Examples of objectives:

- To help reduce local road congestion and achieve a balance between business needs, staff needs, local community needs and Government policy.
- To reduce the number of people driving alone in cars to the site.

13.3 **Targets** are the measurable goals which you set in order to assess whether or not you have achieved the objectives of your plan.

13.4 Mandatory travel plans are required to set targets. Voluntary travel plans are not required to do so, but it is still advisable.

13.5 Your targets can be as precise as setting a new whole “modal split” above your Baseline Survey results, or more simply to reduce the number of people driving alone to your site by a specific percentage. If setting targets, it is recommended that you use the **“S.M.A.R.T”** model:

- **Specific** – tie it to a specific type of travel or initiative.
- **Measurable** – ensure it is something you can measure.
- **Achievable** – Avoid targets that are not appropriate for your End Users, drawing on results from your Baseline Conditions Review and Baseline Surveys.
- **Realistic** – avoid setting targets that are impossible to achieve. For example, it is very difficult to achieve a percentage change of more than 10%.
- **Time-bound** – include a date.

**Example of a S.M.A.R.T target:**

- Reduce the number of people driving alone in cars to/from the site from 28% to 25% by [year].

13.6 If you need further assistance in setting your objectives and targets, contact Brighton & Hove City Council’s travel planning team (see **Step 2** for contact details).
Finalise Them!

13.7 Ensure your senior management are happy with the objectives and targets you have set (tying back to Step 1). Speak with Brighton & Hove’s travel planning team to determine if your objectives and targets are reasonable, realistic and achievable. You may need to revise your objectives and targets as appropriate.

14. **Step 14: Set Travel Plan Measures**

14.1 Now that you understand what travel options already exist for your End Users (Step 7), understand how your End Users are currently travelling to and from your site (Step 12), and have used this information to determine how you wish to change this through setting your objectives and targets (Step 13), you can now devise a suite of travel plan measures that will allow your organisation to meet your travel plan objectives and targets.

14.2 A travel plan measure is a specific way in which you encourage your End Users to use alternatives to driving alone to and from your site. Your measure can fall into one of two categories – a “hard” measure or a “soft” measure. Within these, your measures can either be incentives (to reward and encourage use of sustainable travel) or penalties.

14.3 Hard measures are infrastructure-based, i.e. things that are built.

   **Examples of hard measure incentives:**
   - New bus stops, new showers, new cycle parking spaces, a new access junction with a new footpath, and new bus services (despite these not being “built”).

   **Examples of hard measure penalties:**
   - Introducing parking barriers/ticket machines.

14.4 Soft measures are things that are not built.
Examples of soft measure incentives:

- Offering a cycle to work scheme, offering interest free loans for season tickets or bikes, providing free up-to-date sustainable travel information.

Examples of soft measure penalties:

- Introducing a parking management plan; reducing the number of freely-available parking spaces and allocating a set number for use by car-sharers only.

14.5 When selecting travel plan measures, consider:

- A mix of hard and soft measures;
- A mix of incentives and penalties;
- Measures aimed at various types of travel;
- Measures that reflect the results of your Baseline Surveys;
- Measures that are appropriate to the size and nature of your organisation (e.g. hard measures may be more difficult to deliver for smaller organisations);
- Measures that can be implemented quickly and easily at low cost as well as more long-term measures – people are more likely to engage with the travel plan if they can see quick, positive results;
- It is a good idea to implement incentives before penalties; and
- Utilising what is already available for you to use (see below under Local and National Sustainable Travel Campaigns/Resources).

14.6 Some of the communication channels suggested at Step 9 may form specific measures (meetings, forums, fairs, travel plan events etc.). Below is a selection of travel plan measures. This list is not definitive but may offer ideas; it is not expected that you introduce all of these measures, only those appropriate to your organisation. There may be other measures that you feel will be appropriate that are not included on this list; feel free to consider anything that will encourage use of sustainable modes and reduce the number of people driving alone to your site.
Quick, Easy, Cost Effective General Travel Plan Measures

- Identify a travel plan co-ordinator (see Step 14) and let all your End Users know they can contact this person for travel advice and information;

- Allocate a set budget for marketing and promotion, as determined during Step 8 (it is a good idea to include this as a separate measure as it will have its own cost that should not be overlooked);

- Provide a dedicated travel plan page on your organisations’ intranet or website;

- Provide up-to-date sustainable travel information, including maps, timetables, ticket information via available communication channels (see Step 9) and update regularly;

- Announce any local changes to sustainable travel options (new routes, services, timetables, car club spaces, changes to car-sharing databases etc.);

- Promote the benefits of using sustainable travel over driving (health, time, financial, environmental) via available travel communications (see Step 9);

- Use all available communication channels (including meetings) to discuss and promote the travel plan (see Step 9);

- Focus on specific modes on certain weeks, promoting “Bus Week” or “Bike Week”. These could be tied in with other local or national initiatives/events that may have their own marketing you can use;

- Consider flexi-time for your End Users;

- Encourage home working where this is a viable option;

- Encourage meetings that are accessible (both venue and timing) via public transport, walking and cycling;

- Provide sustainable travel information (including journey times and distances) to visitors on your website, on stationary, emails, verbally at time of booking meeting etc.;

- Remove (or do not provide) reserved parking spaces; instead ensure dedicated car-sharing spaces are provided from your existing parking bays;
Stop (or do not introduce) petrol mileage for personal use of any company cars;

Offer a prize to the End User that can reduce their car mileage the most over a set period of time;

Offer a prize for End Users that walk/cycle/use public transport the most over a set period of time;

Introduce a ticket purchasing system so that End Users can book public transport tickets centrally through the organisation;

Provide video and/or teleworking/conferencing facilities and monitor its usage. Time and costs saved can be calculated and used as a publicity/marketing drive;

Make your End Users aware of all the benefits (health, financial, time, environmental) they can get by not driving but using other modes instead;

Promote local and national sustainable travel events, campaigns and initiatives (for a list of existing national and local sustainable travel events, see Appendix C); and

Make your End Users aware of driving costs using existing tools such as the Liftshare savings calculator: https://liftshare.com/content/savings_calculator.asp and compare this to costs for using alternative sustainable travel options.

**Walking and Cycling Measures**

- Nominate a Walking / Cycling Mode Champion or User Group (see Step 9);
- Ensure all the foot and cycle paths within your site are well maintained, safe and lit. This includes preventing parking on footpaths and over dropped kerbs;
- Ensure signposting for pedestrians and cyclists is clear;
- Provide showers and changing facilities;
- Provide a cloakroom or lockers and places to hang towels/wet clothes to dry;
- Provide umbrellas;
Provide “pool bikes” for End Users to borrow for work-related travel or for travelling between campuses for students. If you set up a “bike pool”, the Travel Plan Co-ordinator, or a nominated volunteer, can take ownership of this to maintain safety checks;

- Offer cycle training (Brighton & Hove City Council offer adult cycle training. Details are included within Appendix A);
- Offer financial aid to encourage walking and cycling through interest free loans for equipment and/or signing up to the Government’s Cycle to Work scheme (details are included within Appendix A);
- Provide cycle mileage allowance;
- Promote electric bikes including details of local retailers or speak with Brighton & Hove City Council’s travel planning team about loans;
- Provide a basic cycle repair and maintenance kit on-site; and
- Provide “Dr. Bike” sessions on site for maintenance and servicing (details are provided within Appendix A).

**Public Transport Measures**

- Offer financial aid to encourage use of public transport through interest free season ticket loans;
- Provide public transport waiting facilities on-site, if already served by public transport routes, or if new routes into your site are proposed as part of a planning application. It is good practice for public transport stops to be sheltered and lit with seating. Brighton & Hove City Council may ask for this as a requirement if you are undertaking a mandatory travel plan. Consider providing “Real Time Passenger Information”;
- Provide End User buses (for larger organisations);
- Provide a change machine on site or advertise mobile

**Jargon Buster!**

**Real Time Passenger Information**

Often shortened to “RTPI”, this is a widely-used system that provides live information about the arrival times of services at bus stops/train stations.
ticketing apps;

- Introduce a “points system” to reward public transport users – If a specified number of bus tickets can be provided, that individual can claim a small prize incentive (for example a free coffee of muffin, or exchanged for a lunch voucher);
- Nominate a public transport Mode Champion or establish a public Transport User Group (see Step 9);
- Introduce flexible working to match public transport timetables; and
- Do not penalise lateness due to public transport.

**Car Sharing Measures**

- Set up a car-sharing database for your End Users;
- Arrange coffee mornings for potential car sharers to meet up and get to know each other;
- Use the postcode data obtained in your Baseline Surveys to establish whether there are clusters of people living close to each other, then target car-sharing directly to these people;
- Free quarterly car wash or valet to sharers;
- Provide dedicated car-sharer parking spaces; and
- Provide a dedicated lift home for car-sharers in case of emergency.

**Car Club Measures**

- Provide details of car clubs with spaces nearby (see Appendix A for details); and
- Provide free car-club membership to all End Users.

**General Travel Plan Measures to Discourage Driving Alone And Reduce the Need to Drive**

- Implement parking charges;
- Introducing parking barriers/ticket machines;
- Remove some existing parking spaces or re-allocate them as use for car-sharers only;
- Limit parking spaces for End Users that live within a certain distance of your site;
- Reduce mileage allowance to a standard rate based on the lowest existing allowance;
- If End Users use lease or rental cars, obtain emission data, mpg and environmental score so that an informed choice can be made;
- Ensure that any dedicated car-sharer parking spaces are located closest to the building;
- Invest in eye-catching signs for the car sharers’ priority parking spaces;
- Bring food facilities to the site (i.e. a “tuck shop” or lunch delivery service);
- Consolidate deliveries;
- Use local supplies to shorten the distance travelled by delivery vehicles;
- Introduce targets for individuals as part of their annual performance review;
- Introduce a recruitment package that encourages End Users to locate close to your site; and
- Introduce alternative working arrangements such as condensed working weeks (e.g. working longer days but only working 4 days out of 5).

Get Them Finalised!

14.7 Once you have selected an appropriate suite of measures, it is a good idea to discuss these with senior management. You can also discuss them with Brighton & Hove City Council’s travel planning team.

15. **Step 15: Allocate Staff Resources and Responsibilities**

15.1 The next step of the travel plan process is to ensure you have the people in place to manage it.