

# Congleton Parking Strategy

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August 2023

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## Congleton Parking Strategy

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## Contents

<b>1.</b>	<b>Introduction</b>	<b>4</b>
1.1	Scope of study	4
1.2	Background to study	4
1.3	Purpose of this report	6
<b>2.</b>	<b>2022 baseline car park data</b>	<b>8</b>
2.1	Car park tariffs and occupancy profiles	8
2.2	Existing revenue summary	23
<b>3.</b>	<b>Benchmarking CEC parking charges</b>	<b>25</b>
3.1	Introduction	25
3.2	Inflation analysis	25
3.3	Benchmarking with neighbouring authorities	26
<b>4.</b>	<b>Proposed tariff changes and projected revenues</b>	<b>27</b>
4.1	Parking tariff review	27
4.2	Calculating current ticket sales	28
4.3	Calculating projected revenue	29
4.4	Antrobus Street	31
4.5	Back Park Street	31
4.6	Chapel Street	33
4.7	Fairground	34
4.8	Park Street	35
4.9	Princess Street	36
4.10	Roe Street	37
4.11	West Street	38
4.12	Summary	40
4.13	On-street parking proposals	40
<b>5.</b>	<b>Parking displacement assessment</b>	<b>41</b>
5.1	Introduction	41
5.2	Methodology	41
<b>6.</b>	<b>Assessment of mitigation measures</b>	<b>44</b>
<b>7.</b>	<b>Conclusion</b>	<b>46</b>
	<b>Appendix A – Tariff benchmarking with neighbouring authorities</b>	<b>47</b>
	Summary of neighbouring local authority parking charges	47
	<b>Appendix B – On-street parking proposals</b>	<b>52</b>

**Appendix C – Displacement heatmap**

## 1. Introduction

### 1.1 Scope of study

Cheshire East Council (CEC) commissioned a parking strategy to review free and charged council-owned car parks in Congleton. The remit of the study was first to understand the existing car park characteristics, occupancy, tariffs, and revenue. Building on this, the study examined proposed tariff changes, projected revenue changes, potential parking displacement, and assessed the need for mitigations.

### 1.2 Background to study

CEC has set out its overarching vision and strategy for all of its services and responsibilities in its Corporate Plan 2021 to 2025. Within the document the council has set out three corporate aims to be Open, Fair and Green, with this vision underpinned by the following strategic priorities:

- An open and enabling organisation;
- A council which empowers and cares about people; and
- A thriving and sustainable place.

These priorities provide a strong foundation to help guide the council's approach to decision making and in developing key strategies and plans. The Corporate Plan covers the full range of the council's responsibilities, helping focus effort and resources in the right areas, which is increasingly important at a time of constrained budgets and rapid change post-pandemic.

In its Local Transport Plan, CEC confirm its conviction that an effective transport network presents significant opportunity for both economic and sustainable development. The Plan describes how transport supports sustainable communities by providing access to services, opportunities, friends, and family. In addition, it recognised that transport is a fundamental enabler of new development and urban regeneration, contributing to the economic wellbeing of its residents.

Alongside measures to support walking, cycling, bus, rail, and road traffic, the Local Transport Plan sets out how parking measures should be considered as part of an integrated transport solution. It establishes how parking provision supports accessibility for residents, businesses, shoppers, workers and commuters. The Plan recognises that parking provision has the potential to impact on surrounding areas both negatively and positively. When parking is well managed it can support thriving businesses, access to services and active social lives; but when not well managed, parking can encourage car travel to areas which suffer unduly from congestion as well as causing other environmental, health and social issues.

To complement the Local Transport Plan, the council developed Local Transport Development Plans which set out a range of potential schemes that could be delivered to improve the transport network to support towns and surrounding areas. Public

consultation on a range of potential schemes took place between December 2020 and March 2021.

Plans have been developed for the two principal towns (Crewe and Macclesfield) and nine key service centres (Alsager, Congleton, Handforth, Middlewich, Nantwich, Knutsford, Poynton, Sandbach and Wilmslow). They also include surrounding areas to ensure all parts of the borough are included in at least one Development Plan.

The plans identify how a coordinated and integrated transport network can be delivered, covering all forms of transport including walking, cycling, buses, rail, and road traffic. Improvements included in the plans are complementary to regeneration plans across the borough.

A High Level Parking Strategy, published in 2017, considered the effective management of both on and off-street parking and how they could have a significant effect on the capacity and flow of traffic on the road network. It established how well-managed parking can have a positive environmental effect, making Cheshire East's towns more attractive with the resultant impact on local economic viability. The High Level Parking Strategy was produced as an initial framework for Cheshire East's principal towns and key service centres with the intention for it to be regularly reviewed and developed further, in line with the Local Transport Plan.

Whilst parking charges were being reviewed on a borough-wide basis, the council recognised the differing needs of communities and commissioned an expert team to produce bespoke Town Centre Vitality Plans, which have been the subject of significant public consultation and adopted in January 2023. Whilst each locality has its own priorities, a series of common themes was established. Alongside ambitions to mobilise the local business community and raise the profile of town centres, the following priorities were established which will be central when considering future parking strategies:

- Enhancing public realm;
- Improving connections; and
- Encouraging walking and cycling.

It is long accepted by the council that effective management of both on and off-street parking can have a significant impact on the capacity and flow of traffic on the road network. Well-managed parking can have a positive environmental effect through making towns attractive and supporting local economic growth. The council continues to manage on and off-street parking whilst encouraging more sustainable travel patterns including walking, cycling and public transport where such effective alternatives are viable.

The wider impact of transport and parking is also recognised in the council's ambitions to reduce its carbon footprint. In May 2019, CEC not only committed to becoming carbon neutral as a council by 2025 but also committed to taking action to combat climate change across the borough. In January 2020, a Carbon Neutrality Action Plan was produced which further sought to:

- Reduce emissions by encouraging a modal shift away from combustion cars (5.6); and

- Encourage active forms of travel (5.8).

In January 2022, the council further committed to help the borough of Cheshire East be carbon neutral by 2045. In setting this target, the council recognised the difficulty of this task and that it could not reach this goal on its own as a local authority, but neither was it a 'hope' project. A five-year action plan to help reach this goal is to be published in 2024.

### 1.3 Purpose of this report

Providing parking for public use places a cost burden on the council which is ultimately met by service users. Some costs are obvious such as maintenance, lighting, gritting and enforcement, but others are less obvious such as the cost of VAT, and business rates which are payable to central government.

The council charges for parking in order to recover these costs from service users, although there is a clear disparity between those areas where parking charges apply and those where they do not.

In February 2023, CEC presented its Medium-Term Financial Strategy in which it set out how the council, like many others, was significantly exposed to national economic changes. It was accepted that increasing prices, driven by inflation, have impacted the council's contracts and bills and that increasing complexity in demand also contributed to driving up costs. It was accepted that to deal with the challenging situation faced by all Local Authorities, the council "must increase income from taxation and charges as well as making savings even in statutory services".

The importance of transport and the impact it has on local residents is clearly understood by CEC who spent over £12 million maintaining and improving its highway network in 2021/22 as well as over £15 million on supporting transport provision in the same period. The surplus income raised from parking charges helps support these much-needed functions, making a relatively modest contribution of over £1.1 million in comparison.

As part of the Medium-Term Financial Strategy, the council agreed to review parking charges to:

- Align operational arrangements and parking tariffs with corporate priority outcomes for fairness and transparency;
- Support town centres to recover after the pandemic;
- Reflect parking provision in each town, any significant changes in the supply of parking places and the nature of local parking demands; and
- Take account of inflationary pressures on the costs of the parking service e.g., staff and maintenance costs.

In reviewing parking charges, CEC will need to balance the overall financial situation which is currently faced alongside long held commitments to ensure that the economic viability and vitality of town centres is preserved. The provision of well-planned and managed parking both on and off-street plays a key role in achieving this.

As part of the review, the council will take account of its stated aims within the Local Transport Plan to consider the needs of:

- Shoppers who require short stay convenient parking;
- Commuters/workers who require long stay parking and can be encouraged to walk further to their destination and are more likely to use rail facilities or local bus services;
- Residents (where off-street private parking is not available) require on-street parking as close to home as possible;
- Visitors and tourists may require either short or long stay parking depending upon the tourist offering and this will need to be considered in each location;
- For some of Cheshire East's towns, the night time economy is important, and people are likely to make different choices. Therefore, the pricing strategy needs to take account of this, as fewer public transport choices are available at night and there are personal security concerns for some.

An appropriate parking regime in each locality will therefore be sought to help meet the financial needs of the council whilst supporting regeneration, vitality of town centres and encouraging people to think more about when and how to travel.

This report sets out how parking charges have been reviewed in Congleton with a series of recommendations in line with the wider requirements of the council.



## 2. 2022 baseline car park data

### 2.1 Car park tariffs and occupancy profiles

In Congleton, there are 13 CEC-operated car parks in total, with seven charged car parks and six free of charge. Their locations are shown in Figure 2-1 overleaf.

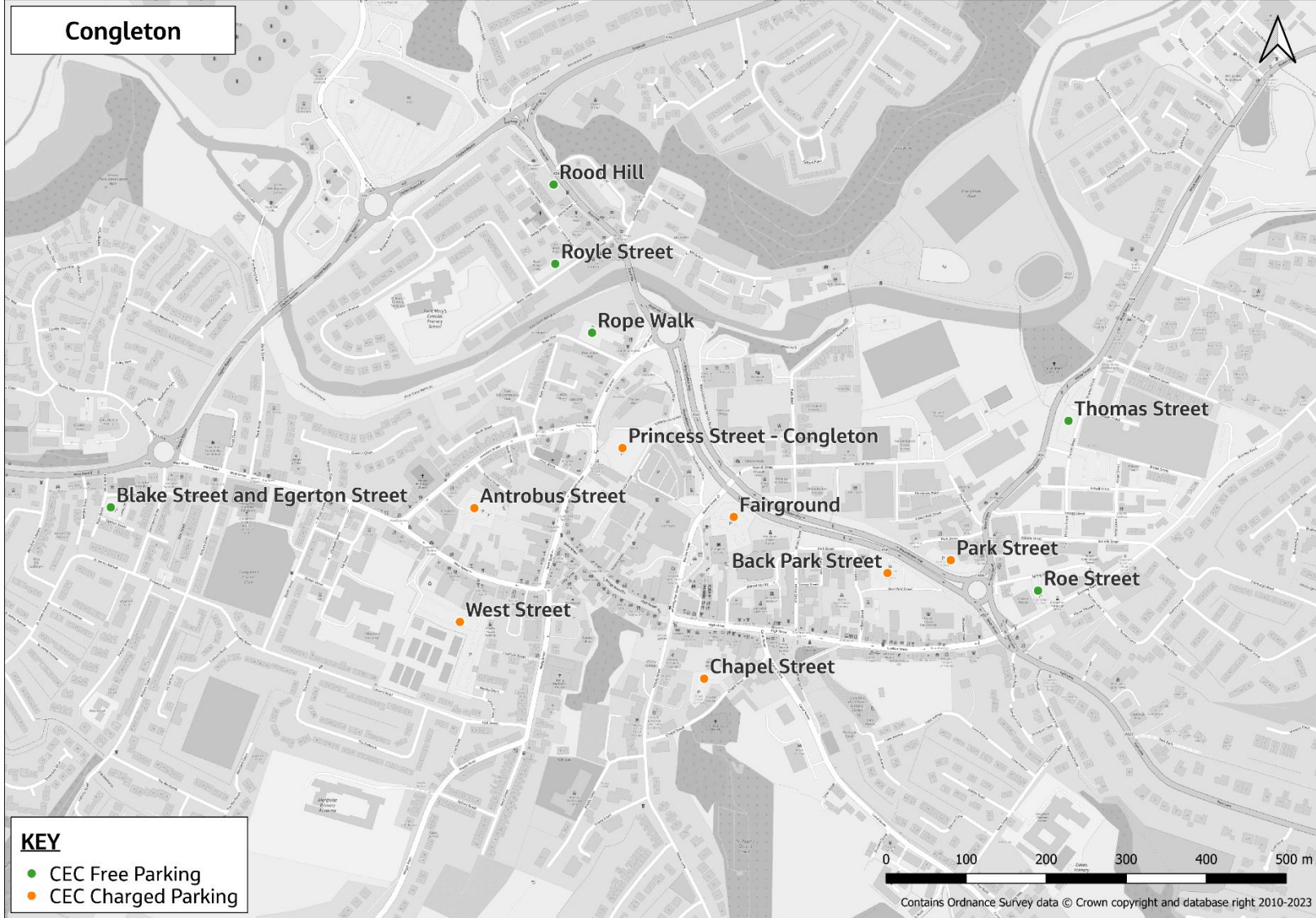
The following sub-sections set out the existing characteristics, revenue profiles, and occupancy data for car parks in Congleton. The baseline analysis does not take account of changes to parking demand on market days, which in Congleton are held on Tuesdays and Saturdays on Princess Street. The baseline analysis focuses on a 'typical' day for parking demand.

For charged car parks, CEC has provided occupancy data collated for February, June, August, and October 2022 using ticket sales data to build up a picture of demand. A summary of the car park occupancy data is presented in Figure 2-2 - Figure 2-14.

For free car parks, CEC has provided occupancy data from daily spot-check surveys undertaken by CEC officers from Monday 27<sup>th</sup> February to Saturday 4<sup>th</sup> March 2023. The data shows car park occupancy at three periods across the day; morning, interpeak, and evening.

Revenue data has been collected and provided by CEC for the full year of 2022, and this is summarised in section 2.2.

Figure 2-1. Congleton car parks



### 2.1.1 Antrobus Street

Table 2-1 shows that Antrobus Street is a medium sized car park intended for short stay use. The main purpose of the car park is to serve shoppers and healthcare, the max stay is three hours and there are two spaces for disabled<sup>1</sup> users.

**Table 2-1. Antrobus Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Charged parking	84	2	3	Short stay

Table 2-2 shows the existing car park tariffs and the proportion of tickets sold. The most popular tariff is up to two hours, which accounts for 52% of sales, whilst up to three hours is the least popular accounting for 14% of sales.

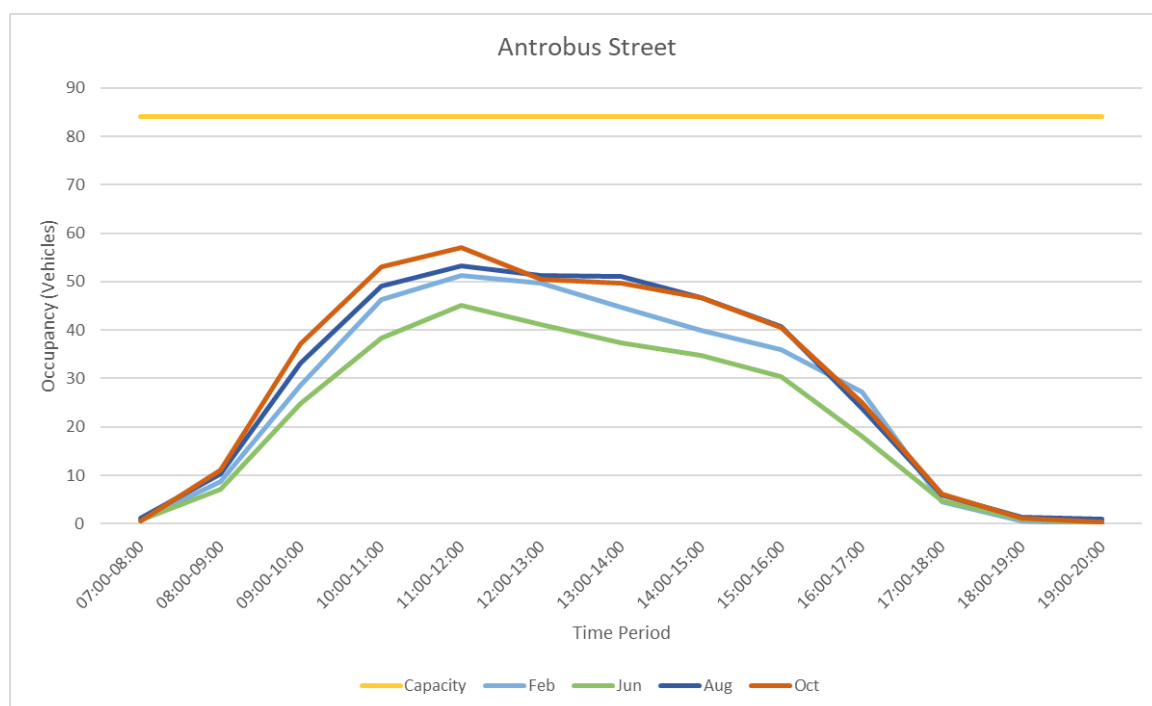
**Table 2-2: Antrobus Street car park existing tariffs and proportion of ticket sales**

	Up to 1 hour	Up to 2 hours	Up to 3 hours
Tariff	£0.40	£0.60	£1.10
Proportion of ticket sales	34%	52%	14%

Figure 2-2 illustrates the average daily occupancy of Antrobus Street car park between 07:00 and 19:00 for February, June, August, and October 2022. The graph shows that demand for the car park peaks between 10:00 and 14:00 and decreases at a slower rate in the late afternoon and evening. Car park occupancy differs little between each month, however October sees the highest occupancy with an average of 57 vehicles between 11:00 and 12:00. June has the lowest average peak occupancy of 45 vehicles between 11:00 and 12:00.

<sup>1</sup> Disabled bays can be used by blue badge holders, as long as they display their badge in line with the terms and conditions of their permits.

**Figure 2-2: Antrobus Street typical occupancy**



### 2.1.2 Back Park Street

Table 2-3 shows that Back Park Street car park is a medium sized car park intended for long stay use. The main purpose of the car park is to serve shoppers, the max stay is eight hours and there are three spaces for disabled users.

**Table 2-3. Back Park Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay	Free after 3pm
Charged parking	98	3	8	Long stay	Yes

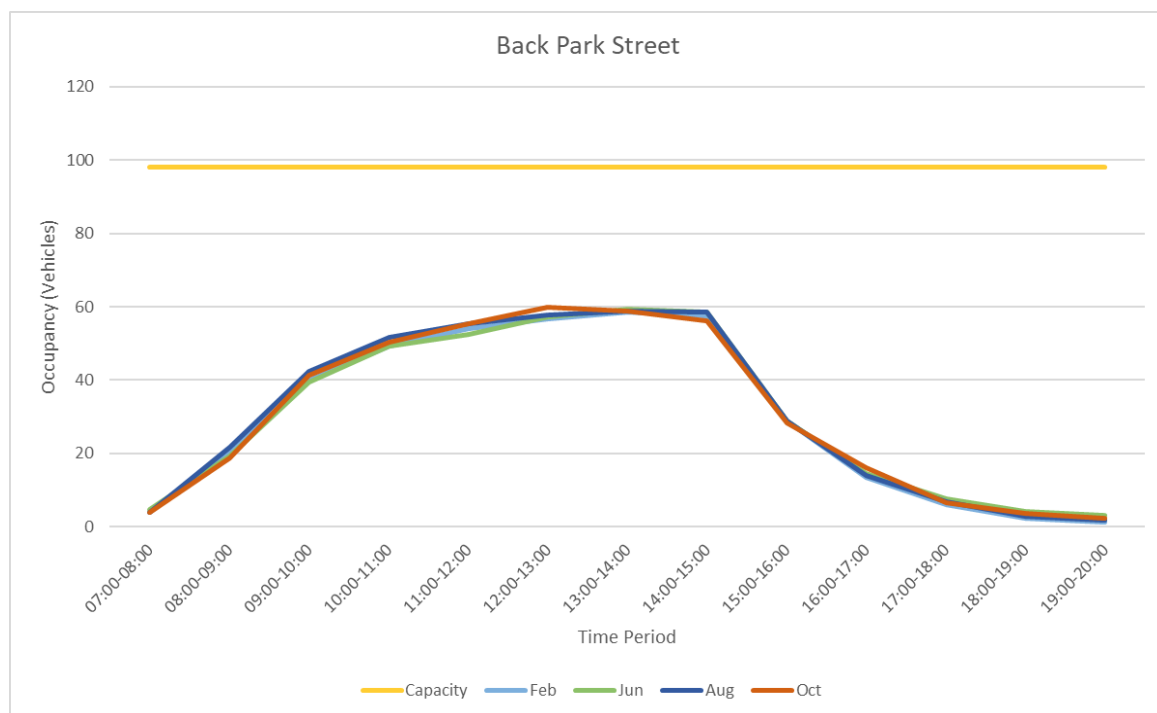
Table 2-4 shows the existing car park tariffs and the proportion of tickets sold. The most popular tariff is up to two hours, which accounts for 53% of sales, whilst up to four hours is the least popular accounting for 18% of sales. Three quarter permits were sold, no annual permits were bought.

**Table 2-4: Back Park Street car park existing tariffs and proportion of ticket sales**

	Existing tariffs and proportion of ticket sales			Permits	
	Up to 2 hours	Up to 4 hours	Up to 8 hours	Quarter	Annual
Tariff	£0.60	£1.10	£1.60	£82.00	£307.00
Proportion of ticket sales	53%	18%	30%	3	0

Figure 2-3 illustrates the average daily occupancy of Back Park Street car park between 07:00 and 19:00 for February, June, August, and October 2022. The graph shows that demand for the car park peaks between 10:00 and 15:00 and decreases at a slower rate in the late afternoon and evening. Car park occupancy differs little between each month, however October sees the highest occupancy with an average of 60 vehicles between 12:00 and 13:00. February, June, and August have an average peak occupancy of 59 vehicles between 13:00 and 14:00.

**Figure 2-3. Back Park Street typical occupancy**



### 2.1.3 Blake Street and Egerton Street

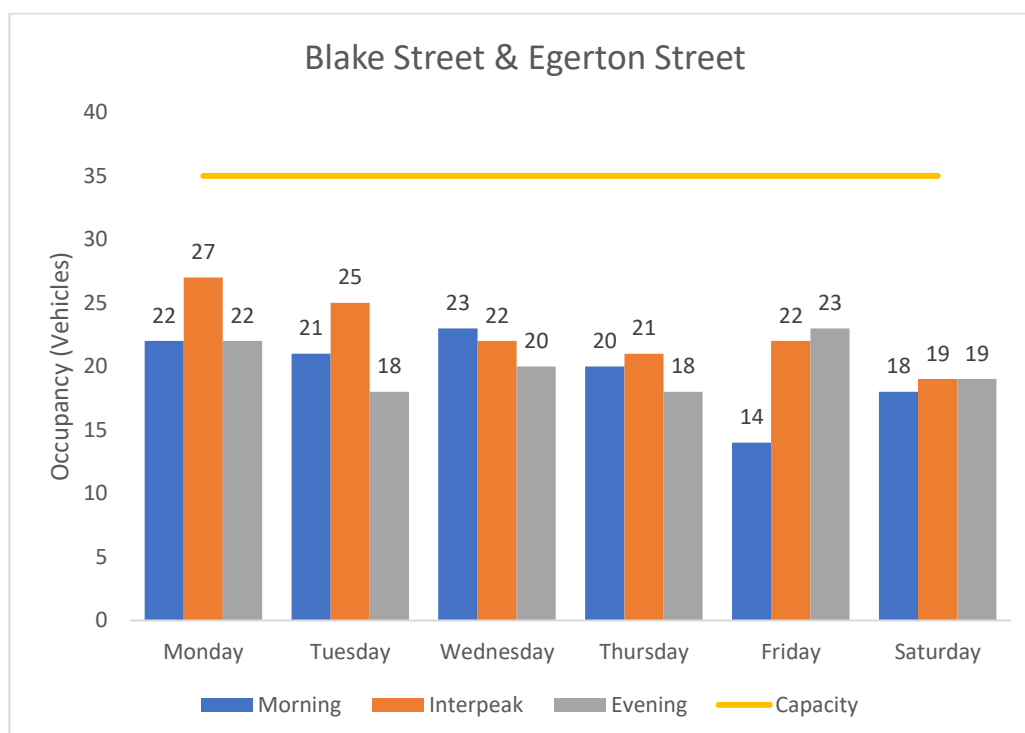
Table 2-5 shows that Blake Street and Egerton Street car park is a free and small sized car park intended for long stay use. The main purpose of the car park is to serve residents, the max stay is eight hours and there are no bays marked for disabled users.

**Table 2-5: Blake Street and Egerton Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Free parking	35	0	8	Long stay

Figure 2-4 illustrates the occupancy of Blake Street and Egerton Street car park at three distinct periods, the morning, interpeak, and evening for Monday to Saturday during late February to early March 2023. The car park is generally 50% to 70% full and is predominantly used by local residents.

**Figure 2-4: Blake Street and Egerton Street typical occupancy**



### 2.1.4 Chapel Street

Table 2-6 shows that Chapel Street car park is a medium sized car park intended for long stay use. The main purpose of the car park is to serve shoppers, the max stay is eight hours and there are no bays marked for disabled users.

**Table 2-6: Chapel Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Charged parking	52	0	8	Long stay

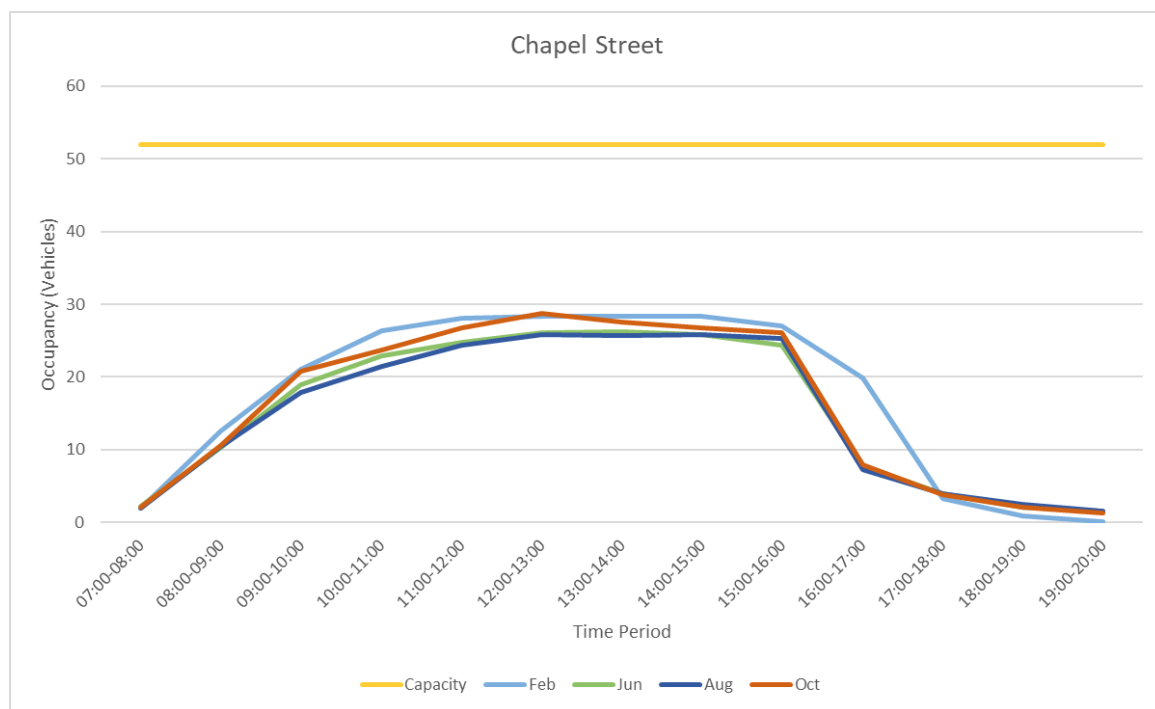
Table 2-7 shows the existing car park tariffs and the proportion of tickets sold. The most popular tariff is up to two hours, which accounts for 49% of sales, whilst up to four hours is the least popular accounting for 16% of sales. No quarter permits were sold whilst 12 annual permits were sold.

**Table 2-7: Chapel Street car park existing tariffs and proportion of ticket sales**

	Existing Tariffs and proportion of ticket sales			Permits	
	Up to 2 hours	Up to 4 hours	Up to 8 hours	Quarter	Annual
Tariff	£0.60	£1.10	£1.60	£82.00	£307.00
Proportion of ticket sales	49%	16%	35%	0	12

Figure 2-5 illustrates the average daily occupancy of Chapel Street car park between 07:00 and 19:00 for February, June, August, and October 2022. The graph shows that demand for the car park peaks between 10:00 and 16:00 and decreases at a slower rate in the late afternoon and evening. Car park occupancy differs little between each month, however October sees the highest occupancy with an average of 29 vehicles between 12:00 and 13:00. June and August have the lowest average peak occupancy of 26 vehicles per hour between 12:00 and 15:00.

**Figure 2-5: Chapel Street typical occupancy**



### 2.1.5 Fairground

Table 2-8 shows that Fairground car park is a medium sized car park intended for short stay use. The main purpose of the car park is to serve Congleton library, the max stay is three hours and there are six spaces for disabled users.

**Table 2-8. Fairground car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Charged parking	97	6	3	Short stay

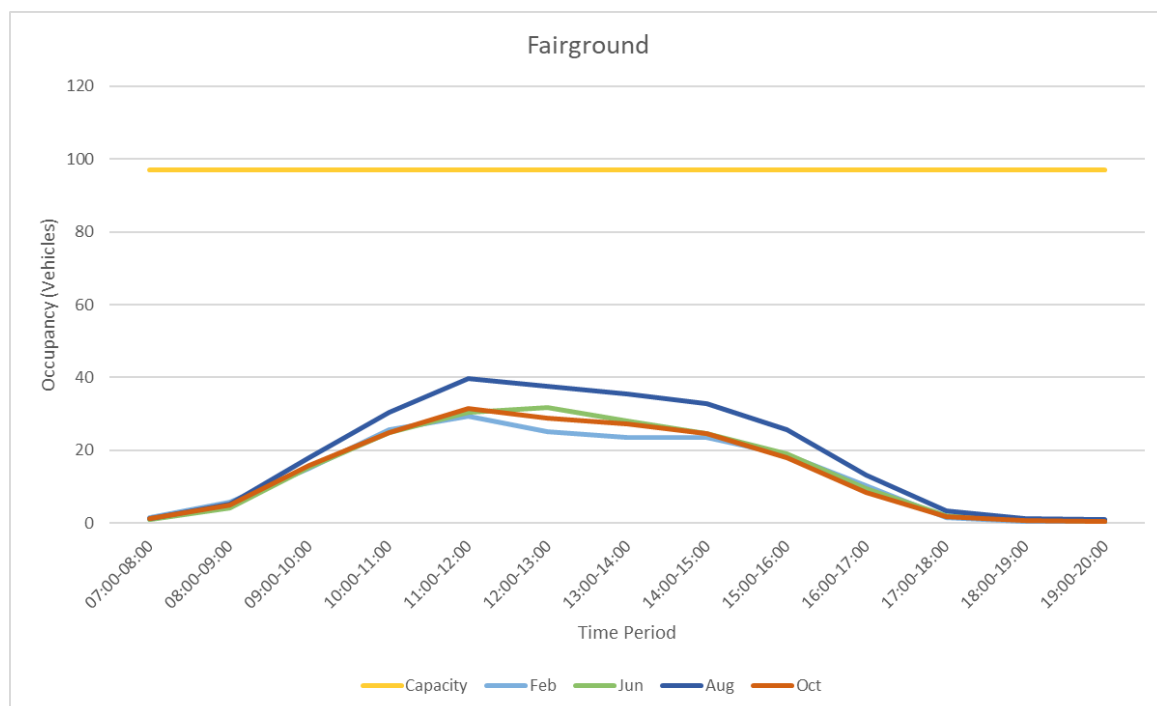
Table 2-9 shows the existing car park tariffs and the proportion of tickets sold. The most popular tariff is up to two hours, which accounts for 53% of sales, whilst up to three hours is the least popular accounting for 16% of sales.

**Table 2-9. Fairground car park existing tariffs and proportion of ticket sales**

	Up to 1 hour	Up to 2 hours	Up to 3 hours
Tariff	£0.40	£0.60	£1.10
Proportion of ticket sales	31%	53%	16%

Figure 2-6 illustrates the average daily occupancy of Fairground car park between 07:00 and 19:00 for February, June, August, and October 2022. The graph shows that demand for the car park peaks between 11:00 and 12:00 and gradually decreases from this point, before occupancy decreases further from 3pm onwards. Car park occupancy is relatively consistent between each month; however, August sees the highest occupancy with an average of 40 vehicles between 11:00 and 12:00. February has the lowest average peak occupancy of 29 vehicles between 11:00 and 12:00.

**Figure 2-6: Fairground typical occupancy**



### 2.1.6 Park Street

Table 2-10 shows that Park Street car park is a small sized car park intended for long stay use. The main purpose of the car park is to serve shoppers, the max stay is eight hours and there are no spaces for disabled users.

**Table 2-10. Park Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Charged parking	37	0	8	Long stay

Table 2-11 shows the existing car park tariffs and the proportion of tickets sold. The most popular tariff is up to two hours, which accounts for 53% of sales, whilst up to four hours is the least popular accounting for 18% of sales.

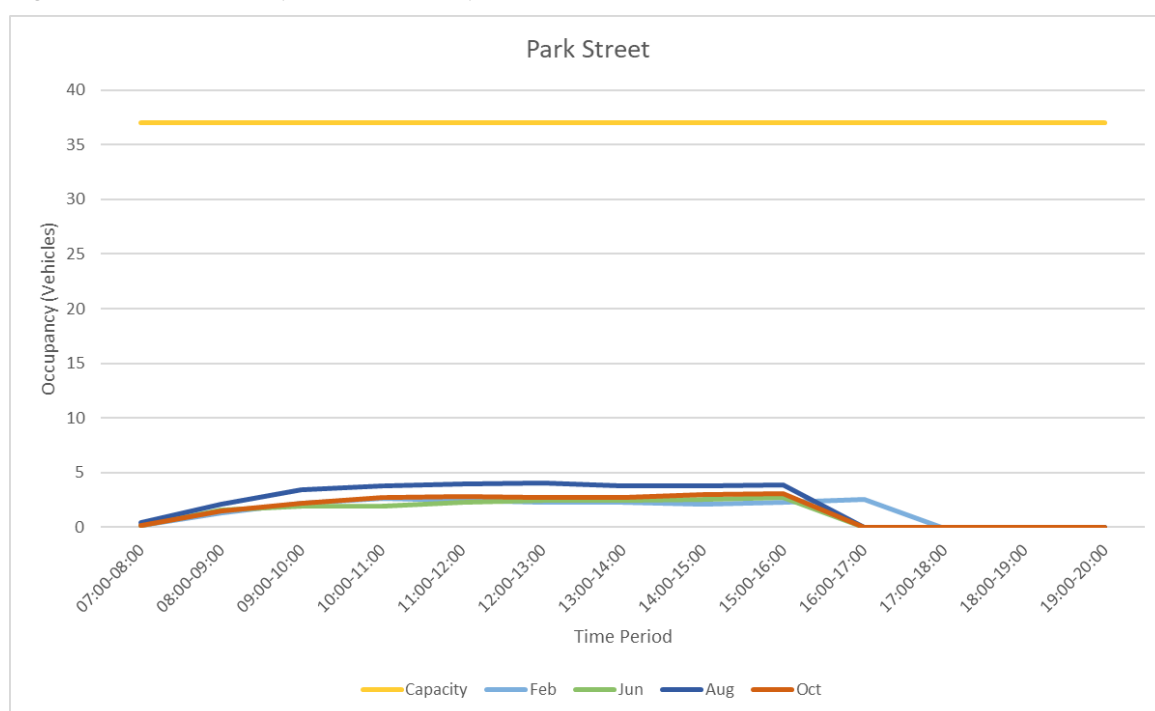


**Table 2-11. Park Street car park existing tariffs and proportion of ticket sales**

	Up to 2 hours	Up to 4 hours	Up to 8 Hours
Tariff	£0.60	£1.10	£1.60
Proportion of ticket sales	53%	18%	30%

Figure 2-7 illustrates the average daily occupancy of Park Street car park between 07:00 and 19:00 for February, June, August, and October 2022. The graph shows that car park occupancy remains low throughout the day. The Mountbatten Way dual carriageway runs between the main shopping destination, Lawton Street, and the car park creating severance, which could be a key factor for the low occupancy. Car park occupancy is relatively consistent between each month; however, August sees the highest occupancy with an average of four vehicles between 10:00 and 16:00. In all other months the average peak occupancy is three vehicles.

**Figure 2-7: Park Street typical occupancy**



### 2.1.7 Princess Street

Table 2-12 shows that Princess Street car park is a medium sized car park intended for long stay use. The main purpose of the car park is to serve shoppers, the max stay is eight hours and there are two spaces for disabled users.

**Table 2-12. Princess Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Charged parking	90	2	8	Long stay

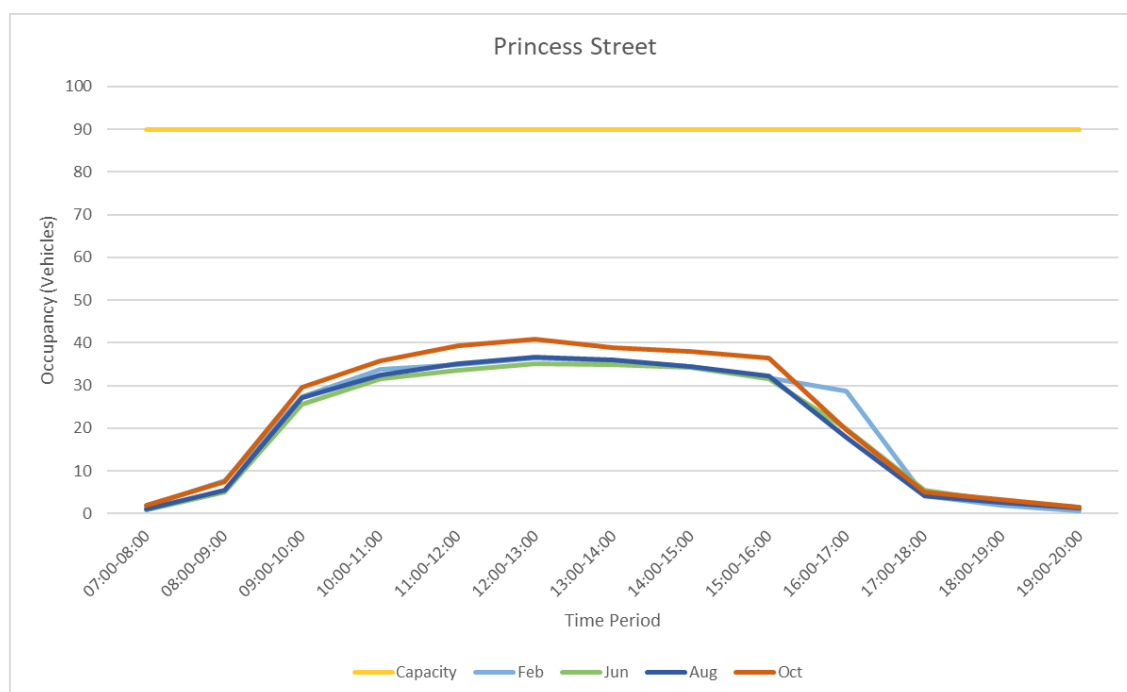
Table 2-13 shows the existing car park tariffs and the proportion of tickets sold. The most popular tariff is up to two hours, which accounts for 40% of sales, whilst up to four hours is the least popular accounting for 10% of sales.

**Table 2-13. Princess Street car park existing tariffs and proportion of ticket sales**

	Up to 1 hour	Up to 2 hours	Up to 4 hours	Up to 8 hours
Tariff	£0.40	£0.60	£1.10	£1.60
Proportion of ticket sales	21%	40%	10%	29%

Figure 2-8 shows the average daily occupancy of Princess Street car park between 07:00 and 19:00 for February, June, August, and October 2022. The graph shows that occupancy levels are relatively consistent between each month, however October sees the highest occupancy with an average of 41 vehicles between 12:00 and 13:00. June has the lowest average peak occupancy of 35 vehicles between 12:00 and 14:00.

**Figure 2-8: Princess Street typical occupancy**



### 2.1.8 Roe Street

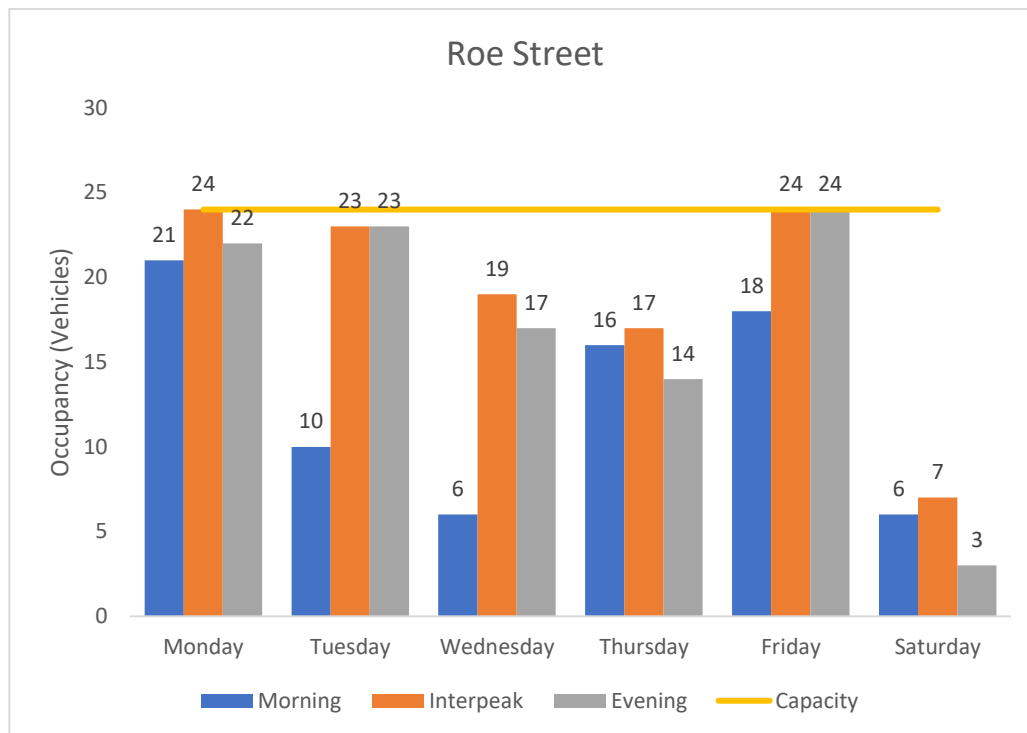
Table 2-14 shows that Roe Street car park is a small sized car park intended for long stay use. The main purpose of the car park is to serve a local GP surgery, the max stay is eight hours and there are no spaces for disabled users.

**Table 2-14: Roe Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Free parking	24	0	8	Long stay

Figure 2-9 illustrates the occupancy of Roe Street car park at three distinct periods, the morning, interpeak, and evening for Monday to Saturday during late February to early March. The car park is generally well utilised on weekdays, particularly the interpeak and evening periods. However, on Saturday, the car park operates at approximately 25-30% capacity. This shows demand is most likely to be associated with the opening hours of the local GP surgery.

**Figure 2-9: Roe Street typical occupancy**



### 2.1.9 Rood Hill

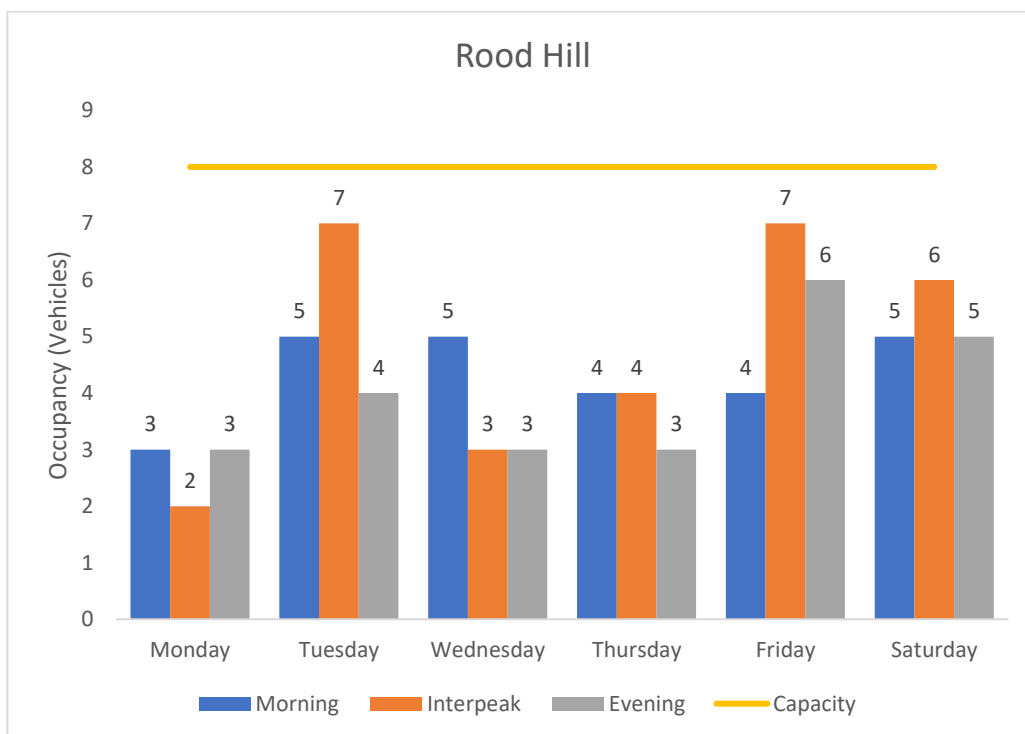
Table 2-15 shows that Rood Hill car park is a small sized car park intended for long stay use. The main purpose of the car park is to serve residents, the max stay is eight hours and there are no spaces for disabled users.

**Table 2-15: Rood Hill car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Free parking	8	0	8	Long stay

Figure 2-10 illustrates the occupancy of Rood Hill car park at three distinct periods, the morning, interpeak, and evening for Monday to Saturday during late February to early March. The car park is generally well utilised and is generally between 50% and 90% utilised across the week.

**Figure 2-10: Rood Hill typical occupancy**



### 2.1.10 Rope Walk

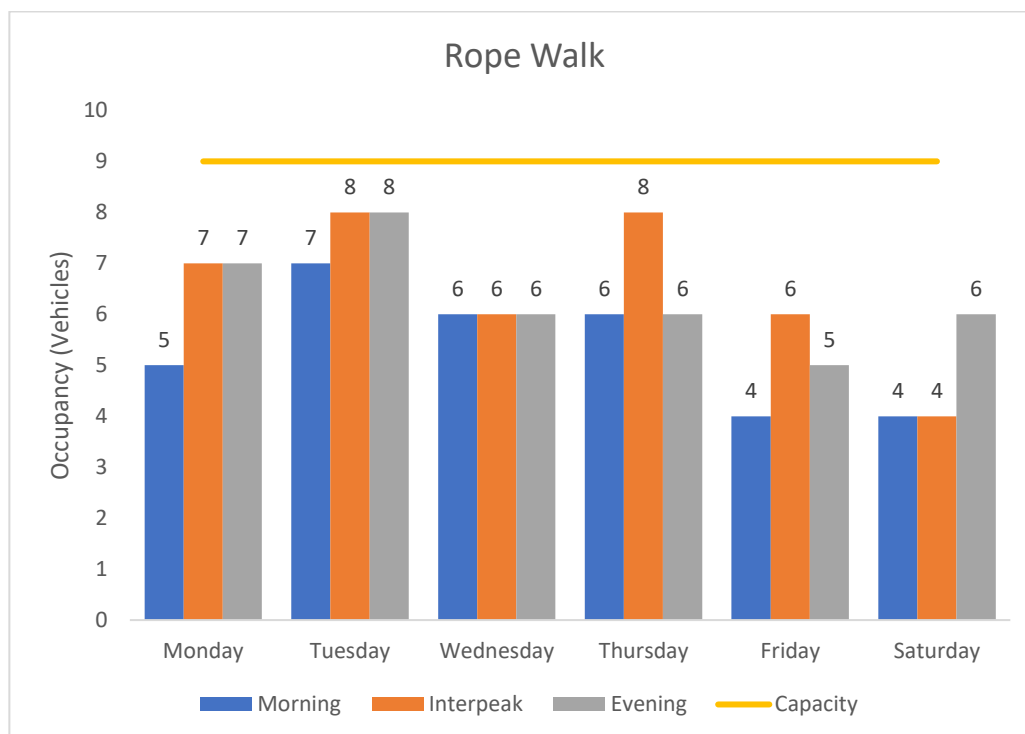
Table 2-16 shows that Rope Walk car park is a small sized car park intended for long stay use. The main purpose of the car park is to serve residents, the max stay is eight hours and there are no spaces for disabled users.

**Table 2-16: Rope Walk car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Free parking	9	0	8	Long stay

Figure 2-11 illustrates the occupancy of Rope Walk car park at three distinct periods, the morning, interpeak, and evening for Monday to Saturday during late February to early March. The car park is generally well utilised across the whole week, although utilisation is slightly lower during Saturday morning and interpeak periods.

**Figure 2-11: Rope Walk typical occupancy**



### 2.1.11 Royle Street

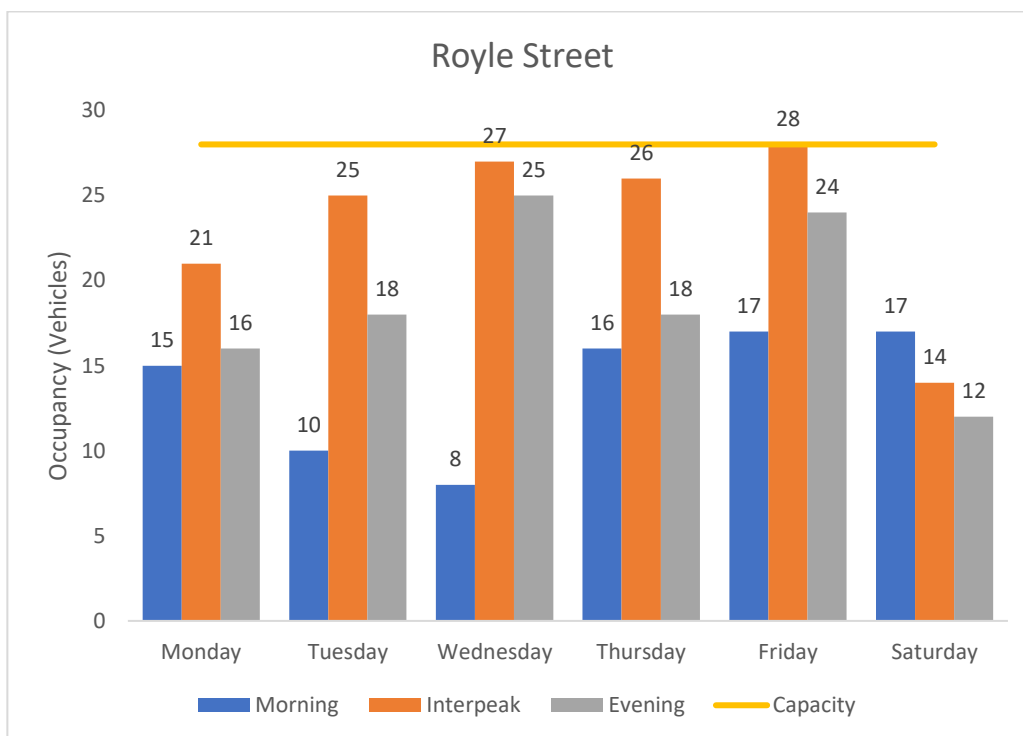
Table 2-17 shows that Royle Street car park is a small sized car park intended for long stay use. The main purpose of the car park is to serve residents, the max stay is 8 hours and there are no spaces for disabled users.

**Table 2-17: Royle Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Free parking	28	0	8	Long stay

Figure 2-12 illustrates the occupancy of Royle Street car park at three distinct periods, the morning, interpeak, and evening for Monday to Saturday during late February to early March. This shows that the car park is generally well utilised across the week, particularly during the interpeak and evening periods.

**Figure 2-12: Royle Street typical occupancy**



### 2.1.12 Thomas Street

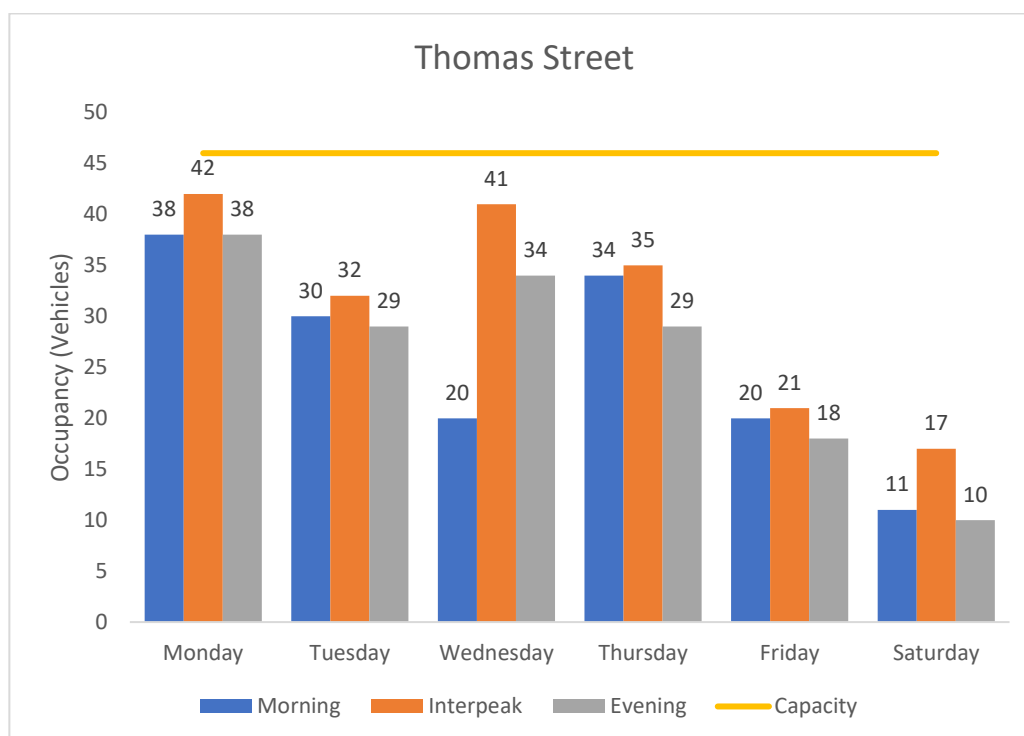
Table 2-18 shows that Thomas Street car park is a small sized car park intended for long stay use. The main purpose of the car park is to serve workers and shoppers, the max stay is eight hours and there are no spaces for disabled users.

**Table 2-18: Thomas Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Free parking	46	0	8	Long stay

Figure 2-13 illustrates the occupancy of Thomas Street car park at three distinct periods, the morning, interpeak, and evening for Monday to Saturday during late February to early March. This shows that the car park is generally well utilised between Monday and Thursday, but occupancy falls on Friday and Saturday.

**Figure 2-13: Thomas Street typical occupancy**



### 2.1.13 West Street

Table 2-19 shows that West Street car park is a large sized car park intended for long stay use. The main purpose of the car park is to serve the town centre, users of the Congleton Lawn Tennis Club and the surrounding businesses, the max stay is eight hours and there are four spaces for disabled users.

**Table 2-19. West Street car park characteristics**

Current status	Capacity	Disabled bays	Max length stay (hours)	Short/ long stay
Charged parking	216	4	8	Long stay

Table 2-20 shows the existing car park tariffs and the proportion of tickets sold. The most popular tariff is up to two hours, which accounts for 54% of sales, whilst up to four hours is the least popular accounting for 17% of sales. Eleven quarter length permits, and seven annual permits were sold.

**Table 2-20. West Street car park existing tariffs and proportion of ticket sales**

	Existing tariffs and proportion of ticket sales			Permits	
	Up to 2 hours	Up to 4 hours	Up to 8 hours	Quarter	Annual
Tariff	£0.60	£1.10	£1.60	£82.00	£307.00
Proportion of ticket sales	54%	17%	28%	11	7

Figure 2-14 illustrates the average daily occupancy of West Street car park between 07:00 and 19:00 for February, June, August, and October 2022. The graph shows that demand for the car park peaks between 10:00 and 16:00 and decreases at a slower rate in the late afternoon and evening. Car park occupancy is relatively consistent between each month; however, October sees the highest occupancy with an average of 85 vehicles between 11:00 and 13:00. June has the lowest average peak occupancy of 79 vehicles between 12:00 and 13:00.

**Figure 2-14: West Street typical occupancy**

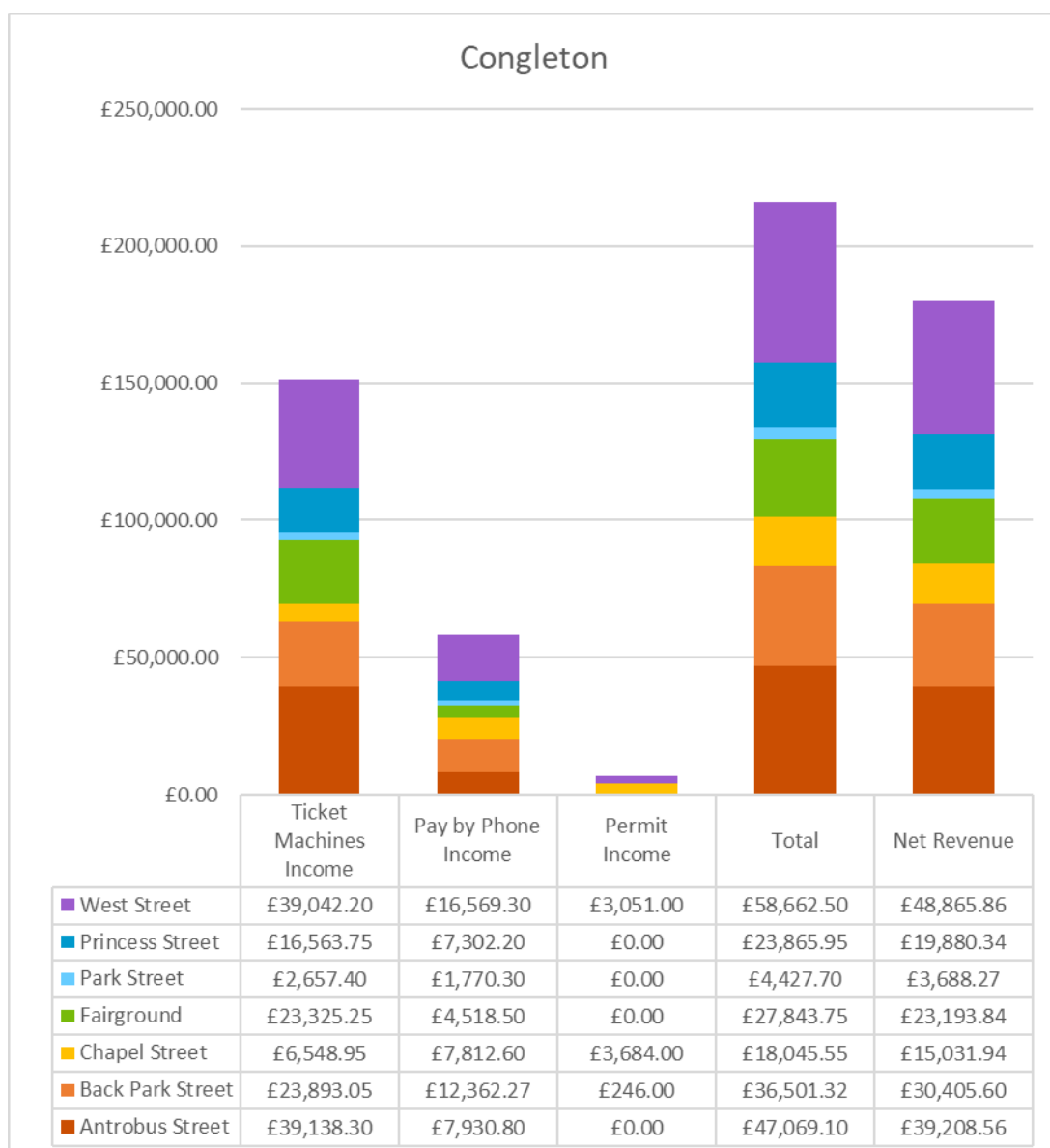


## 2.2 Existing revenue summary

Figure 2-15 shows that paying by machine is the most popular format in Congleton with over £151,000 received in revenue. In contrast, approximately £58,000 was received via Pay-by-Phone. Approximately £7,000 was received from permits. Total revenue amounts to over £216,000 but when netted against operating costs this falls to around £180,000. West Street received the most total revenue, nearing £50,000, whilst Park Street received the least at around £3,700.



Figure 2-15: Congleton revenue summary<sup>2</sup>



<sup>2</sup> Note table is listed in order of bar chart colours.

## 3. Benchmarking CEC parking charges

### 3.1 Introduction

As set out earlier in this report, CEC must meet complex challenges and increasing customer expectations to provide a modern, responsive and fair parking service. The parking management regime across the borough needs to be more closely aligned to wider corporate objectives; thus, promoting environmental sustainability, social equity and economic efficiency. To help inform the council's review of parking charges it is important to consider the wider context both locally and nationally, in terms of the parking charge arrangements in neighbouring authorities, as well as the prevailing economic conditions and inflationary pressures facing the wider country. Analysis of each of these factors, in comparison to CEC's current parking charge regime, is presented in the following sub-sections.

### 3.2 Inflation analysis

The last parking tariff increase implemented by CEC came into effect on 1<sup>st</sup> April 2019, with changes implemented across all towns that charge for parking (Alderley Edge, Congleton, Crewe, Knutsford, Macclesfield, Nantwich and Wilmslow). However, in recent years, particularly between 2021 and early 2023, the UK economy has faced a significant rise in inflation which has driven a rapid increase in the cost of goods and services.

The Bank of England's inflation calculator<sup>3</sup> uses Consumer Price Index (CPI) inflation data from the Office for National Statistics (ONS), which can be used as a tool to understand how prices in the UK have changed over time. Using the calculator shows that between 2019 and May 2023 (the most recent month for which data is available) the cost of goods and services in the UK increased by circa 22%. Applying this rate of increase to the current tariffs introduced by CEC in Crewe in April 2019 produces the illustrative 2023 prices, see Table 3-1. The illustrative tariffs have also been rounded in line with the criteria set by CEC for cash collection purposes, as outlined later in section 4.

**Table 3-1: 2019 parking tariffs adjusted for inflation**

Length of stay	2019 tariff	Cost in May 2023 with 22% inflation applied	Cost in May 2023 with 22% inflation, rounded in line with CEC cash collection criteria
Up to 1 hour	£0.80	£0.97	£1.00
Up to 2 hours	£1.20	£1.46	£1.50
Up to 3 hours	£2.20	£2.68	£2.70
Up to 4 hours	£3.00	£3.65	£3.70
Up to 10 hours (non-railway)	£5.60	£6.83	£6.80
Up to 10 hours (railway)	£7.50	£9.14	£9.10

<sup>3</sup> <https://www.bankofengland.co.uk/monetary-policy/inflation/inflation-calculator>

### 3.3 Benchmarking with neighbouring authorities

Parking charges have been examined in five neighbouring local authorities<sup>4</sup>; Stoke-on-Trent City Council, Cheshire West and Chester Council, Telford & Wrekin Council, Trafford Council and Shropshire Council, to allow for a comparison of parking charges with the existing CEC tariffs.

Across the Cheshire East towns where car parks are chargeable, the majority offer long stay car park provision. For the purposes of this benchmarking exercise, average tariffs in long stay car parks in the neighbouring local authorities and Congleton are analysed to allow for a fair comparison and understanding of the differences in current tariffs.

Table 3-2 shows the average tariffs across long stay car parks in the five neighbouring authorities and the average of the current tariffs in long stay car parks in Congleton. The current average tariff charged in Congleton ranges from £0.40 to £1.60.

For all tariff bands, Congleton currently charges significantly less on average for parking in its long stay car parks, compared to long stay car park in all five neighbouring authorities. At present the current tariffs in Congleton are 66% to 74% lower than the average tariffs across the five neighbouring authorities.

**Table 3-2: Average of current tariffs in long stay car parks across neighbouring authorities and Congleton**

Average Tariffs Across Car Parks	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Up to 7 hrs	Up to 8 hrs
Stoke-On-Trent	£1.18	£2.04	£3.33	£4.11	£4.96	£5.17		
Cheshire West and Chester	£2.20	£3.30	£4.50		£7.00	£6.90	£7.90	£7.90
Telford and Wrekin	£1.55	£2.30	£3.10	£3.00	£4.00	£4.67		
Trafford	£2.00		£3.00	£4.00	£5.00	£6.00		
Shropshire	£0.83	£1.66	£2.49	£3.33	£4.16	£4.99	£5.85	£6.65
Average across five neighbouring authorities	£1.55	£2.26	£3.28	£3.79	£5.02	£5.55	£5.91	£6.08
<b>Current Congleton Tariffs</b>	<b>£0.40</b>	<b>£0.60</b>	<b>£1.10</b>	<b>£1.20</b>	<b>£1.60</b>	<b>£1.60</b>	<b>£1.60</b>	<b>£1.60</b>
% lower than neighbouring authorities	74%	73%	66%	68%	68%	71%	73%	74%

<sup>4</sup>A full detailed list of car parking tariffs for the five neighbouring authorities can be found in Appendix A.

## 4. Proposed tariff changes and projected revenues

### 4.1 Parking tariff review

Parking charges in the seven towns that currently charge for parking (Alderley Edge, Congleton, Crewe, Knutsford, Macclesfield, Nantwich, Wilmslow) are being reviewed, with tariffs in some car parks proposed to increase by the circa 22% rate of inflation, in line with CEC's adopted Medium Term Financial Strategy 2023-2027. Quarter and annual permits are also included in the review.

The typical current tariff for each town, for a car park with a maximum stay of up to 10 hours is stated in Table 4-1, with contract parking tariffs shown in Table 4-2.

**Table 4-1: Example daily long-stay parking tariffs for each town**

Town	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 8 hrs	Up to 10 hrs
Alderley Edge	£0.50	£0.90	£1.90	£2.20	N/A		
Congleton	£0.60		£1.10		£1.60		
Crewe	£0.80	£1.20	£2.20		£3.00		
Knutsford	£0.70	£1.10	£2.20	£3.20	£4.00	£4.40	
Macclesfield	£0.80	£1.20	£2.40	£3.50	£4.40	£5.60	
Nantwich	£0.70	£1.10	£2.20		£3.00		
Wilmslow	£0.80	£1.20	£2.40	£3.50	£5.60		

**Table 4-2: Typical contract parking tariffs for each town**

Town	Quarter	Annual
Alderley Edge	£159.00	£583.00
Congleton	£82.00	£307.00
Crewe	£179.00	£470.00
Knutsford	£235.00	£895.00
Macclesfield	£235.00	£895.00
Nantwich	£153.00	£567.00
Wilmslow	£235.00	£895.00

Workshops were held in July 2023 with CEC officers to review tariffs on a town-by-town basis, taking each car park in turn. As a result of this review, the number of tariffs and time bands is proposed to be consolidated to make charges and banding easier for users to understand, and to make the approach to parking management more equitable across the borough. Table 4-3 presents the proposed consolidated tariffs and time bands, which are intended to reflect the proximity of a given car park to town centre service and amenities, and therefore the level of convenience for users.

The review has considered the unique local characteristics and requirements of each town, as well as the main purpose a car park serves, such as shopping and leisure trips, workers, health care appointments etc. Where necessary, tariffs have been tailored to meet specific local needs, and in some locations, it is proposed that current charges are frozen, or reduced to lower rates.

In Congleton, a blend of tariffs has been proposed in West Street car park to reflect its convenience for town centre services and amenities, as well as taking into account effects that changes in tariffs would have on workers. In this case, a higher rate is proposed for short stay tariffs (up to 3 hours) while longer stay tariffs (over 3 hours) are proposed at the middle rate. All other car parks are proposed to be on one tariff tier.

In addition, the charging period for car parks across Congleton is proposed to be extended from the current period of 9am to 5pm, to 8am to 6pm.

**Table 4-3: Proposed consolidated tariffs and time bands**

Tier	0-1 hr	1-2 hrs	2-3 hrs	3-4 hrs	4-6 hrs	6-10 hrs
Higher	£1.00	£1.60	£2.30	£3.30	£4.40	£5.20
Middle	£0.80	£1.40	£2.00	£2.70	£3.70	£4.30
Lower	£0.60	£1.00	£1.50	£2.10	£3.00	£3.40

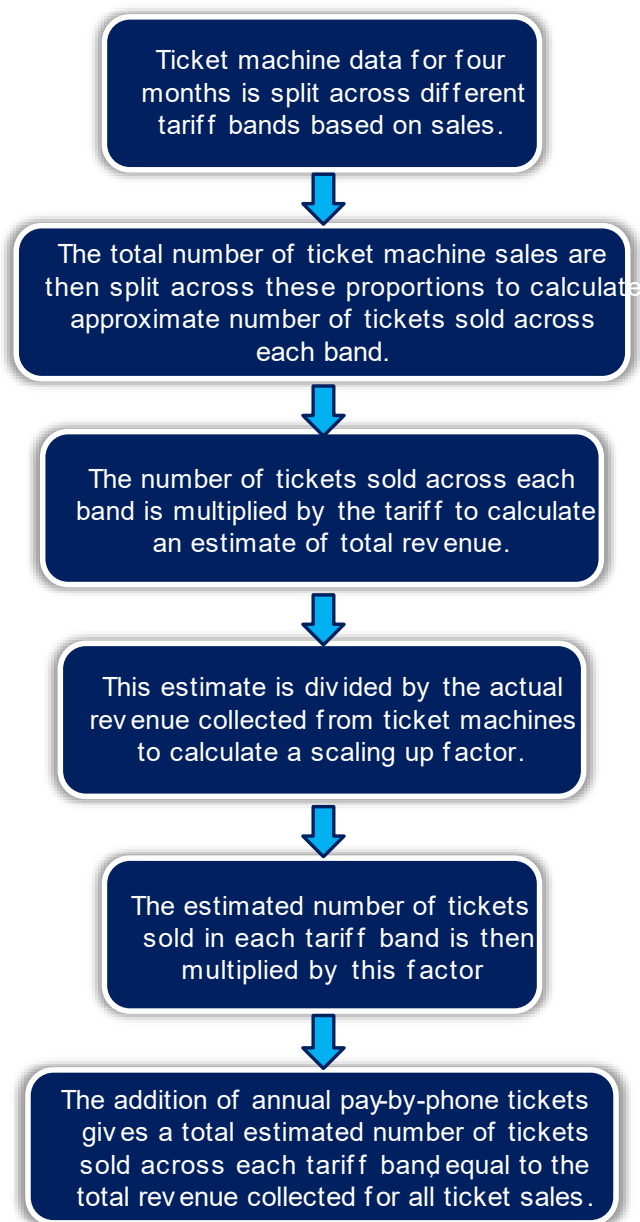
## 4.2 Calculating current ticket sales

Current ticket sales figures for Congleton car parks are based on two different sources of data, as users are able to pay for CEC car parks in two ways; Pay-by-Phone and ticket machines. Pay-by-Phone data is available for the whole year and has within it all information relating to the tariff paid by the user, the transaction date, and the length of stay.

Ticket machine data is not as complete, with data regarding the length of stay available over four months of the year, with just the total number of tickets sold and the total revenue collected from the ticket machines available for the whole year. The missing ticket data are due to limitations of the back-office system. The four-month totals were used to calculate an estimated split across the different tariff bands for each of the car parks. These values were then scaled up by a factor relative to the total annual number of tickets sold to estimate the number of tickets sold across each tariff band for the whole year.

The method by which this estimate was used to calculate a full picture of ticket sales in Congleton across the year is shown in Figure 4-1.

**Figure 4-1. Process for estimating annual ticket sales across each town**



Revenue collected for Quarter and annual permit sales is contained within the total ticket machine revenue collection and was discounted from this total when applying scaling factors. Quarter and annual permits were excluded from the elasticity calculations due to their small number, and the assumption that a price rise would be less likely to affect a car park user who paid for contract parking.

### 4.3 Calculating projected revenue

The demand for parking in CEC-operated car parks is likely to be impacted by the proposed tariff changes. Therefore, the long-term elasticity of such demand must be considered when calculating projected revenues. As discussed in the accompanying Parking Elasticity Technical Note, each car park is assigned to a low, medium or high elasticity band underpinned by three key criteria:

- Most common duration of stay;

- Town centre vitality rating; and
- Alternative parking availability

Each elasticity band corresponds to a different displacement value, which represents the proportion of car park users who may potentially attempt to avoid paying increased charges and displace to alternative parking locations. Conversely, car parks where charges are proposed to be reduced may become more attractive to users and experience a rise in demand, particularly if charges in nearby locations are increasing. In these instances, the displacement value represents the proportion by which demand may increase.

The displacement value is applied to the current number of tickets sold across each time band to obtain the number of tickets projected to be sold following the proposed increase or decrease in tariff, reflecting the estimated change in demand.

**Table 4-4: Elasticity bands and displacement values**

Elasticity band	Displacement value (change in demand)	
	Tariff Increase	Tariff decrease
Low	-2%	+2%
Medium	-5%	+5%
High	-8%	+8%

The adjusted ticket sales for each time band were multiplied by the proposed tariffs for the car park to obtain the total projected income.

For ease of payment by users of the car parks, hourly and daily charges have been rounded to the nearest 10p using the following criteria:

- Tariffs under 5p are rounded down to the nearest 10p; and
- Tariffs equal to or above 5p are rounded up to the nearest 10p.

Annual revenue has been rounded to the nearest £10.

The total projected income for each car park in Congleton is calculated by adjusting the number of users of the car park by a displacement value. Applying the VAT assumption (that CEC will keep 83.3p for every £1 paid by the customer) to the total income determines the net revenue CEC is estimated to obtain from an individual car park as a result of the tariff changes.

The following sub-sections discuss the impacts on increasing the tariffs for CEC-owned car parks in Congleton which are currently charged. The proposed tariffs, the changes to ticket sales when considering elasticity of demand, and the projected net revenue for CEC is provided separately for each car park, alongside a summary of total projected revenue to be generated from Congleton.

## 4.4 Antrobus Street

### 4.4.1 Proposed tariffs

The current and proposed tariffs for Antrobus Street car park are outlined in Table 4-5.

*Table 4-5: Current and proposed Antrobus Street car park tariffs*

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs
Current	£0.40	£0.60	£1.10
Proposed tariff tier: higher	£1.00	£1.60	£2.30

### 4.4.2 Projected ticket sales

The elasticity band determined for Antrobus Street car park is medium. This indicates a change in tariff may result in a -5% reduction in demand. This displacement value is applied to the tickets sold in 2022 across each tariff band, with the revised ticket sales presented in Table 4-6.

*Table 4-6: Antrobus Street car park 2022 annual ticket sales and projected ticket sales following tariff change*

Tariff	Current	Projected
Up to 1 hr	33,124	31,468
Up to 2 hrs	30,975	29,427
Up to 3 hrs	13,849	13,157
<b>Total</b>	<b>77,949</b>	<b>74,052</b>

### 4.4.3 Projected revenue

The projected total income and net revenue for Antrobus Street car park is shown in Table 4-7. CEC is projected to receive £90,731.32 in annual net revenue if the proposed change in tariff is applied, an increase of £51,522.76.

*Table 4-7: 2022 and projected total income and net revenue for Antrobus Street car park*

Scenario	Total	Net Revenue
2022	£47,069.10	£39,208.56
Projected	£108,921.16	£90,731.32
<b>Difference</b>	<b>£61,852.06</b>	<b>£51,522.76</b>

## 4.5 Back Park Street

### 4.5.1 Proposed tariffs

The current and proposed tariffs for Back Park Street car park are outlined in Table 4-8.



**Table 4-8: Current and proposed Back Park Street car park tariffs**

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 10 hrs	Quarter	Annual
Current	£0.60			£1.10		1.60*	£82.00	£307.00
Proposed tariff tier: lower	£0.60	£1.00	£1.50	£2.10	£3.00	£3.40	£163.00	£490.00

\*current up to 8 hour tariff.

#### 4.5.2 Projected ticket sales

The elasticity band determined for Back Park Street car park is medium. This indicates a change in tariff may result in a -5% reduction in demand. This displacement value is applied to the tickets sold in 2022 across each tariff band, with the revised ticket sales set out in Table 4-9 and contract parking permits shown in Table 4-10.

**Table 4-9: Back Park Street car park 2022 annual ticket sales and projected ticket sales following tariff change**

Tariff	Current	Projected
Up to 1 hr	794	754
Up to 2 hrs	12,630	11,998
Up to 3 hrs	430	408
Up to 4 hrs	7,079	6,725
4-6 hrs	4,281	4,067
6-10 hrs	8,183	7,773
<b>Total</b>	<b>33,397</b>	<b>31,726</b>

**Table 4-10: Back Park Street car park 2022 projected contract ticket sales**

Tariff	Current	Projected
Quarter	3	3
Annual	0	0

#### 4.5.3 Projected revenue

The projected total income and net revenue for Back Park Street car park is displayed in Table 4-11. CEC is projected to receive £56,586.93 in annual net revenue if the proposed change in tariff is applied, an increase of £26,181.34.

**Table 4-11: 2022 and projected total income and net revenue for Back Park Street car park**

Scenario	Total	Net Revenue
2022	£36,501.32	£30,405.60
Projected	£67,931.49	£56,586.93
<b>Difference</b>	<b>£31,430.17</b>	<b>£26,181.34</b>

## 4.6 Chapel Street

### 4.6.1 Proposed tariffs

The current and proposed tariffs for Chapel Street car park are presented in Table 4-12. It is proposed this car park will become short stay, therefore the maximum length of stay for this car park is proposed to be reduced from eight hours to three hours.

**Table 4-12: Current and proposed Chapel Street car park tariffs**

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 10 hrs	Quarter	Annual
Current	£0.60			£1.10		1.60*	£82.00	£307.00
Proposed tariff tier: higher	£1.00	£1.60	£2.30				£228.00	£750.00

\*current up to 8 hour tariff.

### 4.6.2 Projected ticket sales

The elasticity band determined for Chapel Street car park is medium. This indicates a change in tariff may result in a -5% reduction in demand. This displacement value is applied to the tickets sold in 2022 across each tariff band, with the revised ticket sales stated in Table 4-13 with contract parking tickets shown in Table 4-14.

The majority of long stay demand is assumed to displace to nearby West Street car park, which is reflected in the projected ticket sales.

**Table 4-13: Chapel Street car park 2022 annual ticket sales and projected ticket sales following tariff change**

Tariff	Current	Projected
Up to 1 hr	378	359
Up to 2 hrs	4,415	4,195
Up to 3 hrs	216	205
Up to 4 hrs	1,961	
4-6 hrs	347	
6-10 hrs	5,334	
<b>Total</b>	<b>12,652</b>	<b>4,759</b>

**Table 4-14: Chapel Street car park 2022 projected contract ticket sales**

Tariff	Current	Projected
Quarter	0	0
Annual	12	12

### 4.6.3 Projected revenue

The projected total income and net revenue for Chapel Street car park is displayed in Table 4-15. CEC is projected to receive £13,779.31 in annual net revenue if the proposed change in tariff is applied, a decrease of £1,252.63.

**Table 4-15: 2022 and projected total income and net revenue for Chapel Street car park**

Scenario	Total	Net Revenue
2022	£18,045.55	£15,031.94
Projected	£16,541.79	£13,779.31
<b>Difference</b>	<b>-£1,503.76</b>	<b>-£1,252.63</b>

## 4.7 Fairground

### 4.7.1 Proposed tariffs

The current and proposed tariffs for Fairground car park are shown in Table 4-16.

**Table 4-16: Current and proposed Fairground car park tariffs**

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs
Current	£0.40	£0.60	£1.10
Proposed tariff tier: higher	£1.00	£1.60	£2.30

### 4.7.2 Projected ticket sales

The elasticity band determined for Fairground car park is medium. This indicates a change in tariff may result in a -5% reduction in demand. This displacement value is applied to the tickets sold in 2022 across each tariff band, with the revised ticket sales presented in Table 4-17.

**Table 4-17: Fairground car park 2022 annual ticket sales and projected ticket sales following tariff changes**

Tariff	Current	Projected
Up to 1 hr	13,336	12,670
Up to 2 hrs	15,848	15,055
Up to 3 hrs	11,819	11,228
<b>Total</b>	<b>41,003</b>	<b>38,953</b>

### 4.7.3 Projected revenue

The projected total income and net revenue for Fairground car park is shown in Table 4-18. CEC is projected to receive £52,171.97 in annual net revenue if the proposed change in tariff is applied, an increase of £28,978.12.

**Table 4-18: 2022 and projected total income and net revenue for Fairground car park**

Scenario	Total	Net Revenue
2022	£27,843.75	£23,193.84
Projected	£62,631.41	£52,171.97
<b>Difference</b>	<b>£34,787.66</b>	<b>£28,978.12</b>

## 4.8 Park Street

### 4.8.1 Proposed tariffs

The current and proposed tariffs for Park Street car park are outlined in Table 4-19.

**Table 4-19: Current and proposed Park Street car park tariffs**

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 10 hrs	Quarter	Annual
Current	£0.60			£1.10		1.60*	£82.00	£307.00
Proposed tariff tier: lower	£0.60	£1.00	£1.50	£2.10	£3.00	£3.40	£163.00	£490.00

\*current up to 8 hour tariff.

### 4.8.2 Projected ticket sales

The elasticity band determined for Park Street car park is medium. This indicates a change in tariff may result in a -5% reduction in demand. This displacement value is applied to the tickets sold in 2022 across each tariff band, with the revised ticket sales set out in Table 4-20 and the projected permit sales in Table 4-21.

**Table 4-20: Park Street car park 2022 annual ticket sales and projected ticket sales following tariff changes**

Tariff	Current	Projected
Up to 1 hr	102	98
Up to 2 hrs	2,018	1,944
Up to 3 hrs	85	82
Up to 4 hrs	894	861
4-6 hrs	61	59
6-10 hrs	1,238	1,193
<b>Total</b>	<b>4,398</b>	<b>4,237</b>

**Table 4-21: Current and projected permit sales data for Park Street**

Permit	Current	Projected
Quarter		0
Annual		3

### 4.8.3 Projected revenue

The projected total income and net revenue for Park Street car park is presented in Table 4-22. CEC is projected to receive £6,822.03 in annual net revenue if the proposed change in tariff is applied, an increase of £3,133.76.

**Table 4-22: 2022 and projected total income and net revenue for Park Street car park**

Scenario	Total	Net Revenue
2022	£4,427.70	£3,688.27
Projected	£8,189.72	£6,822.03
<b>Difference</b>	<b>£3,762.02</b>	<b>£3,133.76</b>

## 4.9 Princess Street

### 4.9.1 Proposed tariffs

The current and proposed tariffs for Princess Street car park are shown in Table 4-23. It is proposed this car park will become short stay, therefore the maximum length of stay for this car park is proposed to be reduced from eight hours to three hours. On market days, the car park would permit long stay parking; however, this has not been considered within the ticket sales and revenue projections.

**Table 4-23: Current and proposed Princess Street car park tariffs**

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 10 hrs	Quarter	Annual
Current	£0.60			£1.10		1.60*	£82.00	£307.00
Proposed tariff tier: higher	£1.00	£1.60	£2.30				£228.00	£750.00

\*current up to 8 hour tariff.

### 4.9.2 Projected ticket sales

The elasticity band determined for Princess Street car park is medium. This indicates a change in tariff may result in a -5% reduction in demand. This displacement value is applied to the tickets sold in 2022 across each tariff band, with the revised ticket sales displayed in Table 4-24 with the projected permit data in Table 4-25.

The majority of long stay demand is assumed to displace to nearby West Street car park, which is reflected in the projected ticket sales.

**Table 4-24: Princess Street car park 2022 annual ticket sales and projected ticket sales following tariff changes**

Tariff	Current	Projected
Up to 1 hr	4,868	4,625
Up to 2 hrs	5,365	5,097
Up to 3 hrs	88	84
Up to 4 hrs	2,552	
4-6 hrs	282	
6-10 hrs	8,793	
<b>Total</b>	<b>21,948</b>	<b>9,806</b>

**Table 4-25: Current and projected permit sales data for Princess Street**

Permit	Current	Projected
Quarter		0
Annual		7

#### 4.9.3 Projected revenue

The projected total income and net revenue for Princess Street car park is set out in Table 4-26. CEC is projected to receive £15,179.54 in annual net revenue if the proposed change in tariff is applied, a decrease of £4,700.79.

**Table 4-26: 2022 and projected total income and net revenue for Princess Street car park**

Scenario	Total	Net Revenue
2022	£23,865.95	£19,880.34
Projected	£18,222.74	£15,179.54
<b>Difference</b>	<b>-£5,643.21</b>	<b>-£4,700.79</b>

#### 4.10 Roe Street

##### 4.10.1 Proposed tariffs

The current and proposed tariffs for Roe Street car park are outlined in Table 4-27.

**Table 4-27: Current and proposed Roe Street car park tariffs**

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 10 hrs
Current	Free					
Proposed tariff tier: lower	£0.60	£1.00	£1.50	£2.10	£3.00	£3.40

#### 4.10.2 Projected ticket sales

As Roe Street is currently a free car park, there is no available data for ticket sales or the duration of stays at the car park, with the only available data being recorded occupancy data show in Figure 2-9. Therefore, it has been necessary to make an estimate of the distribution of the annual tickets sales expected at Roe Street.

To estimate the projected ticket sales, the turnover per space and ticket sales profile at Park Street has been used. Park Street was chosen as it is within walking distance of Roe Street, is of a similar size, and is proposed to be on the same tariff tier.

The projected ticket sales for Roe Street are shown in Table 4-28.

**Table 4-28: Roe Street car park 2022 annual ticket sales and projected ticket sales following tariff changes**

Tariff	Current	Projected
Up to 1 hr		63
Up to 2 hrs		1,243
Up to 3 hrs		52
Up to 4 hrs		551
4-6 hrs		38
6-10 hrs		763
<b>Total</b>	<b>0</b>	<b>2,710</b>

#### 4.10.3 Projected revenue

The projected total income and net revenue for Roe Street car park is set out in Table 4-29. CEC is projected to receive £4,363.84 in annual net revenue if the proposed tariffs are introduced, an increase of £4,363.84.

**Table 4-29: 2022 and projected total income and net revenue for Roe Street car park**

Scenario	Total	Net Revenue
2022	£0.00	£0.00
Projected	£5,238.70	£4,363.84
<b>Difference</b>	<b>£5,238.70</b>	<b>£4,363.84</b>

### 4.11 West Street

#### 4.11.1 Proposed tariffs

The current and proposed tariffs for West Street car park are outlined in Table 4-30.

**Table 4-30: Current and proposed West Street car park tariffs**

Rate	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 10 hrs	Quarter	Annual
Current	£0.60			£1.10		1.60*	£82.00	£307.00
Proposed tariff tier: higher/middle	£1.00	£1.60	£2.30	£2.70	£3.70	£4.30	£195.00	£620.00

\*current up to 8 hour tariff.

#### 4.11.2 Projected ticket sales

The elasticity band determined for West Street car park is high. This indicates a change in tariff may result in a -8% reduction in demand. This displacement value is applied to the tickets sold in 2022 across each tariff band, with the revised ticket sales presented in Table 4-31 with contract parking shown in Table 4-32.

**Table 4-31: West Street car park 2022 annual ticket sales and projected ticket sales following tariff changes**

Tariff	Current	Projected
Up to 1 hr	847	786
Up to 2 hrs	24,707	22,940
Up to 3 hrs	367	341
Up to 4 hrs	8,751	8,125
4-6 hrs	785	729
6-10 hrs	18,121	16,825
<b>Total</b>	<b>53,578</b>	<b>49,746</b>

**Table 4-32: West Street car park 2022 contract ticket sales projected contract ticket sales**

Tariff	Current	Projected
Quarter	11	11
Annual	7	7

#### 4.11.3 Projected revenue

The projected total income and net revenue for West Street car park is set out in Table 4-33. CEC is projected to receive £118,348.99 in annual net revenue if the proposed change in tariff is applied, an increase of £69,483.13.

**Table 4-33: 2022 and projected total income and net revenue for West Street car park**

Scenario	Total	Net Revenue
2022	£58,662.50	£48,865.86
Projected	£142,075.62	£118,348.99
<b>Difference</b>	<b>£83,413.12</b>	<b>£69,483.13</b>



## 4.12 Summary

For council-owned car parks in Congleton, CEC's proposals include tariff changes in current tariffs for car parks which currently charge.

The current and projected revenue for CEC-owned car parks in Congleton is outlined in Table 4-34.

**Table 4-34: Current and projected net revenue for car parks in Congleton**

Car park	Current net revenue	Projected net revenue	Difference	Displacement rating
Antrobus Street	£39,208.56	£90,731.32	£51,522.76	Medium
Back Park Street	£30,405.60	£56,586.93	£26,181.34	Medium
Chapel Street	£15,031.94	£13,779.31	<b>-£1,252.63</b>	Medium
Fairground	£23,193.84	£52,171.97	£28,978.12	Medium
Park Street	£3,688.27	£6,822.03	£3,133.76	Medium
Princess Street	£19,880.34	£15,179.54	<b>-£4,700.80</b>	Medium
Roe Street	£0.00	£4,363.84	£4,363.84	Medium
West Street	£48,865.86	£118,348.99	£69,483.13	High
<b>Total</b>	<b>£180,274.41</b>	<b>£357,983.93</b>	<b>£177,709.52</b>	

## 4.13 On-street parking proposals

Within Congleton there are a number of streets close to the town centre that permit on-street parking. A number of these streets already restrict parking to 30 minutes, and the proposals focus on increasing the no return restriction from 30 minutes to two hours. Town centre vitality is not anticipated to be adversely impacted by changes to the no returns limit. Full details of proposals are shown in Appendix B.

## 5. Parking displacement assessment

### 5.1 Introduction

As part of the projected revenue assessment described earlier in section 4, displacement values were generated. This was predominantly for the purpose of accounting for a change in demand for parking (and subsequently ticket sales) due to increased tariffs, so that the impact in monetary terms could be factored into the revenue projections.

The displacement assessment described within this section of the report, however, focuses on analysis of parking displacement in a spatial context. An assessment has been undertaken for each of the CEC car parks in Congleton subject to the charging proposals, to identify areas across the local road network that could experience an increase in parking from drivers potentially seeking to avoid the impact of the proposals. In turn, this analysis has been used to identify areas where mitigation measures may be needed to help manage the impacts of displaced parking, which are outlined in section 6.

### 5.2 Methodology

Using GIS mapping software, displacement 'buffer zones' were applied to each of the CEC car parks within the scope of the study<sup>5</sup>, representing the areas surrounding each car park within which drivers may seek alternative parking. The extents of the displacement buffer zones were agreed with CEC officers on a town-by-town basis, with the general assumption that displacement from car parks should primarily focus on alternatives within a five-minute walk assuming a walking speed of 1 m/s) of each site. Factors such as topography were also considered within the displacement assessment when determining how attractive alternative parking is, resulting in the buffer zone radii for a given town being adjusted, if necessary.

For Congleton, displacement buffer zones with a radius of between 250m and 350m were applied to the CEC car parks subject to the charging proposals, to take account of the impact the town's varying topography may have upon walking distances at certain locations. Alternative on and off-street parking which drivers may use to avoid increased parking charges were identified. For example, those at supermarkets, retail stores and pubs, were also mapped to determine whether these fall within the displacement buffer zone of a CEC car park. On-street mitigations were prioritised as off-street will not impact residents.

Within the GIS mapping suite, heatmaps of the displacement buffer zones were created for each town, highlighting the areas where several buffer zones overlap and therefore where levels of displacement are likely to be concentrated.

The local road network, based on Ordnance Survey Open Roads data, was then layered on top of the heatmaps, enabling identification of the road links which fall within the heatmap extents and may be impacted by displacement. Using parking restrictions data from the Cheshire East Highways Traffic Order Database<sup>6</sup>, these

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<sup>5</sup> Car parks within the study scope are those that would charge for parking under the new proposals.

<sup>6</sup> <https://cheshireeast.traffweb.app/traffweb/1/TrafficOrders>

road links were then categorised as follows, depending upon the type of traffic order/restriction they are under:

- Full restrictions – roads subject to restrictions which it is assumed drivers will comply with, for example, no waiting at any time, disabled badge holders only, taxi rank etc.
- Partial restrictions – roads subject to restrictions which drivers may not comply with when seeking to avoid increased parking charges, including:
  - No waiting;
  - Limited waiting;
  - Advisory disabled bays;
  - Resident permit holders parking places;
  - Permit holders parking places;
  - Other bays; and
  - Unrestricted bays
- No restrictions – roads not subject to any form of restriction.

A workshop was held with CEC officers to review the mapping produced in the above steps on a town-by-town basis. This workshop determined the parts of the road network most likely to be affected by non-compliant parking, particularly those in areas of concentrated displacement. In turn, this enabled the identification of road links where the introduction of mitigation measures may be necessary, drawing upon local knowledge to ensure any factors or circumstances specific to the context of Congleton were considered.

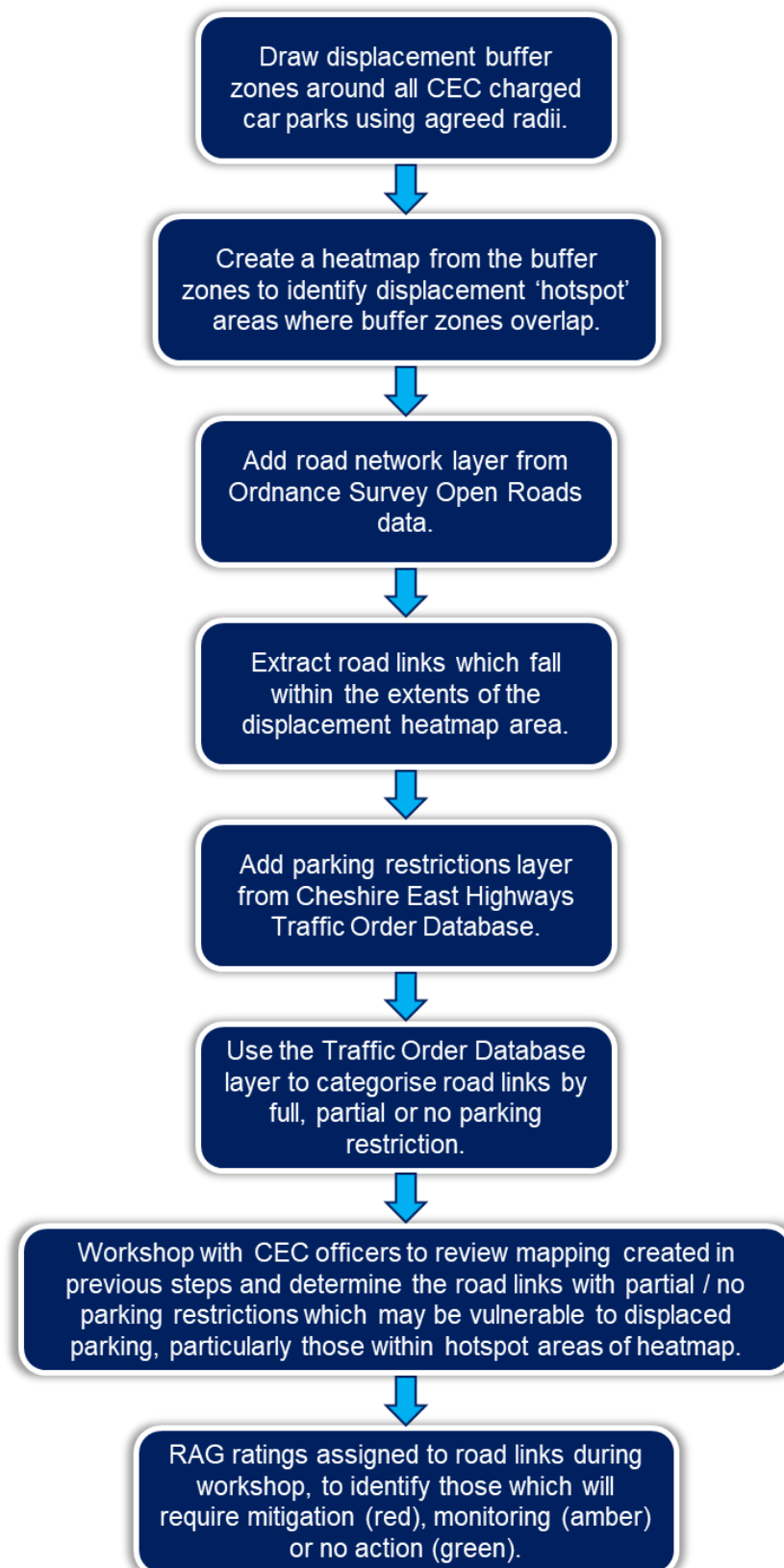
The need for mitigations was assessed at the workshop using a Red, Amber, Green (RAG) rating system, to help CEC prioritise mitigation measures in areas that are most likely to be affected by displacement and potentially non-compliant parking. The parameters for the RAG ratings were set as follows:

- **Red** – areas where mitigation measures are likely to be required;
- **Amber** – areas where mitigation measures are less likely to be required, but will be monitored by CEC for any potential parking issues and/or non-compliance with existing restrictions; and
- **Green** – areas where mitigation measures are unlikely to be required

For clarity, the above steps are summarised in the flowchart illustrated in Figure 5-1.

A map showing the parking displacement heatmap and RAG ratings for Congleton is presented in Appendix C.

**Figure 5-1: Summary of displacement mapping methodology**



## 6. Assessment of mitigation measures

The parking displacement assessment and workshop, described in section 5, was undertaken to identify areas which may potentially experience an increase in parking as a result of the proposed tariff changes, and where the introduction of mitigation measures may be necessary to maintain the safe and efficient operation of the road network. Mitigation measures are intended to mitigate the long-term impact of the proposals once driver behaviours have normalised. All mitigation measures will be subject to a separate statutory consultation.

The need for mitigations was based on the RAG rating system set out below:

- **Red** – areas where mitigation measures are likely to be required;
- **Amber** – areas where mitigation measures are less likely to be required, but will be monitored by CEC for any potential parking issues and/or non-compliance with existing restrictions; and
- **Green** – areas where mitigation measures are unlikely to be required

The RAG ratings for roads in Congleton are identified on the parking displacement heatmap shown in Appendix B. In addition, Table 6-1 lists the roads rated as red (no roads within Congleton were rated as amber) and sets out the proposed mitigation measures at each location, alongside a high-level cost estimate for their implementation.

Plans showing the proposed parking mitigation measures for Congleton are included in Appendix C.

**Table 6-1: Analysis of mitigation measures**

Road name	Displacement assessment rating	Mitigation measure	Range cost
North Street	Red	Prohibition of waiting at all times (double yellow lines). Both sides from its junction with Antrobus Street for a distance of 25 metres in a northerly direction.  Residents parking zone.	£10,000 - £15,000
River Street	Red	Prohibition of waiting at all times (double yellow lines). Both side from its junction with Antrobus Street for a distance of 16 metres in a northerly direction.  Residents parking zone.	£5,000 - £10,000
South Street	Red	Residents parking zone.	£5,000 - £10,000
Holford Street	Red	Residents parking zone.	£5,000 - £10,000
Antrobus Street	Red	Prohibition of waiting at all times (double yellow lines). Parking restriction (junction protection) to be introduced on junction with North Street and River Street 10 metres each way.  Residents parking bays.	£15,000 - £20,000

## 7. Conclusion

This report sets out the findings of the review of parking charges in Congleton, as part of a borough-wide review of parking charges to support the aims of CEC's Medium-Term Financial Strategy. More broadly, these proposals form an element of the wider vision for delivering an integrated transport network for the borough.

Building upon analysis of current car park occupancy levels, ticket sales and revenues, the report has presented a proposed charging regime for each of the car parks in Congleton, with a view to harmonising parking charges not only within the town, but also more broadly across Cheshire East.

Taking account of the parking provision across the town and the nature of local parking demands, the strategy has sought to balance the needs of residents, workers, shoppers and visitors whilst meeting the financial needs of the council.

The report has presented revenue projections based upon the proposed changes to parking charges in Congleton, showing that the parking strategy has the potential to generate an additional circa £178,000 in annual net revenue for CEC. In achieving this, Congleton contributes circa 15% towards CEC's MTFS target 108 for parking.

The strategy is also cognisant of the likelihood that changes to parking charges may displace, or induce parking demand, and locations have been identified where mitigation measures may be necessary to manage the impacts of displaced parking, and maintain the safe and efficient operation of the road network.

## Appendix A – Tariff benchmarking with neighbouring authorities

### Summary of neighbouring local authority parking charges

#### Stoke-on-Trent City Council car parking locations and fees

Car park	Town	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	All day	24 hours
Aquinas Street	Stoke	£1.00	£2.00	£3.40	£4.60			
Chancery Lane	Longton	NA	£1.30	£2.00	£3.20	£5.00		
Chapel Lane	Burslem	£1.20	£2.00	£3.40	£5.20			
City Road	Fenton	£1.00	£1.50	£2.00				
Commerce Street	Longton	£1.00	£1.60	£4.00				
Copeland Street	Stoke	£1.00	£2.00	£3.40	£4.60			
Cultural Quarter MSCP	Hanley	£1.40	£2.80	£4.20	£4.40	Before 7.30am - £4.00 Between 7.30am and 9.30am - £6.00 After 9.30am - £5.00		
Farndale Street	Tunstall	£1.00	£2.00	£3.20	£4.40			
Hide Street	Stoke	£1.00	£2.00	£3.40	£3.80			
Hinde Street	Hanley	£1.40	£2.00	£3.00	£5.00			
Hunt Street	Tunstall	£1.20	£2.00	£3.80				
Kingsway	Stoke	£1.30	£2.00	£3.40	£3.80	£4.40	£5.20	
Lower Huntbach Street	Hanley	£1.50	£2.50	£4.20	£5.20	£6.00	£9.00	£10.00
Meigh Street	Hanley	£1.70	£3.20	£4.60	£5.20	£9.80		£11.00



Car park	Town	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	All day	24 hours
Pall Mall	Hanley	£1.70	£3.20	£4.60	£5.20	£9.80		£11.00
Spark Street	Stoke	£1.00	£2.00	£3.40	£4.60			
St Ann Street	Hanley	£1.10	£1.60	£3.10				
Stoke Station West	Stoke	NA	£1.50	£2.50	£3.50	£8.00		
Upper Huntbach Street	Hanley	£1.00	£2.00	£3.00	£4.00	£5.20	£6.00	
Vale Street	Stoke	£1.00	£2.00	£3.40	£4.60			
Weston Road (Weston Coyney)	Meir	£1.00	£2.00	£3.00				
Woodland Street	Tunstall	NA	£1.60	£2.20	£3.20			
<b>Average</b>		<b>£1.18</b>	<b>£2.04</b>	<b>£3.33</b>	<b>£4.11</b>	<b>£4.96</b>	<b>£5.17</b>	<b>£5.34</b>

**Cheshire West and Chester Council car parking locations and fees**

Car park	Up to 1 hr	Up to 2 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Over 6 hrs
Trinity	£3.00	£4.50	£6.00	NA	£8.00	£10.00
Garden Lane	£1.00	£2.00	£3.00	NA	£4.00	£5.00
Delamere	£2.50	£3.00	£4.00	£4.50	£5.00	£6.00
Brook	£1.00	£2.00	£3.00	NA	£4.00	£5.00
New Market (MSCP)	£3.50	£5.00	£6.50	£9.50	£13.50	
<b>Average</b>	<b>£2.20</b>	<b>£3.30</b>	<b>£4.50</b>	<b>£7.00</b>	<b>£6.90</b>	<b>£7.90</b>

**Telford & Wrekin Council car parking locations and fees**

Car Park	Up to 30 mins	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Over 3 hrs	Up to 4 hrs	Up to 5 hrs	All day
Dark Lane (Telford)	£1.00	£2.00	£3.00	£4.00	£5.00	NA		
Southwater MSCP (Telford)	NA	£1.10	£1.60	£2.20	NA	£3.00	£4.00	£6.00
Hall Court (Telford)	NA		£1.60	NA		£3.00	NA	£4.00
Dale End (Ironbridge)	NA		£3.00	NA				£4.00
<b>Average</b>	<b>£1.00</b>	<b>£1.55</b>	<b>£2.30</b>	<b>£3.10</b>	<b>£5.00</b>	<b>£3.00</b>	<b>£4.00</b>	<b>£4.67</b>

**Trafford Council car parking locations and fees**

Car Park	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Over 5 hrs
Altrincham (All)	£2.00	£3.00	£4.00	£5.00	£6.00
Hale (All)					
Sale (All)					
<b>Average</b>	<b>£2.00</b>	<b>£3.00</b>	<b>£4.00</b>	<b>£5.00</b>	<b>£6.00</b>

Shropshire Council operate a 'linear' paying model, where users pay the same price for each hour up to a maximum fee of eight hours (i.e., 8 times the first hourly rate).

**Shrewsbury Town Council car parking locations and fees**

Car Park	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Up to 7 hrs	Up to 8 hrs
Abbey Foregate	£0.60	£1.20	£1.80	£2.40	£3.00	£3.60	£4.20	£4.80
Frankwell (Main, Quay and Riverside)	£0.80	£1.60	£2.40	£3.20	£4.00	£4.80	£5.60	£6.40
St Julian Friars	£1.20	£2.40	£3.60	£4.80	£6.00	£7.20	£8.40	£9.60

Car Park	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Up to 7 hrs	Up to 8 hrs
Bridge Street	£2.00	£4.00	£6.00	£8.00	£10.00	£12.00	£14.00	£16.00
St Austin's Street	£2.00	£4.00	£6.00	£8.00	£10.00	£12.00	£14.00	£16.00
Quarry Swimming and Fitness Centre	£2.00	£4.00	£6.00	£8.00	£10.00	£12.00	£14.00	£16.00
Raven Meadows MSCP	£2.00	£4.00	£6.00	£8.00	£10.00	£12.00	£14.00	£16.00
<b>Average</b>	<b>£1.51</b>	<b>£3.03</b>	<b>£4.54</b>	<b>£6.06</b>	<b>£7.57</b>	<b>£9.09</b>	<b>£10.60</b>	<b>£12.11</b>

**Whitchurch Council car parking locations and fees**

Car Park	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Up to 7 hrs	Up to 8 hrs
Brownlow Street	£0.40	£0.80	£1.20	£1.60	£2.00	£2.40	£2.80	£3.20
Castle Hill	£0.60	£1.20	£1.80	£2.40	£3.00	£3.60	£4.20	£4.80
Newtown	£0.40	£0.80	£1.20	£1.60	£2.00	£2.40	£2.80	£3.20
Pepper Street	£0.60	£1.20	£1.80	£2.40	£3.00	£3.60	£4.20	£4.80
St John's Street	£0.40	£0.80	£1.20	£1.60	£2.00	£2.40	£2.80	£3.20
<b>Average</b>	<b>£0.48</b>	<b>£0.96</b>	<b>£1.44</b>	<b>£1.92</b>	<b>£2.40</b>	<b>£2.88</b>	<b>£3.36</b>	<b>£3.84</b>

**Market Drayton Council car parking locations and fees**

Car Park	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Up to 7 hrs	Up to 8 hrs
Towers Lawn 1	£0.40	£0.80	£1.20	£1.60	£2.00	£2.40	£2.80	£3.20
Queen Street	£0.60	£1.20	£1.80	£2.40	£3.00	£3.60	£4.20	£4.80

Car Park	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Up to 7 hrs	Up to 8 hrs
Towers Lawn 2	£0.40	£0.80	£1.20	£1.60	£2.00	£2.40	£2.80	£3.20
Frogmore Road	£0.60	£1.20	£1.80	£2.40	£3.00	£3.60	£4.20	£4.80
<b>Average</b>	<b>£0.50</b>	<b>£1.00</b>	<b>£1.50</b>	<b>£2.00</b>	<b>£2.50</b>	<b>£3.00</b>	<b>£3.50</b>	<b>£4.00</b>

The following table shows the average car park tariff across the car parks with the three town councils which make up Shropshire Council.

*Shropshire Council car parking fees, based on the averages of three town councils within the authority*

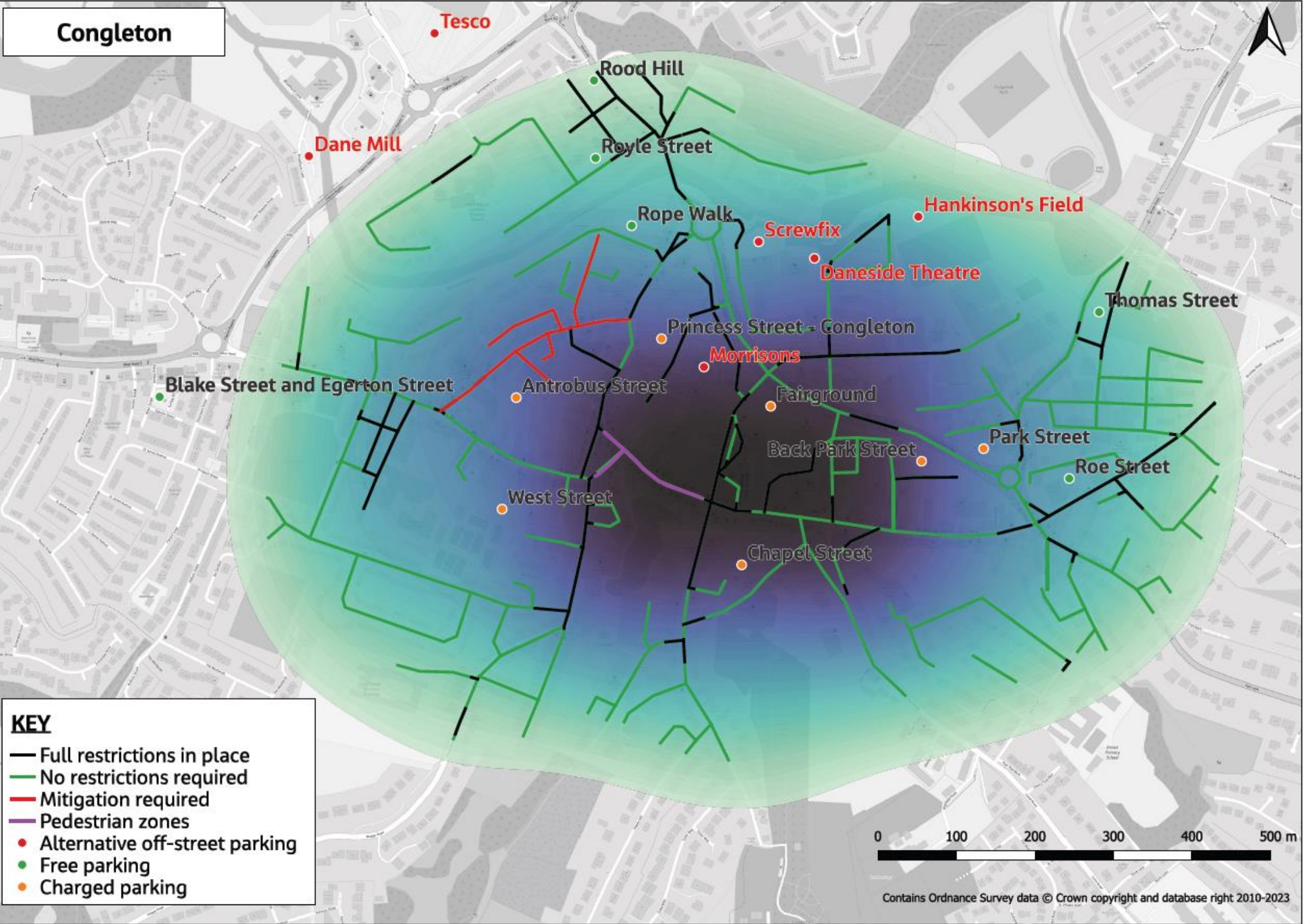
Car Park	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 5 hrs	Up to 6 hrs	Up to 7 hrs	Up to 8 hrs
Shrewsbury Town Council	£1.51	£3.03	£4.54	£6.06	£7.57	£9.09	£10.60	£12.11
Whitchurch Council	£0.48	£0.96	£1.44	£1.92	£2.40	£2.88	£3.36	£3.84
Market Drayton	£0.50	£1.00	£1.50	£2.00	£2.50	£3.00	£3.50	£4.00
<b>Average</b>	<b>£0.83</b>	<b>£1.66</b>	<b>£2.49</b>	<b>£3.33</b>	<b>£4.16</b>	<b>£4.99</b>	<b>£5.85</b>	<b>£6.65</b>

## Appendix B – On-street parking proposals

Street	Current Restriction	Proposed Restriction
West Street	Monday to Saturday, 8am to 7pm: 30 mins, no return within 30 mins	Monday to Saturday, 8am to 7pm: 30 mins, no return within 2 hours
Lawton Street	Monday to Saturday, 8am to 7pm: 30 mins, no return within 30 mins	Monday to Saturday, 8am to 7pm: 30 mins, no return within 2 hours
High Street	Monday to Saturday, 8am to 7pm: 30 mins, no return within 30 mins	Monday to Saturday, 8am to 7pm: 30 mins, no return within 2 hours
Swan Bank	Monday to Saturday, 8am to 7pm: 30 mins, no return within 30 mins	Monday to Saturday, 8am to 7pm: 30 mins, no return within 2 hours

## Appendix C – Displacement heatmap

# Congleton



## KEY

- Full restrictions in place
- No restrictions required
- Mitigation required
- Pedestrian zones
- Alternative off-street parking
- Free parking
- Charged parking

