implementing some “incentive” measures before any “penalty” measures (see Step 15) to avoid presenting negative elements of the travel plan at its outset.

18.3 This step will involve a greater element of End User engagement. Some of the communication channels suggested at Step 9 may form specific measures (meetings, forums, fairs, travel plan events etc.). As each new measure becomes “live”, announce this to your End Users. Encourage questions and feedback.

18.4 Consider targeted marketing / promotion drives around some or all of your measures. End Users are unlikely to make use of the incentives if they are unaware of their existence.

19. **Step 19: Write Your Travel Plan Document**

19.1 The travel plan document is the report you prepare that chronicles all of the stages of the travel plan process.

19.2 This step may overlap with Step 18 if you have numerous measures to implement over a longer period of time; you can begin writing up your travel plan document whilst measures are still being implemented.

19.3 When a travel plan is mandatory, the document needs to be submitted to Brighton & Hove City Council for review and comment as part of the planning application process. Voluntary travel plans do not submit this document but developing the document is a useful way to record the process for internal use and allow for progress and evolution of your travel plan to be captured.

**Components of Your Travel Plan Document**

19.4 Your travel plan will be specific to your site and organisation and as a result the accompanying travel plan document will be unique. However, there is a basic structure for travel plan documents provided below that covers the basic contents:
- **Introduction** – Set the scene. Why are you implementing your travel plan? Include details about any discussions you have had with Brighton & Hove City Council or other 3rd parties in relation to your travel plan.

- **Planning Policy Considerations** – A review of the policy and legislation that is relevant to your Travel Plan from both a national and local level. You will have undertaken this at Step 6 of the travel plan process; include a write up of your review. You can include this section as an appendix. Mandatory travel plans require this section and demonstrable evidence that your travel plan has been created in line with current policy and legislation. Within your review, it is good practice to highlight how your plan is compliant, avoid simply stating that it is.

- **Baseline Conditions** – Include your Baseline Conditions Review that you undertook at Step 7.

- **Baseline Travel Patterns** – Report the results of your Baseline End User Surveys undertaken at Steps 11 and 12.

If you were not able to undertake Baseline End User Surveys at Step 11 due to this document being required prior to the occupation of a new building (i.e. there are currently no End Users to survey) and you have made assumptions on the likely “modal split” your site will generate as per the guidance at Step 11, you should include these assumptions at this section of your travel plan document. You should describe why you have included assumptions. You should also include a commitment to undertake actual Baseline End User Surveys within 1 year of occupation, when your travel plan document will be revised and re-issued. Monitoring will still need to take place as per Steps 20 & 21 albeit it at a revised timescale.

- **Objectives and Targets** – Report the objectives that you have decided for your travel plan and the targets you have agreed upon (completed at Step 13). Include details of any discussions held with Brighton & Hove City Council or other 3rd parties in relation to your objectives and targets.

- **Measures** – Describe the suite of measures you have decided to implement, as undertaken at Step 15.

- **Action Plan** – Include the Action Plan completed at Step 16.

- **Monitoring** – Describe the monitoring strategy you agreed upon at Step 17.
Mitigation Measures – Include details of what you will do should the monitoring show your targets have not been met. You will have decided this at part of your monitoring strategy at Step 17.

19.5 Example text for each section of your travel plan document is available from Brighton & Hove City Council’s travel planning team (see Step 2 for contact details).

Once the Travel Plan Document is Complete

19.6 Provide the travel plan document to your senior management for review and to ensure they are happy with all items included within it (linking back to Step 1 of the travel plan process).

19.7 Mandatory travel plan documents will be submitted to Brighton & Hove City Council for review and you will then update the document to reflect any comments they provide. Your travel plan document will form part of your planning application and may be subject to Section 106 agreements and ongoing liaisons; Brighton & Hove City Council will be able to provide exact details specific to you and your site.

19.8 Voluntary travel plans documents are not required to be submitted to Brighton & Hove City Council but you may find this useful as they will be able to provide expert advice and recommendations that may help improve your travel plan.

Let End Users Know!

19.9 Once the travel plan document has been finalised, circulate it to your End Users using the most appropriate communication channels (see Step 9).

20. Step 20: Carry Out Your Monitoring Surveys

20.1 Refer to the Monitoring Strategy devised at Step 17 and the dates agreed for carrying out monitoring surveys. It is advised that, as a minimum, you carry out an End User Monitoring Survey; a re-issue of the Baseline End User Survey undertaken at Step 11 – an example survey is included at Appendix