light rail networks are increasing in numbers and scale across the UK, particularly in respect of on-street operations. Metro is working closely with other operators such as Manchester’s Metrolink to understand more fully the challenges and opportunities that accompany this mode of operation, and the means by which new rolling stock and network extensions have been funded and procured.

The Strategy aims to ensure that Metro is well positioned to respond to existing and emerging policy frameworks that are overwhelmingly supportive of future light rail network improvements and expansion.

Through implementation of the Metro Strategy there will be continual engagement with regional and national stakeholders to develop and deliver an agile and flexible rolling programme of enhancements that can be tailored and refined to meet changing circumstances.
4 Future Demand for Metro

Accurate estimates of future demand are central to the production of a successful business case. Whilst no forecast can be 100% accurate due to changes within and beyond the scheme sponsor’s control, adherence to robust forecasting methodologies together with the experiences of networks elsewhere should provide demand forecast estimates within a range of tolerances that are accurate enough to inform preparations towards a full business case.

Nexus has commissioned a demand study from external sources which employed a direct-demand, elasticity-based model which employs observed (historical) relationships between demand and explanatory variables from historic data on the existing network, combined with additional evidence as required from comparable UK networks to estimate future-year demand. The outputs of this process were then compared against the conclusions of an independent regional economic forecast, indicating predicted growth in Gross Value Added (GVA), which was specifically commissioned for the Strategy.

The development plans of the five Tyne and Wear local authorities were also used to give an indication of those locations where large-scale housing and industrial development is planned, so that expected travel demand to and from these locations can be factored into the demand for adjacent Metro services.

The chart below shows the range of forecasts produced by the demand study. These have been used to inform all aspects of the Strategy’s conclusions. The primary conclusions of the demand study over all three planning scenarios (low, core and high growth) were that the number of passenger trips will rise steadily over the period to 2030 due to rising GVA and population, the impacts of land-use planning developments and the effects of behavioural change. Greater demand for Metro also increases the need for trains to accommodate customers; this is one of the key principles underlying the fleet replacement proposals.
The main output requirement of the Strategy is the procurement of a new fleet of trains that will meet identified customer requirements and future levels of demand, and provide a reliable and cost-effective Metro service for decades to come, protected as far as possible from the impact of future energy shocks by using electricity from a range of potential sources.

The current Metro fleet began operations in 1980, and has served its purpose well. During its 35-year lifespan it has undergone two significant refurbishments to renew technical equipment and improve the passenger experience. The second refurbishment (to be completed by 2015) is expected to extend fleet life up to around 2025.

Whilst further refurbishment of the existing fleet would need to be considered as part of any business case linked to the procurement of a new fleet, it is likely that major components will by then be obsolete and hence difficult or expensive to renew. The vehicles would also by then represent 50-year old technology, with limited capabilities in terms of energy efficiency and the provision of modern passenger amenities. Additional challenges would include compliance with accessibility legislation, and the inability to provide additional services to meet increased demand because of a lack of spare trains.

Meanwhile there are also potential opportunities for both track-based and on-street network extensions, which will have implications for the type of vehicles used in the future. The current trains could potentially operate on routes that are physically linked to the existing network, but this would have to be at the expense of frequencies on other routes because the current fleet of trains cannot be added to. Any future on-street Metro operations would require new trains.

Technology has moved on apace since Metro began operating, and it is vital that the vehicle fleet remains at the forefront of best practice in terms of meeting customer requirements and achieving maximum energy efficiency.

New vehicles will comprise the latest standards of engineering and environmental performance and passenger amenities. Improved interior layouts would include increased space for luggage and/or bicycles, improved information displays, Wi-Fi access, and the potential for a single passenger compartment, rather than the two separate carriages as at present. Energy efficiency would also be considerably greater.

The detailed specification for the next fleet will be developed as part of full business case preparation; essential attributes at this stage can therefore be summarised as:

- Meeting customer expectations
- Optimum whole-life costs
- Operational flexibility
- Highest levels of environmental performance and energy efficiency

Options remain open as to the configuration of a new fleet; this will be refined as demand levels, customer requirements, service frequencies and operational and safety requirements crystallise over the next few years. One core principle will be the retention of a strong Metro brand, so that any future on-street operations will be instantly recognisable as part of a common family, even if the detail of service provision differs.

The detailed fleet specification will be future-proofed to take account of developments on the national rail network and in signalling and control technology.
6 Technical Options

The Strategy covers all aspects of the future technical requirements to deliver a world-class Metro network. The new rolling stock specification is the most conspicuous aspect of this process, however all subject areas are important to the safe and efficient operation of the network. The other main areas that the Strategy covers can be summarised as follows:

Civil and mechanical engineering

Phase 2 of the Metro re-invigoration programme comprises a £389 million investment in the future of Metro which, upon completion, will ensure that network assets remain in good condition for an extended period. Proactive maintenance will ensure that asset conditions are stabilised across the network and any modifications required to accommodate new rolling stock are implemented in a timely and cost-effective manner. Any network extensions will be constructed to prevailing safety and engineering standards using industry best practice at the time.

Signalling and Control

Metro is currently fully signalled using conventional block signalling and automatic route selection protocols. Most new networks use Communications-Based Train Control systems without fixed signals; some operate in driverless mode for all or part of journeys e.g. Docklands Light Railway. Existing Metro signalling and control equipment remains fit for purpose at present but is due for replacement at the same time as the anticipated replacement of the train fleet. The guiding principles of future signalling and control will be safety, functionality and demand; for instance the number of network extension services feeding into the central corridor will help to determine the future peak signalling capacity required. Any discrete on-street network extensions would be operated differently; most operations of this nature elsewhere operate on a ‘line-of-sight’ principle other than at road or rail junctions.

Energy Efficiency

An area where Metro can make a major positive impact in the future is that of improved environmental performance arising from increased energy efficiency. Metro has the advantage of being able to be powered from a wide range of indirect energy sources converted into electricity, potentially on a renewable basis. The strategy covers all aspects of energy efficiency, with a particular focus upon traction energy consumption where a new fleet of trains could also create substantial savings. The potential exists for Metro to become an exemplar system in this regard through a combination of energy use best practice and increased passenger loadings.

Depot facilities

New trains and potential new routes could alter the operational requirements for fleet maintenance and overhauls. At present all 90 trains are accommodated at a single depot at South Gosforth. The Strategy evaluates the potential benefits of introducing a new main depot, one or more satellite depots and/or additional stabling facilities.
7 Meeting Customer Requirements

Meeting and exceeding the expectations of customers is fundamental to the future of Metro. Unless customer requirements can be effectively anticipated and satisfied, the risks to patronage growth and mode shift towards Metro will increase and it will be more difficult to justify the ambitious programme of renewal and expansion described in this Strategy.

It follows therefore that customer requirements are at the heart of all aspects of the Strategy. These requirements, along with the technology which helps to deliver them, will evolve constantly, meaning that effective and insightful contact with customers and non-Metro users alike will be essential to keep abreast of changing trends and to predict how and where Metro needs to position its offer to retain and increase market share.

Key customer requirements identified which underpin elements of this Strategy include:

- Safety
- Quality
- Simplicity of use
- Accessibility
- Value for money
- Reliability

Delivery of these high-level attributes is covered in greater detail across various elements of the Strategy, including in the following subject areas:

Fleet Requirements

From a customer standpoint seating and door configurations, on-train information systems, wifi, air conditioning, luggage and storage facilities and vehicle performance are seen as of importance. These are ‘known wants’ from the present day and will evolve alongside the pace of technological change. Service frequencies are also an influential determinant of travel choice. Future vehicle specifications and fleet size will take account of these requirements.

Service Frequencies

Customers expect a minimum level of service frequency for them to use Metro as their preferred mode of travel. Assessment of future fleet requirements and predicted levels of demand will take account of these expectations.

Fares and Ticketing

Extensive market research has shown that customers’ core requirements in this area are simplicity, affordability and transparency. What is changing and will continue to do so are the mechanics of how, when and where customers pay to travel, and the product offers which Metro is able to provide in return. Smart ticketing is transforming this arena, and the Strategy will ensure that its capabilities are fully exploited to maximise value for money and flexibility for customers, and minimise transaction costs to Metro.
Information

At all stages of the trip-making process, customers emphasise the need for clear and accessible information on journey options, train running and alternative options. Metro will continue to develop effective ways to advise and inform service users through a range of rapidly evolving technologies. Based on the key elements of journey planning (reassurance and general information), the emphasis will be on personalised trip information and the provision of data in ways that users find easy and convenient to access. This methodology has the benefit of developing customer relationships that deliver benefits to both parties.

Stations

Metro users have emphasised the importance of feeling safe and secure whilst waiting for trains with supporting service running and onward travel information to hand. Metro has a varied portfolio of stations resulting from its heritage which all have a common standard of basic facilities, with key stations offering enhancements. The Strategy recommends continued investment in station facilities to meet contemporary expectations, with a safe and welcoming environment of paramount importance. A wider range of retail facilities may be appropriate at some locations with accompanying commercial benefits.

Integration

Customers are attracted by the prospect of integrated transport journeys that feature fares, information and connections that are simple to understand and which work intuitively and effectively. As well as ensuring that Metro’s own products and processes meet these requirements, the Strategy proposes maximum integration with other travel modes to ensure that the overall public transport offer across the area served by Metro is greater than the sum of its parts.

Park and Ride

The Strategy recognises that attracting car users to Metro for all or some of their journeys will be a component of increased future demand. One way of achieving this will be by the targeted expansion of Park and Ride sites where demand exists or is likely to do so in the future. Park and Ride is not only for car users; Nexus already has a comprehensive network of cycle parking facilities at most stations which will be continually upgraded and secured to meet and anticipate demand. Charging points for electric vehicles will also be provided where feasible. Park and Ride facilities at strategic locations will have an important part to play in widening the reach of Metro across the region. Any new network extension proposals will also seek to incorporate Park and Ride sites at the planning stage to fulfil a similar role.
8 Network Extensions

Ever since Metro opened in 1980, there have been requests to extend the scope of the network to deliver its benefits across a wider area. Subsequent network extensions have met this need to some extent; however there are still areas of the conurbation where a combination of predicted demand and on-the-ground conditions suggest that a renewed programme of network extensions could deliver a range of benefits.

The original Metro network comprised 44 stations and used existing or dismantled suburban ‘heavy rail’ lines. The network was extended to Newcastle Airport in 1992, and four additional stations were also opened on the existing network. In 2002, Nexus became the first UK light rail operator to initiate joint-running with ‘heavy rail’ trains on the Network Rail line to Sunderland, extended as Metro-only to South Hylton. The full Metro network now comprises 60 stations, on a total network length of some 80km.

The current Strategy has reviewed the opportunities to extend Metro; either as physically connected extensions of the current network, or as stand-alone street-running operations. A number of potential extension routes have been examined as part of the Strategy, and those which are detailed below appear at this stage to offer the best combination of forecast demand and technical feasibility. Potential new station sites on the existing network will also be considered on similar terms. The Strategy identifies potential new station sites; further sites may also be identified working with local authority partners going forward.

Funding for these corridors would need to be identified as part of the business case specification process. At this stage of the Strategy, all should therefore be viewed as potential options rather than firm proposals. The impact of these on the existing network, in isolation and in combination, has been assessed at a high level and will be used to determine future fleet size and station and signalling capacity requirements.

Potential Network Extension Corridors

A - Extensions to the Current Network

Sunderland to Seaham

This would take the form of an extension of the ‘joint running’ arrangements currently used between Pelaw and Sunderland. Up to three additional on-track stations could be provided. The proposal would be dependent upon predicted customer demand, future line capacity and any decisions by Network Rail about future electrification.

Sunderland (South Hylton) - Washington - Pelaw

With a population of around 55,000 Washington is one of the largest areas in Tyne and Wear without access to Metro and there have been regular requests received for the situation to be reviewed. A potential solution involves use of sections of the disused Leamside rail corridor south of Pelaw and the former Sunderland to Durham rail line west of South Hylton with a connecting spur, and a diversion westwards into the Galleries town centre area. This corridor could enable the introduction of a circular route connecting Pelaw, Washington, South Hylton, Sunderland and East Boldon and Pelaw in both directions.
Cobalt Link

This route could connect both arms of the North Tyneside Metro loop running from Howdon/Percy Main to Northumberland Park and serving the Tyne Tunnel Trading Estate, Silverlink and Cobalt Business Park destinations en route. The route would link this corridor of employment, retail, leisure and housing activity to Metro destinations across Tyne and Wear potentially through the operation of an ‘inner circle’ service linking the Wallsend, Cobalt and Benton areas in either direction.

The corridor’s proximity to the southern end of the Blyth and Tyne route offers possible links with planned rail services to and from the Ashington, Bedlington and Blyth areas.

B - Street-running Operations

Metrocentre and Team Valley

Potential on-street Metro operations connecting Gateshead town centre with the Metrocentre/ Metrogreen and Team Valley areas have been identified. These would share roads with other vehicles as currently occurs in the Manchester, Sheffield and Nottingham areas. Metro services to and from these major employment and shopping destinations would extend the reach of Metro to areas hitherto unserved and help to relieve congestion on the surrounding road network. On-street stops could be introduced along these routes, similar to those used on the Manchester Metrolink network and elsewhere. There is the potential for cross-river on-street Metro links to west Newcastle or Newcastle city centre via a new bridge near the Metrocentre, or shared use of one of the existing bridges in the NewcastleGateshead area. More detailed work is under way in early-2014 to scope out in greater detail what options may be technically feasible.

West Newcastle

West Newcastle is one of the most densely populated areas of Tyne and Wear, but has not yet benefited from the advantages of Metro in the same way as other areas of the city. A corridor with potentially high levels of demand runs from the city centre westwards to the A69 area, via the A186 West Road or alternative road corridors. This would run on-street and would ideally form part of a complementary NewcastleGateshead Metro street tram operation linking to and from the Metrocentre and Team Valley areas, depending upon the feasibility of cross-Tyne operations.

South Shields to Doxford Park via Sunderland city centre

The potential of street-running Metro operations could also be employed across areas of South Tyneside and Sunderland that are not served by existing Metro services. A corridor extending north from Sunderland city centre to South Shields via Monkwearmouth and Cleadon, and westwards to Doxford Park and Doxford International would provide light rail links to the major employment centre next to the A19 as well as providing direct Metro services between Sunderland and South Shields.

Further investigation and assessment of the options above will be undertaken as appropriate, taking Strategy consultees’ views into account, to determine which (if any) should be taken forward to the stage of full business case preparation once their justification in demand and feasibility terms has been established in greater detail.
Demand forecasts have been prepared for each of the potential extension corridors. These figures relate to the predicted demand in year 2030 from new stations on these corridors.

<table>
<thead>
<tr>
<th>Potential Metro Extension Corridor</th>
<th>Million passenger trips per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunderland to Seaham</td>
<td>5.011</td>
</tr>
<tr>
<td>Pelaw to South Hylton via Washington</td>
<td>3.954</td>
</tr>
<tr>
<td>Cobalt Link</td>
<td>1.214</td>
</tr>
<tr>
<td>Team Valley</td>
<td>4.220</td>
</tr>
<tr>
<td>Metrocentre</td>
<td>11.276</td>
</tr>
<tr>
<td>South Shields to Sunderland to Doxford Park</td>
<td>13.600</td>
</tr>
</tbody>
</table>

Other routes may also be considered if a case exists for potential conversion to Metro-style operation. This includes consideration of links into Durham and Northumberland for example via the Ashington, Blyth and Tyne link or the Leamside Line or to areas of population such as Ponteland. In this context, the outcomes of the ongoing South Yorkshire tram train pilot, and the process leading towards greater devolution of local rail services may be influential. A future Combined Authority may wish to take a view in due course as to how Metro can help meet the future sustainable mobility needs of the wider region in this regard.
9 Network Operation

Since 2010 Metro has been operated on a day-to-day basis by means of an operating concession awarded by Nexus to DB Regio (Tyne and Wear) Ltd, whose staff drive and maintain trains, clean and maintain stations, provide assistance to passengers, and manage operations. Nexus retains control over network infrastructure and fares income. The operating concession applies until 2017, with the option to extend for a further two years.

The Strategy covers potential delivery methods for Metro services beyond the period covered by the current concession. Due to long lead times and the complexities of contractual definition and specification, detailed work needs to start in 2014 in order to ensure that a new arrangement ready to apply within the required timescale. Fleet replacement considerations will also form part of this process, as will the potential for the process to bring about the delivery of network extensions, should these be applicable.

10 Financing

The Strategy examines how all aspects of how Metro can be funded in the future in terms of ongoing operations, procurement of a new train fleet and the implementation of any network extensions. These considerations are directly linked to forecasts of future levels of demand.

There has been substantial government investment in the network in recent years with the funding and delivery of the first two phases of the Metro reinvigoration programme. This programme ensures that asset conditions are fit for purpose and provides the foundation for the fleet replacement and possible network extension plans which are the focus of this Strategy. Nexus intends to build on this investment and to ensure that the benefits of it are felt across the Tyne and Wear area and beyond for many years to come.

Future options for financing include several key options:

- Securing continuing direct grant support from Government.
- Raising loans, either locally, nationally or from international bodies such as the European Investment Bank.
- Investigating the potential for local taxes or planning gain, including those from development which could benefit from new Metro network extensions or stations, and from new residential development in locations prioritised by local planning authorities within walking distance of Metro.
- Financing through fares paid by passengers.
- Financing through the terms of a new operating concession or other arrangements.

It is anticipated at this stage that government funding will be the main component of the procurement of a new train fleet and other investment in the existing Metro network. The financing of any potential network extension proposals is more likely to be via different means; with a greater proportion of non-government funding anticipated e.g. other grants and loans, private sector contributions, planning gain.
11 Recommendations

The Strategy makes the following key recommendations which will guide further work towards the development of full business cases and the identification of appropriate future funding sources:

1. Customer requirements will dictate how Metro evolves in the future. These range from future demand levels, to what passengers want to see at stations and on trains. All areas where there is a meaningful business case for network extensions and new stations will be considered.

2. Integration with land-use patterns and other transport modes is critical. Metro must be at the heart of a planning and transport programme that maximises the strengths of light rail in moving large numbers of people quickly, safely and reliably.

3. Metro must continue to demonstrate good value for money and a commitment to deliver sustainable transport in a way that meets stakeholders’ needs across the region.

4. Further investment in Metro is vital to ensure that the network can maintain and expand its role.

5. The next generation of trains will meet customer requirements and demonstrate best practice in terms of facilities, flexibility, economy and energy efficiency.

6. The future Metro network as a whole will become an exemplar in terms of energy efficiency and environmental awareness across all aspects of its operations, as a central element of the region’s low-carbon future.

7. Future operational frameworks for Metro will offer the best combination of customer service, innovation and value for money for passengers and taxpayers.

8. Technology offers further potential to improve the offer to customers. Metro will embrace innovation across all areas of the business where it improves accessibility, increases choice and information and reduces costs.

9. Replacement of the existing train fleet is essential to ensure the delivery of many of the above recommendations.
12 Your feedback

Nexus welcomes your views on the Metro Strategy

In particular:

Do you believe that it covers all of the required topics and themes to be successful?

Do you have any views on the specific proposals?

What is your future vision for Metro?

What do you see as the role of Metro within the area covering Tyne and Wear, County Durham and Northumberland?

The full strategy document is available on request.

Please send comments, by 30 June 2014, by the following means:

**By email** metrostrategy@nexus.org.uk

**By telephone** 0191 203 3662

**By post** Strategic Planning Manager
Nexus House
St James’ Boulevard
Newcastle
NE1 4AX