

ADDITIONAL DISCLOSED MATERIAL

Schedule 9g

THE CONTRACT PLAN

APPENDIX 2 (with redactions under section 44 and in the
alternative 43(2))

London Borough of Barnet
Enforcement survey and deployment plan
16 September 2011



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1. Summary

NSL Limited ('NSL') have carried out an extensive survey of Barnet's parking restrictions in order to collect the primary data necessary for us to make a realistic assessment of the enforcement resources required to effectively patrol the restrictions in a firm, but fair manner and propose Civil Enforcement Officer (CEO) beat patrol areas.

The raw data collected during the survey includes:

- The time required to patrol the existing CPZ's on and off-street parking restrictions
- Overview of parking demand within each CPZ
- Overview of restriction types and operational hours within the borough
- Overview of incorrect street furniture seen whilst carrying out the survey
- 'Hotspot' areas noted where CEO visibility could be raised to increase the level of compliance towards the parking restrictions and improve traffic flow

2. Introduction to Barnet

Location

The London Borough of Barnet is an inner London Borough situated to the north west of the City Centre.

The borough shares boundaries with Hertfordshire to the north and the London Boroughs of Brent, Camden, Enfield, Haringey and Harrow.

Transport

Barnet has a number of main arterial routes passing through the borough with direct routes from north of Greater London to Central London. Routes include the M1, A5 and A1000 which pass from the north of the borough to the south of the borough. The A406 North Circular crosses east to west through the southern end of the borough.

Barnet is well connected by rail to Central London with both overland rail and London Underground. The London Underground Northern Line of which Edgware and High Barnet branches both terminate in the north of the borough.

Overland rail services along the west of the borough, connects Cricklewood, Hendon and Mill Hill with services between Bedford and Brighton passing through Central London. This service also includes stops at Luton Airport and Gatwick Airport.

Attractions

- Due to Barnet's excellent transport links, the borough is a popular place to live and commute into Central London
- Royal Air Force Museum London (Hendon Aerodrome)
- Barnet Museum (Chipping Barnet)
- The Jewish Museum (Finchley)
- Brent Cross Shopping Centre and retail parks
- Sixteen 'Premier' parks and playing fields of which seven have achieved 'Green Flag Awards'
- Golders Hill Zoo (Golders Hill Park)
- Barnet Football Club (Underhill Stadium, High Barnet)
- Barnet College
- Middlesex University (Hendon)

Greater London



3. Survey methodology

The survey was carried out by an experienced enforcement operative who surveyed the borough's on-street parking restrictions and off-street car parks.

Each CPZ within the borough was surveyed on-foot with the surveyor equipped with a notebook, map and digital camera. The surveyor patrolled each area noting all types of parking restrictions, contraventions observed (during CPZ operational times) and levels of parking demand. Where contraventions were observed, an appropriate observation period was then applied for the relevant offence seen and finally it was determined if a PCN would have been issued to the vehicle, taking into account each individual circumstance.

It should be noted that paid for parking bays were not initially surveyed for compliance levels due to the surveyor not having access to council's equipment to assess the validity of vehicles parked in a pay by phone bays, which includes off-street car parks, shared use bays (pay & display/pay by phone/permit bays), however, a sample compliance survey of the paid for parking bays was carried out at a later date with the surveyor accessing the 'verrus' system to assess the levels of compliance in these bays (see section 7).

The start and finish time for each survey patrol was also recorded to provide an accurate time to cover each survey area to assist later in proposing CEO beat patrols to ensure a consistent level of enforcement is carried out throughout the borough. The survey patrols were carried out during Monday to Saturday.

Notes were made during the survey on each areas general surroundings and condition of the street furniture which may affect enforcement, parking demand and compliance or non-compliance towards the parking restrictions; these observations have been noted in each individual survey patrol analysis section.

'Hotspot' locations have been noted where compliance towards the parking restrictions was seen to be low and would benefit from raising the CEO visibility in that particular area. In contrast to this, areas which were noted to have a high level of compliance towards the parking restrictions or have a low level of demand for on-street parking have been noted. The outcome of these findings has been reflected in our means of proposed beat patrol areas as shown in our proposed deployment plan.

'Main restriction types' have been noted in each survey analysis section to give an overview of the restrictions in operation and gain a 'sense' of the area being surveyed. This section does not cover every restriction which is in operation such as individual disabled bays, loading bays, taxi bays and restricted bus stops which are in operation throughout the borough.

The outcome of all on-foot survey patrol times for each area has been logged in each individual survey area analysis section. A contingency level of 10% has been added to each patrol survey time. The contingency level reflects the time that a CEO would spend interacting with the public or carrying out any environmental or crime reporting. The results from our survey gives an overview of the parking demand in each survey area, however, this will only reflect a flashpoint in time whilst the survey was being carried out.

From the survey information, proposed CEO beat patrols were drawn up taking into account the size of the beat, types of restrictions, current parking demand and local surroundings to enable NSL to ensure an acceptable level of street visits are carried out by the CEOs during operational hours, ensuring that a fair, but effective level of enforcement takes place throughout the CEA.

Maps of the borough and individual CPZs have been provided in the survey analysis section to gain a geographical perspective of the borough.

Individual maps of the proposed CEO beat patrol areas and car park locations have also been provided in their respective sections. Proposed beat patrol maps can be read in conjunction with our proposed deployment plan (section 9, survey results and deployment plan) which identifies CEO beat patrol areas and shift hours.

During the survey our surveyor carried NSL identification. If the surveyor was approached by members of the public whilst carrying out the survey they informed the person concerned that they were not an official enforcement officer working for the Council, but was carrying out a survey for a forthcoming tender.

4. General observations and recommendations

4.1. Intelligent enforcement

NSL is committed to providing a flexible parking enforcement regime which will help increase compliance and reduce congestion within the borough. Due to ever changing parking patterns the requirement for several basic monitoring exercises will be continually carried out during the contract period. The information gathered from the continuous monitoring of the following list will assist the development of future intelligent enforcement and hence, the most efficient use of resources. Although this list is not exhaustive the following main points will be monitored:

- Number of PCNs issued / compliance levels
- Requests from residents regarding problem areas
- Requests and highlighted problems from Councillors
- List of known 'hotspot' areas
- Suspension contraventions
- Requests from members of the public
- Requests from the emergency services
- Response time to specific enforcement requests
- Beat coverage and visit frequencies

The above information can also help to produce an area list for 'target enforcement', if required. This may not necessarily be a PCN issuing exercise, but will ensure regular patrols are carried out where required and raise the level of CEO visibility. In turn this will help to raise the level of compliance towards the parking restrictions and contribute to the council's commitment to creating a safe community for all. The enforcement provided by NSL will be flexible to ensure that targeted enforcement is possible.

4.2. Rapid response

The council does not require a dedicated 'Rapid Response Unit', however, any requests received from Councillors, residents or the general public will be attended to immediately and in the majority of cases would be responded to by our proposed mobile CEO which are located throughout the borough.

By deploying mobile CEOs daily throughout the borough, the CEOs located closest to the area requiring attention will be able to attend without distracting other deployed CEOs from their 'on-foot patrols' ensuring requests are therefore attended to and resolved swiftly and efficiently ensuring that the Councils required response time are met.

- Requests auctioned
- Response time on site following notification – 30 minutes
- Feedback within 15 minutes

A detailed log is maintained for each request, which will include the following;

- Time and date of the request
- Description of the request
- CEO deployed, response time and time of attendance
- Action taken

4.3. Schools

Congestion during the 'school run' at the start and end of each school day is a problem experienced by many towns and cities in the UK and the requirement for regular patrols around schools during these hours has been recognised.

The school run congestion at the start and end of each school day creates potential road safety issues and has an impact on the environment, due to the pollution associated with idling, slow moving and 'stop-start' traffic. Parents often arrive early in order to compete for spaces, as near as possible to school entrances and exit.



Parents who contravene restrictions, whether they be school keep clears, permitted bays or waiting and loading restrictions will be issued with PCNs. The CEOs, however, will not 'force' PCNs. We do not wish to create situations of parents pulling away quickly to avoid a PCN as this would affect road safety.

On enforcing the areas around schools and as suggested by the Council we would need Barnet to:

- Take clear and published policy decisions on the treatment of parents setting down and picking up their children in the areas surrounding a school
- Assist in the drawing up of a definitive list of schools in the borough
- Assist in the development of a priority list/rota to ensure that the restrictions around the schools within the borough are effectively and fairly patrolled throughout.

4.4. Cashless parking

Cashless parking is readily available throughout the borough and can be used for parking in pay & display bays, shared use bays and off-street car parks as an alternative to using coins.

A number of bays within the borough are cashless parking only.

4.5. One hour CPZs

Due to the number of rail stations within the borough providing convenient transport links between the borough and Central London, there are a number of one hour CPZs in operation during various times of the day, Monday to Friday, to deter commuter parking.



In many cases it was noted that these CPZs restrictions were effective, with residential streets being clear of vehicles during the restricted times. It was also noted that in many cases residential properties in the one hour zones have off-street parking with vehicles being parked 'off-street' rather than in the permit bays 'on-street'.

Where this is the case it has been noted in the relevant survey analysis' section and has been taken into account whilst proposing the means of enforcement patrols proposed.

4.6. Barnet Football Club (match day enforcement)

Underhill Stadium, situated close to High Barnet underground station, is home to Barnet Football Club. The stadium is not however within a CPZ but additional restrictions do come into operation during match days. Waiting restrictions (yellow lines) surrounding the stadium protects the residential streets in the area from visitors parking and 'flip down' signage is confirmation of when the restrictions are operational.



4.7. Supervision

To ensure that performance levels are met supervisors carry out the following tasks:

- Brief, inspect and assign CEOs to their duties daily, ensuring full coverage of all beats
- Keep a detailed record of equipment issued
- Check accuracy of pocket books whilst on-street and at the end of duty
- Carry out on-street checks to include:
 - Appearance
 - ID badge
 - Pocket book
 - PCNs issued
 - Beat coverage
- Deal with inquiries from CEOs on duty and provide advice
- Identify any training needs and provide training where possible or recommend further training to the management team
- Take part in in-house training of CEOs
- Carry out investigations relating to notices issued and any notice cancellations
- Ensure that HHCs are downloaded on the day of use
- Provide guidance and instructions to staff on-street in an emergency/difficult situation in accordance with health and safety codes and contract operating procedures. In dangerous situations to call for Police assistance

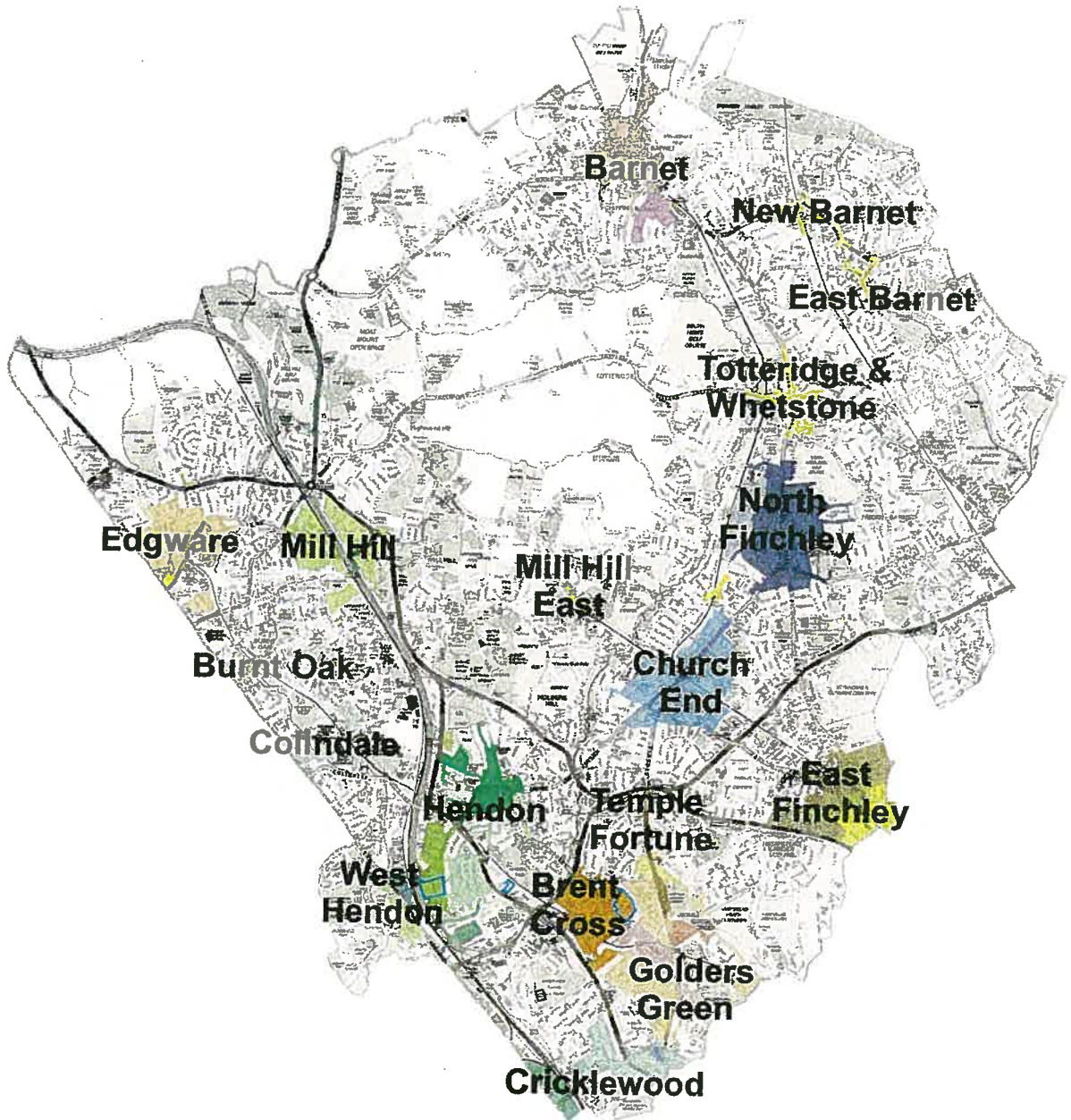
Supervisors are also equipped to issue PCNs and will do so as part of their normal duties, but emphasis will be placed on ensuring that the highest performance and quality standards are continually met by their team members.

4.8. Street furniture (signs & lines)

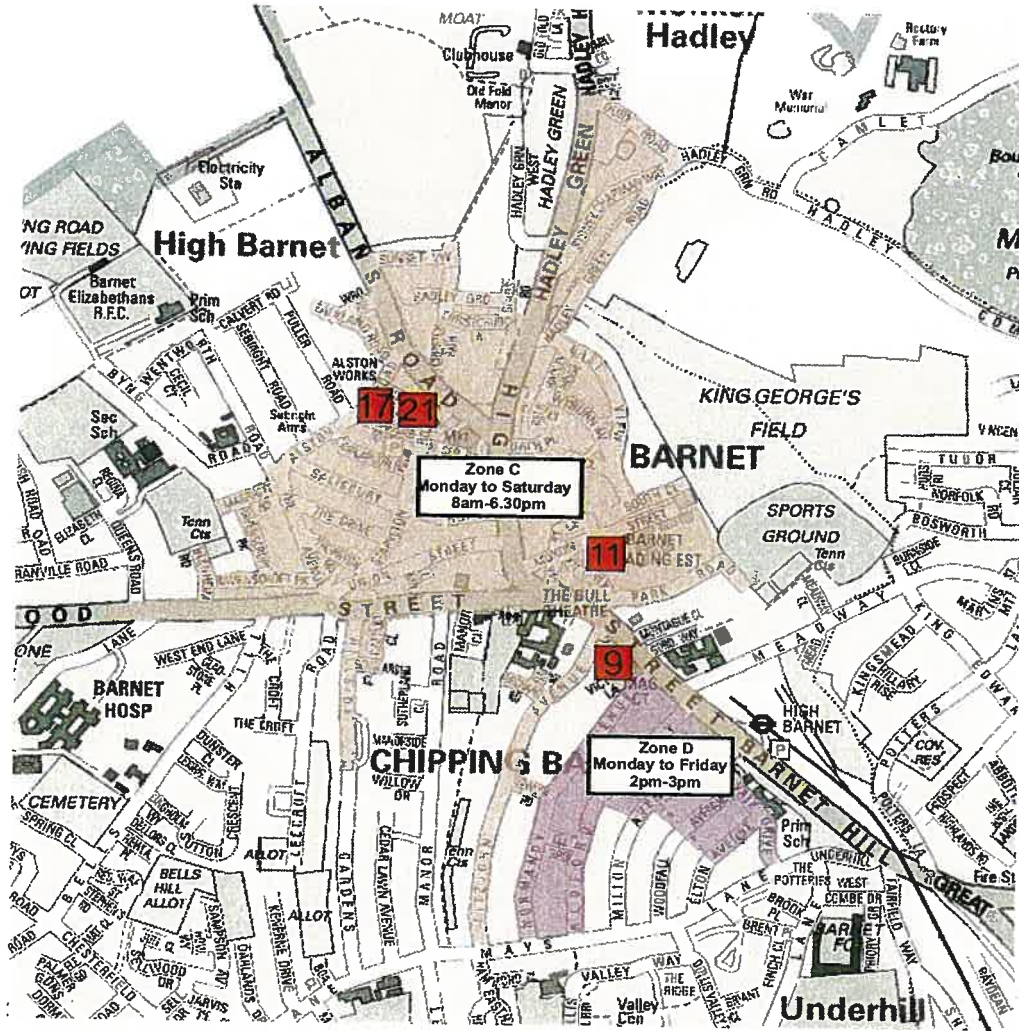
Where incorrect or missing street furniture was seen during our survey, it has been noted in each relevant survey analysis section.

It should be noted, however, that this is not a complete review of the signs and lines in the borough, but only highlights defective street furniture seen whilst this survey was being carried out, which could affect the enforcement of the restrictions.

5. Survey patrol analysis



5.1. Barnet (Chipping Barnet)



Survey area street list (on-foot survey area)

Zone C Chipping Barnet

STREET
Alston Road
Blenheim Road
Carnarvon Road
Cattley Close
Christ Church Lane
Dury Road
East View
Falkland Road
Fitzjohn Avenue
Fitzjohn Avenue CP
Glads mui r Road
Hadley Green Road
Hadley Grove
Hadley Ridge

STREET
High Street
High Street Barnet
Hillside Gardens
Manor Road
Marriot Road
Mead way
Moon Lane
Moxon Street CP
Newlyn Road
Orchard Road
Park Road
Ravenscroft Paul
Salisbury Road
South Close

STREET
St Albans Road
Stapylton Road
Stapylton Road CP
Stratford Road
Sunset View
Sydney Chapman Way
Tapster Street
The Drive
Thornton Road
Union Street
Victors Way
Wood Street
Wrotham Road
Wybum Avenue

Zone D High Barnet

STREET
Bedford Avenue
Ellesmere Grove
Elton Avenue

STREET
Milton Avenue
Normandy Avenue

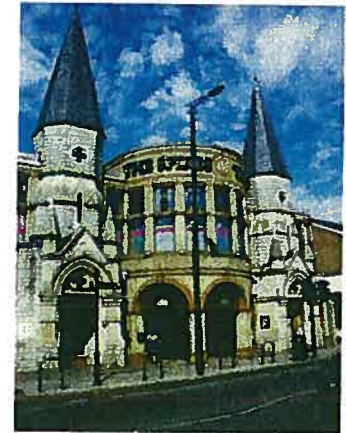
STREET
Vale Drive
Woodfall Avenue

Survey patrol information (on-foot survey area)

- Zone C approximate patrol time – 3.39 hours
- Zone D approximate patrol time – 0.88 hours

General area information

- Chipping Barnet is situated in the far north of the borough and served by London Underground Northern Line, with trains terminating at High Barnet Station which is situated between CPZs C and D
- Zone C is in operation Monday to Saturday 8am-6.30pm and consists of both High Street shopping on High Street and residential streets off the High Street
- The Spires Shopping Centre is situated on the High Street and boasts a number of retail stores, supermarkets and coffee shops
- Short stay parking on the High Street is provided in pay & display/pay by phone bays with a maximum stay period of one hour
- Shared use bays for longer stay periods are strategically placed throughout the zone
- Loading bays and disabled bays are also situated on the High Street
- To the north of the town centre is Hadley Green, a picturesque open green space with pond and wildlife
- In addition to the shops and businesses, Barnet College is situated on the junction of High Street Barnet and Wood Street
- Parking on-street around Hadley Green is restricted up until 2.30pm Monday to Friday, shorter hours than the Zone C CPZ hours
- The majority of on-street parking in the residential streets within the zone are restricted to permit holders only
- Off-street car parks in the area provide long stay parking
- A high demand for parking on the High Street was noted with offences seen taking place in restricted bus stops and loading bays
- To the south of Zone C is Zone D which is operational Monday to Friday
- Zone D is a 'commuter zone' to deter commuters parking in the residential streets and commuting into Central London on the Northern Line
- Parking throughout this zone is provided in resident permit holder only bays
- Many of the residential properties in Zone D have off-street parking leaving the on-street parking bays empty during CPZ hours
- Zone D would be effectively patrolled by a mobile patrol unit
- To the south of Zone D is Barnet FC ground (Underhill Stadium) where 'flip down signs' and yellow line waiting restriction restrictions are in place and put into operation during events at the ground
- The area surrounding the football ground is mainly residential



The Spires Shopping Centre



High Street Barnet



Match Day 'flip down' signage

Main on-street parking and restrictions

- Zone C CPZ operational hours – Monday to Saturday 8.30am-6.30pm
- Zone D CPZ operational hours – Monday to Friday 2pm-3pm
- 'At any time' waiting restrictions
- Resident permit holder only bays
- One and two hour maximum stay pay & display/pay by phone
- Shared use bays for either permit holders/pa & display/pay by phone
- Restricted bus stops on High Street Barnet
- 30 minute and one hour maximum stay loading bays

Off-street car parks (see section 6)

- Fitzjohn Avenue surface car park (no. 9 on map)
- Moxon Street surface car park (no. 11 on map)
- Stapylton Road surface car park (no. 21 on map)
- Stratford Road surface car park (no. 17 on map)

Hotspots

- High Street Barnet – misuse of loading bays and vehicles stopping on restricted bus stops
- Junctions off High Street Barnet – vehicle parking on waiting restrictions

Street furniture (signs and lines)

- Christ Church Lane – single yellow lines are worn
- Park Road – bay markings and single yellow lines are worn

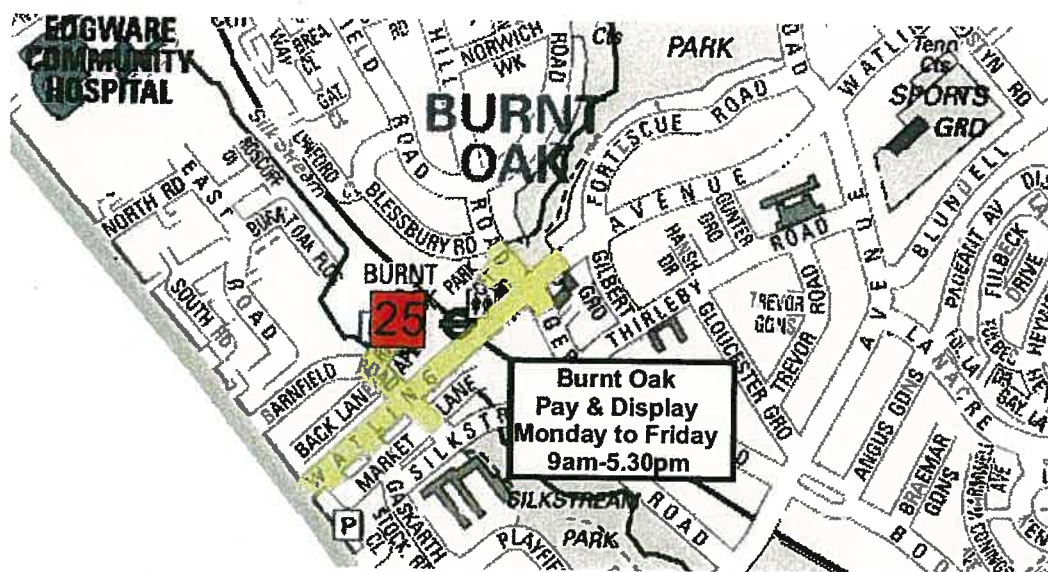


Moxon Street shared use bays



Bus stop offence High Street Barnet

5.2. **Burnt Oak**



Survey area street list (on-foot survey area)

Bunt Oak

STREET
Back Lawn
Barnfield Road
Gaskarth Road

STREET
Gervase Road
Market Lane
Orange Hill Road

STREET
River Approach
Watling Avenue
Watling Avenue CP

Survey patrol information (on-foot survey area)

- Survey patrol time – 0.72 hours

General area information

- Burnt Oak is situated in the west of the borough on the borough boundary with Harrow
- Watling Avenue is a busy main high street with local shops and businesses
- Burnt Oak Underground Station, on the Northern Line, is situated on Watling Avenue
- Off Watling Avenue at the end of River Approach is Watling Avenue pay & display/pay by phone surface car park
- Adjacent to the car park is Burnt Oak Saturday Market
- During our survey Watling Avenue was noted to be a busy local shopping area
- Parking demand on-street within the pay & display/pay by phone bays was noted to be high and also noted that many of the vehicles parked within these bays were possibly belonging to the local businesses
- Close to the station it was also noted that many of the vehicles parked within the on-street paid for parking bays were from a local minicab firm and was assumed that these vehicles had not paid for their parking



Burnt Oak Broadway borough boundary

- On surveying the off-street car park seven vehicles were seen with PCNs on their windscreen
- Although we could not verify the validity of vehicle parked in the pay & display/pay by phone bays it was noted that compliance toward the parking restrictions was poor in this area, this information being backed up by the number of vehicles parked on yellow lines and regular vehicles seen stopping in the restricted bus stop whilst visiting the local amenities



Watling Avenue paid for parking

Main on-street parking and restrictions

- 'At any time' waiting restrictions
- Peak hour waiting and loading restrictions are in operation on Burnt Oak Broadway in the bus lane, Monday to Saturday 7am-10am & 4pm-7pm
- 90 minute limited stay pay & display/pay by phone are in operation Monday to Friday 9am-5.30pm
- Three hour maximum stay disabled badge holder only bays
- 'At any time' restricted bus stops

Off-street car parks (see section 6)

- Watling Avenue surface car park (no. 25 on map)

Hotspots

- Watling Avenue - misuse of paid for parking/ bus stops and waiting restriction on the junctions off Watling Avenue

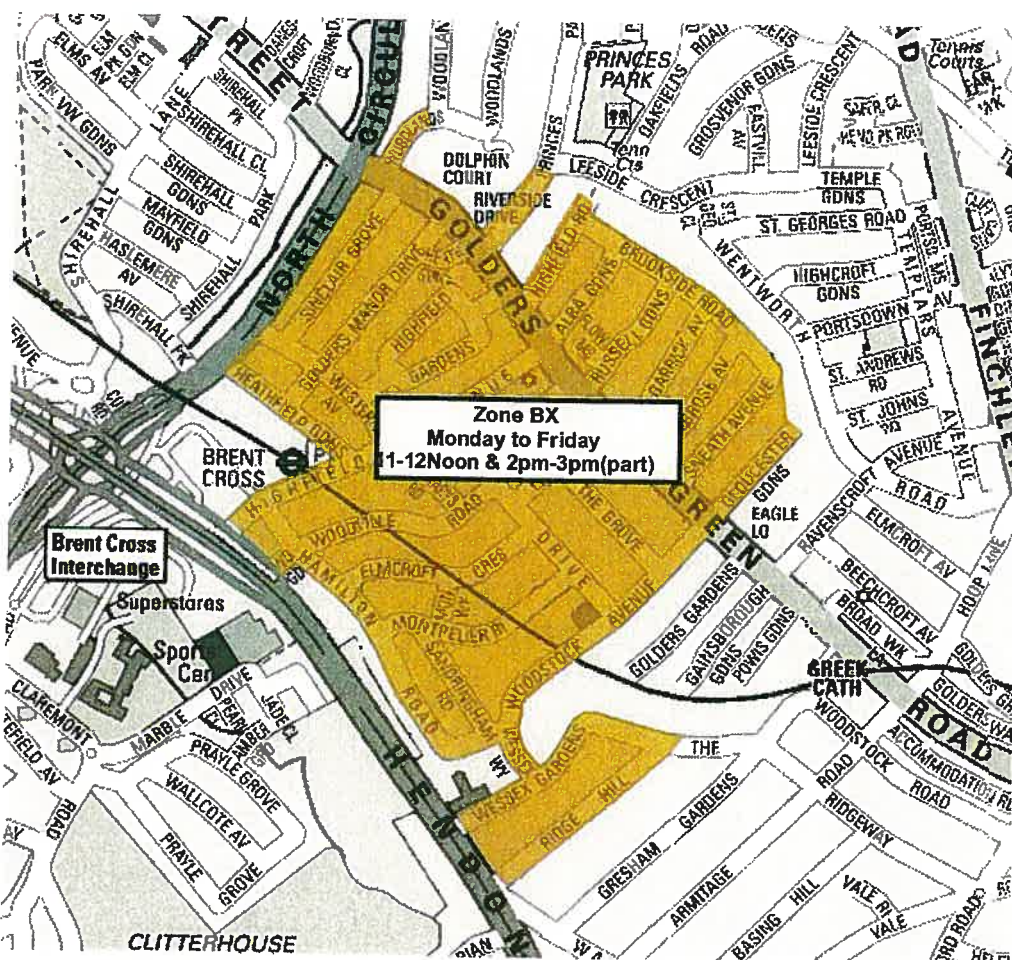
Street furniture (signs and lines)

- Street furniture is in reasonable repair



Watling Avenue bus stop offence

5.3. **Brent Cross**



Survey area street list (on-foot survey area)

Zone BX Brent Cross

STREET
Alba Gardens
Ambrose Avenue
Beverley Gardens
Brookside Road
Elmcroft Road
Garrick Avenue
Gloucester Gardens
Golders Green Road
Golders Manor Drive
Hamilton Road
Heather Gardens

STREET
Heathfield Gardens
Highfield Avenue
Highfield Gardens
Highfield Road
Limes Avenue
Montpelier Road
Princes Park Avenue
Ridge Hill
Russell Gardens
Sa ndringham Road
Sindair Gardens

STREET
Sneath Avenue
The Drive
The Grove
The Ridgeway
Wessex Gardens
Wessex Way
Western Avenue
Woodlands
Woodstock Avenue
Woodville Gardens
Woodville Road

Survey patrol information (on-foot survey area)

- Survey patrol time – 1.96 hours

General area information

- Zone BX is situated in the south of the borough between Golders Green and Hendon
- The zone is served by London Underground, Northern Line
- To the west of the zone is Brent Cross Shopping Centre and retail parks
- The CPZ is in operation mainly to deter commuter parking
- The CPZ is in operation Monday to Friday 11am-12noon with Ambrose Avenue, Garrick Avenue, Sneath Avenue and Gloucester Gardens having additional operational hours, 2pm-3pm
- Much of the zone is residential with the majority of on-street parking provided in resident permit holder only bays, some business permit holders bays and share use bays with extended operational hours which are strategically located throughout the zone
- Local shops and businesses are situated along Golders Green Road with on-street parking provided in 90 minute maximum stay pay & display/pay by phone bays which are in operation Monday to Sunday 9am-5.30pm
- Longer stay shared use bays are situated throughout the zone in the more residential streets for either permit holders on non permit holders to pay for parking



Ambrose Avenue

Main on-street parking and restrictions

- CPZ operational hours – Monday to Friday 11am-12noon & 2pm-3pm (part)
- 'At any time' waiting restrictions
- Resident permit holders BX only
- Shared use and pay & display/pay by phone parking is in operation Monday to Saturday 8am-6.30pm/10am-5pm
- 90 minute pay & display/pay by phone parking is in operation Monday to Sunday 9am-5.30pm

Hotspots

- No major hotspots noted

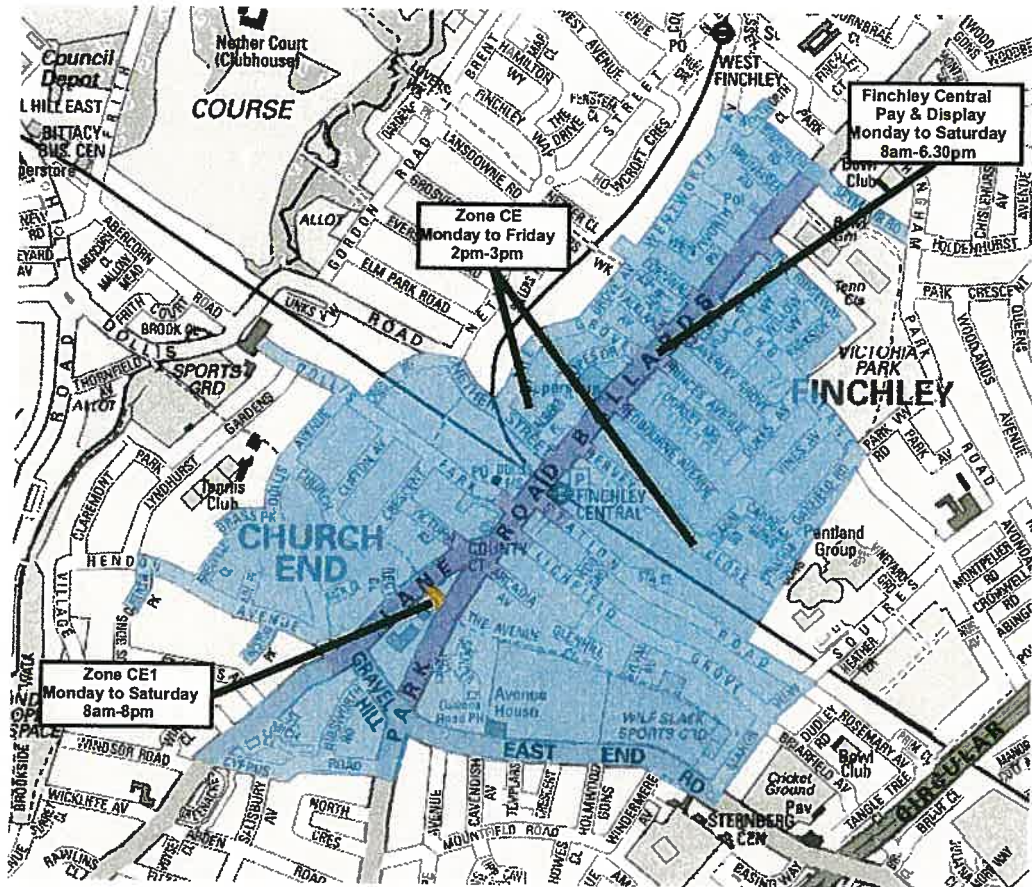
Street furniture (signs and lines)

- Alba Gardens – sign missing for parking bays outside number 1-8
- Heathfield Gardens – pay & display machine out of order



Highfield Avenue

5.4. Church End



Survey area street list (on-foot survey area)

Zone CE & CE1 Church End

STREET
Albert Place
Arcadia Avenue
Ballard's Lane
Bibsworth Road
Brownlaw Road
Cadogan Gardens
Chaville Way
Church Crescent
Claverley Grove
Clifton Avenue
College Terrace (C1)
Cornwall Avenue
Cyprus Road
Dolis Avenue
Dollis Avenue
Dollis Park
Dukes Avenue
East End Road

STREET
Falkland Avenue
Freston Park
Gravel Hill
Grenville Close
Grenville Close
Grove Avenue
Gruneisen Road
Hendon Avenue
Hendon Lane
Hervey Close
Litchfield Grove
Long Lane
Nether Street
Oakfield Road
Parkside
Parkside
Popes Drive
Princes Avenue

STREET
Rectory Close
Redbourne Avenue
Regents Park Road
Seymour Road
St Michael's Close
St Pauls Way
Station Road
Temple Close
The Avenue
The Grove
The Ridgeway
Victoria Avenue
Vines Avenue
Wentworth Avenue
Wentworth Close
Wentworth Park
Willow Way

Survey patrol information (on-foot survey area)

- Survey patrol time (pay & display area only) – 1.19 hours
- Survey patrol time (one hour zone) – 2.2 hours

General area information

- Zone CE includes the streets surrounding Finchley Central Station which is on the London Underground Northern Line network
- The zone is in operation Monday to Friday 2pm-3pm
- Regent Park Road and Ballard's Lane are main traffic routes which pass through the zone and is lined with local shops and businesses
- Parking on Regents Park Road, Ballard's Lane and the immediate junctions off these main routes is provided in 90 minute maximum stay pay & display/pay by phone bays for the convenience to park close to the local shops and businesses with restrictions in operation Monday to Saturday 8am-6.30pm
- The residential streets off the main routes were noted to be quieter with some residential properties having off-street parking areas
- College Terrace is a small street between Regents Park Road and Ballard's Lane and has its own small CPZ (CE1) which is in operation Monday to Saturday 8am-8pm
- Zone CE covers a large area



Ballard's Lane paid for parking



Hendon Avenue quiet residential street

Main on-street parking and restrictions

- CPZ operational hours (CE) – Monday to Friday 2pm-3pm, (CE1) Monday to Saturday 8am-8pm
- 'At any time' waiting restrictions
- Waiting restrictions in operation Monday to Saturday 7am-7pm
- Resident permit holders CE
- Permit holder CE and CEZ
- 90 minute maximum stay paid for parking bays in operation Monday to Saturday 8am-6.30pm
- Four hour maximum stay paid for parking bays in operation Monday to Saturday 8am-6.30pm
- Disabled badge holders only bays (maximum stay three hours)
- Loading bays (maximum stay one hour)
- Restricted bus stops



College Terrace permit bays

Hotspots

- Ballard's Lane – various offences seen on waiting restrictions outside the local shops and junctions off Ballard's Lane
- Ballard's Lane – misuse of disabled badge holder only bays
- Gruneisen Road – vehicles parked in permit bays (apparently from a local vehicle workshop) with no valid permit

Street furniture (signs and lines)

- Hendon Avenue – pay & display machine noted to be out of order
- Wentworth Park – single yellow lines worn and sign missing from parking bays
- Gruneisen Road – double yellow lines worn
- Long Lane – sign missing for parking bays outside number 32
- Regents Park Road – sign missing for parking bays outside number 332