

---

**Meeting:** Transport for the North Board Meeting  
**Subject:** Strategic Transport Plan Development  
**Author:** Lucy Jacques, Acting Head of Policy and Strategy  
**Sponsor:** Tim Foster, Interim Strategy and Programme Director  
**Meeting Date:** Thursday 30 June 2022

---

**1. Purpose of the Report:**

- 1.1 To update members on the proposed structure and principles to underpin the development of our second Strategic Transport Plan (STP2).

**2. Recommendations:**

- 2.1 The Board is asked to **agree** the proposed structure for STP2.  
2.2 The committee is also asked to **endorse** the principles outlined in section 4 of this report.

**3. Main Issues:**

- 3.1 TfN has a statutory duty to produce a Strategic Transport Plan (STP) on behalf of the North of England. The first Strategic Transport Plan was approved by the TfN Board and adopted in February 2019.

- 3.2 In September 2021, the Board agreed that TfN should commence work on a new programme of work to seek adoption of the new STP no later than Spring 2024. The high-level timeline we are working to is as follows.

- Complete sign off to evidence base and policies – December 2022
- Board approval of draft STP2 – Spring 2023
- Statutory 12-week consultation – Summer 2023
- Board approval of final STP2 – December 2023.
- Publication of STP2 – January 2024.

- 3.3 In February 2022, the first wave of policy positions that will feed into STP2, Active Travel and Multi modal hubs were approved by TfN Board. In March 2022, the second wave of policy positions that will feed into the revised STP – Rural Mobility and Spatial Planning, were approved by TfN Partnership Board.

- 3.4 Between January and April 2022, TfN has completed the final stage of the planning for STP2. As part of this work, we successfully completed 1-1 sessions with 18 of the 20 Northern transport authorities, Department for Transport, National Highways and Network Rail. In addition, we also undertook a review of other transport strategies at different spatial levels to consider best practice.

**4. Principles to underpin the drafting of a revised STP**

*Throughout the engagement with external partners and internal TfN teams, a need to consider several competing trade-offs was identified with regards to the contents, form and structure of STP2. Our recommendations regarding this form a fundamental part of the drafting principles for STP2 and have been discussed with both the Executive Board and Scrutiny Committee in advance of Board.*

- 4.1 Whilst STP2 needs to **(re)state the long-term vision** for transport in the North up to 2050, there is also a need to **focus on the short – medium term in terms delivery**: this will be critical in supporting efforts to decarbonise the

transport network, unlock opportunity and accelerate investment. The new STP will need to recognise both the ongoing uncertainty post Covid, and the challenging fiscal environment. In this regard the intervention prioritisation needs to focus on identifying the genuinely strategic investments required, with a particular focus on the period up to 2033 in our Investment Programme.

- 4.2 This approach will ensure that TfN continues to use the statutory Strategic Transport Plan to make the case for investment in the North's infrastructure and services. This ensures the focus previously provided by the Northern Transport Charter continues to shape TfN's advice to Government.
- 4.3 STP2 needs to be **outcome focused**. We will build on our current STP objectives but make them SMART - Specific, Measurable, Achievable, Relevant and Time Bound. To do this, we will work with partners to review the original STP objectives and identify appropriate targets, trajectories or KPI's that would allow us to monitor progress over time and reevaluate our policies and actions as required. This will also give us the opportunity to ensure our approach is in alignment with the revised green book and thereby more directly supporting the realization of the levelling up agenda.
- 4.4 STP2 needs to be **place based**. STP2 needs to remain the long-term vision for transport infrastructure in the North while also identifying the short – medium term investment priorities. Identifying what needs to be true to deliver the STP2 vision for different types of places will be critical to bring our revised plan to life, recognizing that the transport solutions, scale and pace of change required to achieve our agreed outcomes will vary for different geographies. We will be looking to work closely with partner officers over the summer through a series of task and finish groups to really unpick the challenges and opportunities for different place typologies but also consider the pan regional connectivity priorities required to enable local delivery.
- 4.5 STP2 needs to be **user centered**. Our travel choices – both as individuals and as businesses (freight and logistics) – are the consequence of multiple factors. TfN's understanding of these factors is significantly improved from the original STP. Our work on Transport Related Social Exclusion (TRSE) is but one example of the insight that TfN's research brings to STP2, our work on Health and Well-being another. In addition, in looking to the future of transport it is essential that the continued rise of the digital economy will have in changing the scale, type and nature of future travel demand. We need to be clear about the continued uncertainty post-covid about the future travel needs of the North. TfN's award-winning Future Travel Scenarios (linked with our work on decarbonisation) will provide invaluable insight in this regard.
- 4.6 STP2 is a **strategy**: it sets out a statutory framework for the development of the North's strategic transport infrastructure and services. As such it provides a framework within which TfN's partners are able to plan, develop and implement place-based solutions. It also provides a framework within which TfN can speak with 'one voice' on issues of regional importance and advise Government on strategic priorities. However, whilst the primary audience for STP2 is strategic the wider communications and engagement associated with it needs to bring STP2 to life; making its impact meaningful to people and businesses. The review suggested a number of ways to do this including the concept of 'talking heads' using real people and businesses to identify why certain transport interventions are needed and what's required as well as debating different viewpoints.
- 4.7 A further key drafting principle for STP2 is to ensure the document is significantly **short and more concise** than the first document: a consistent message from the 1-to-1 sessions reviewing the original STP. This reinforces the importance of

STP2 being focused on setting out the high-level strategic case for the North. STP2 will continue to be underpinned by TfN's comprehensive and robust evidence which will be publicly available and signposted to within the main strategy. This will enable STP2 to be a document of around 50 pages, which would mean a significant reduction from the current STP.

- 4.8 In terms of structure of the document we are proposing to move from the previous why, what and how structure to four core building blocks:
- **The Case** - Setting out the case for change guided by the principles of the 'Sustainability Stool'.
  - **The Vision** - Setting the vision, objectives and KPIs.
  - **Policy and Place** – Developing workstreams and policies to deliver the vision, with consideration for different people, users, and geographies of the North.
  - **The Impact** - Setting out how we will measure our impact, the role and responsibilities of TfN and funding principles required to deliver our vision.
- 4.9 This structure will enable TfN to produce a more concise and focused document, one that better reflects the complexity of strategic transport planning at a regional level and can be much clearer about how TfN supports and adds value to the work of both our LTA and national delivery partners.
- 4.10 If the Board agrees with the proposed approach and principles set out in this paper, officers will continue to work closely with officers and partners across the North on the next phases of work, with regular updates and discussions with members during that period. We envisage a substantial update on progress at the September Board meeting where we will also seek steers on key issues before presenting the final evidence base to Board in December.

## **5. Corporate Considerations**

### ***Financial Implications***

- 5.1 No direct financial implications of these recommendations beyond resource implications noted below. TfN's 2022/23 business planning process has prioritised the need to produce the new Strategic Transport Plan.

### ***Resource Implications***

- 5.2 The human resource implications associated with the preparation of STP2 have been fully considered align to TfN's overall financial position and as part of TfN's business and budget planning process for FY2022/23.

### ***Legal Implications***

- 5.3 TfN has a statutory duty under the Local Transport Act 2008 as amended by Cities and Local Government Devolution Act 2016 to prepare the STP.

### ***Risk Management and Key Issues***

- 5.4 This paper does not require a risk assessment. TfN's Corporate Risk Register includes risks associated with STP2.

### ***Environmental Implications***

- 5.5 To accompany STP2 we will be revising our existing Integrated Sustainability Appraisal (ISA), the extent to which changes to the existing ISA may be required will depend on how fundamentally different the revised STP2 is from our current one, as such a full review will be undertaken in due course supported by external expertise.

### ***Equality and Diversity***

5.6 To accompany the revised STP we will also be undertaking an Equality Impact Assessment as part of the wider Integrated Sustainability Appraisal (ISA).

TfN's TRSE workstream will allow TfN and its partners to better understand the distribution and causes of TRSE in the North and will form an important part of the evidence base for the revised STP.

### ***Consultations***

5.7 A consultation is not required at this time; the statutory consultation planned for the revised STP in Summer 2023 will be undertaken in due course.

## **6. Background Papers**

6.1 September 2021 TfN Board Paper – STP Programme

### **Glossary of terms, abbreviations and acronyms used (*if applicable*)**

a) <i>STP2</i>	<i>Second Strategic Transport Plan</i>
b) <i>SMART</i>	<i>Specific, Measurable, Achievable, Relevant and Time Bound</i>
c) <i>CSR</i>	<i>Comprehensive Spending Review</i>
d) <i>ISA</i>	<i>Integrated Sustainability Assessment</i>