

TENTERDEN TOWN COUNCIL

Town Hall, 24 High Street, Tenterden, Kent. TN30 6AN

Website: www.tenterdentowncouncil.gov.uk
Telephone: 01580 762271



Email: townhall@tenterdentowncouncil.gov.uk
Facsimile: 01580 765647

TENTERDEN REGENERATION – CHANGES IN THE TOWN

The Public Consultation.

Following a competitive tender process, Lipton Group (a trading name of Leslie Lipton Ltd) was hired as an independent consultation specialist to ascertain the communities hopes, dreams and fears for how the Tent1 money should be spent. The original remit was extended as the consultation began as it became clear the community wanted to discuss other things.

Having monitored the process, the council has accepted the attached final report in that they believe it has been professionally and independently created, and does represent the views of the community as collected over three months and through face to face and digital means. The council also accepts the suggestions and recommendations made by the consultants as being logical assumptions that have been tested in front of the community.

However, it should be understood that acceptance of the report does not necessarily imply the council shares all the views or will follow all recommendations. The final decision and responsibility for controlling expenditure remains with the council.

The report's findings will kick-start a number of exciting projects and inform future priorities for the town.

The Results.

New and improved facilities are on the way. The Town Council will spend in excess of £3 million on a range of projects which will play a big role in the town's regeneration. This will be supplemented by outside grant funding and targeted funds (Section 106) from developers of housing schemes around the town.

The first project to be tackled will be the re-ordering of Tenterden recreation ground and provision of a skate park and additional facilities on the land.

The scope of the report extends to extra projects outside the council's remit, and therefore information will be shared with the Leisure Centre, St Mildred's Church and other partners in order to collaborate to maximise additional external grant funding and give a cohesive approach to projects within the town.

Town Clerk Phil Burgess said: "This is a great opportunity for the Town Council to undertake projects, safe in the knowledge that we have the full support from the local community. Thank you to everyone involved in the process so far for their hard work and effort on behalf of the town. We urge residents to set aside some time to read the report and find out more details about the new and improved facilities that are on the table. There are exciting times ahead for the town."

TENTERDEN TOWN COUNCIL

Town Hall, 24 High Street, Tenterden, Kent. TN30 6AN

Website: www.tenterdentowncouncil.gov.uk
Telephone: 01580 762271

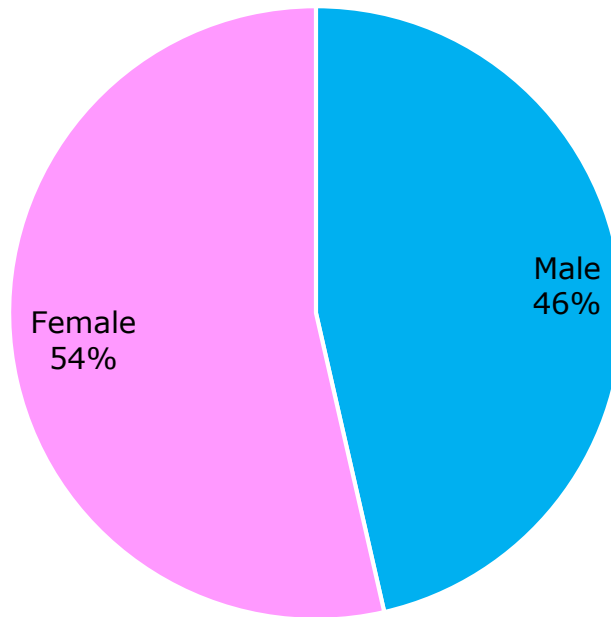


Email: townhall@tenterdentowncouncil.gov.uk
Facsimile: 01580 765647

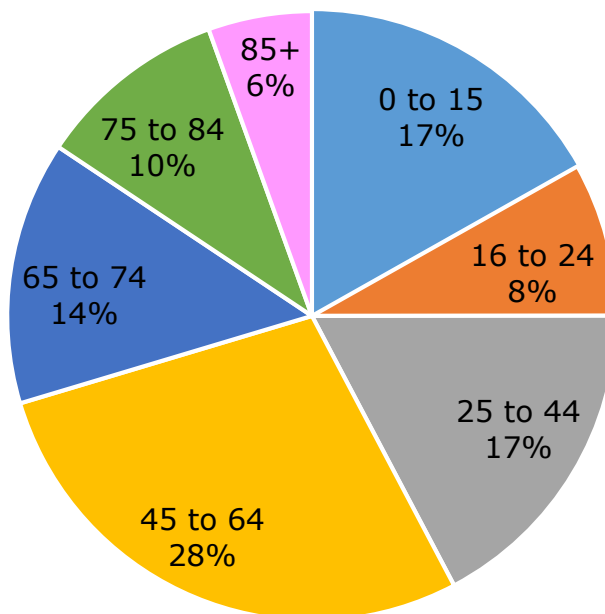
TENTERDEN DEMOGRAPHIC INFORMATION

The following gender and age demographic information is based on the 2011 census. The total population numbered 7,735.

GENDER:



AGE:





Tenterden Regeneration Consultation



Contents

Project Remit and Introduction

Pg 1 - 4

Section 1 - Our methodology and process

Pg 5 – 18

Section 2 - Outcomes by project

Pg 19	Outcomes introduction
Pg 20	Introduction/explanation
Pg 21	Top projects
Pg 22 – 30	Recreation Ground
Pg 31 – 34	Youth Hub
Pg 35 – 40	Football
Pg 41 – 45	Leisure Centre
Pg 46 – 50	Culture, Arts and Entertainment Venue
Pg 51 – 55	Village Halls/spaces for hire
Pg 56 – 60	Community Hub
Pg 61 – 64	Town Hall
Pg 65 – 70	Cinema
Pg 71 – 73	Coombe Lane
Pg 74 – 76	Infrastructure

Section 3 – Summary and recommendations

Pg 77 – 86

Appendices

Pg 87 – 88

Introduction

Background

Through the sale of land and Section 106, the Tent 1 development will bring in excess of £3million to Tenterden. The same development means the Leisure Centre Trust hopes to extend and modernise its facility with money from Ashford Borough Council. Unrelated to Tent 1, but over the same timescale, St Mildred's Church has plans to redesign its space into something more usable by more of the community more of the time. These projects, along with many smaller ones, means we can sensibly expect approaching £10million to be spent in Tenterden over the coming years.

Knowledge of this has led many groups and private individuals with varying levels of personal and commercial interest to attempt to lay claim to the funds. Some have conducted surveys, instructed architects and submitted planning applications in an attempt to strengthen their case. The total of the groups' claims far exceed the budget available. Furthermore many of the projects share characteristics and aims that if fulfilled would result in a duplication of services in Tenterden and thus be detrimental to those individual projects.

Recognising the interconnectivity of the projects, the bias inherent in each of the claims and the fact that many Councillors themselves are members of the groups making claims, Tenterden Town Council decided it needed to commission some work that ascertained what the community desired. It was essential to the Town Council that this piece of work was community-led and completely independent from any local connections. Whilst the Town Council will have to retain final control and responsibility for how the money is spent, the report can be used to guide and justify their decisions.

This document represents the first phase of work. It has taken over 3 months and is the result of consultation with over 1000 individuals, 40+ local interest groups as well as residents, businesses and Town, Borough and County Council officials, and the findings of numerous previous surveys.

Note: This document has been written for the internal use of the town council but in the full knowledge that some or all of it may be released to the public and that most people will not wish to read the entire document. The repetition you see is a function of attempting to make each section stand independently and make sense in its own right.

Introduction

Phase One Remit

- Work with the community to ascertain how they would like Tent 1 money to be spent
- Conduct very basic feasibility and, where possible, cost calculations to eliminate unfeasible projects
- Conduct basic funding scoping exercises to ascertain which if any projects are potentially fundable
- Report back to the community and Town Council with our findings

Introduction

Background to our findings...

More than any other town we have come across, the community of Tenterden love their town. They see it as beautiful, safe and unique and are hugely protective of the elements that they perceive create this feeling.

Before we present our findings project by project, we would like to report some things which came up repeatedly and in all forms of consultation. Whilst not directly relevant to our remit and the projects we are considering, they are worth mentioning here as a way to provide a backdrop to our findings.

The different generations of Tenterden.

There is broad acknowledgement that there is very little for young people in Tenterden and a strong perception across all age groups that the town is run by and for the older generation. This also gave rise to a view from many that the desire to retain the town's "chocolate box" image was stronger than the desire to serve its community.

The High Street

Many different groups of different ages claimed that the shops on the high street are not diverse enough. Numerous causes were suggested, including the claim that a small number of landlords own most of the high street property. However, the most prominent and logical was that there are now at least a dozen charity shops who pay reduced business rates and thus can afford higher rents than their commercial competitors. These shops are seen as taking up space that would be better used by other more diverse outlets who would likely serve a wider spectrum of the community.

Introduction

Backdrop to our findings continued...

Homewood School

The relationship with Homewood School is problematic and whilst the root cause includes the fact that it serves so many pupils from Ashford and the attitude of some now long gone heads, there are still ongoing and active problems which affect the community and their willingness to use services at the school.

Local Interest Groups

There are many stakeholder / interest groups in Tenterden. Stakeholder groups are arguably the most important part of any consultation process but with so much spending on the horizon their intentions and goals must be understood clearly before the process begins. Stakeholder groups vary enormously but by definition are biased towards a single issue or sector of the community. The groups contain a wealth of information and are essential at the initial stage to understand the context and history of an issue and again at the design stage to help form focus groups. However, they are often willing to go to any lengths in order to achieve their own aim and it should be remembered that the strength of the voice of an interest group may only reflect the strength of voice of a few key members. Independent and wider consultation is necessary to ensure it also reflects the opinion of the wider community.

With these background views in mind we have arranged our findings according to the projects suggested and desired by the community.



Section 1

Our Methodology and process

- Process
- Community Consultation
 - Stakeholder Meetings
 - Face to Face consultation
 - Surveys
 - Formal Meetings
 - Informal Meetings
 - Previous Reports and consultation
- Statistics
- Feasibility
- Funding Scoping

The process

With the new development having been rumored and planned for so long there are a large number of passionate pressure groups with strongly held vested interests. There are also individuals who reside inside groups claiming to represent the community who have commercial interests in the outcome. Whilst many of these projects have been professionally and passionately managed by volunteers over a period of many years, and some of the commercial interests have turned out to be in line with community opinion, we could not assume this was the case and had to start at square one. Our process was therefore:

- | | |
|---|--------------------------------------|
| 1. Project identification | 4. Funding Scoping |
| • Initial list from the Town Council | • Liaise with local trusts |
| • Meetings with stakeholder groups | • Contact major grant funders |
| • Initial public consultation sessions | • Refer to specialist sports bodies |
| 2. Test community support for projects | 5. Flesh out detail |
| • Explore projects in greater detail | • Second Digital Survey |
| • First Digital Survey | • Further Stakeholder meetings |
| • Second round of consultation | • Numerous telephone calls |
| 3. Feasibility | 6. Reporting |
| • Contact with architects and engineers | • Report draft findings to community |
| • Liaise with specialist contractors | • Report draft findings to council |
| • Meet Borough and County Councils | • Issue final report |

The description of the process can be simplified to the following:

1. Community Consultation
2. Feasibility
3. Funding Scoping
4. Reporting

Community Consultation

The consultation process began with us reading all previous surveys and studying previous plans. We then engaged over 1000 individuals and 40+ local interest groups as well as residents, businesses and Town, Borough and County Council officials over a 3 month period. A variety of methods, venues and times have been used to ensure we maximise the number of opinions voiced and to enable us to test our findings. Whilst people always concentrate on the digital survey side of our work because they believe they can understand it, in actual fact we only use digital to check the findings we have made in face to face sessions. Everything we do is monitored for age, gender and specialist interest bias.

Our initial goal was to:

- Identify the community's hopes, dreams and fears
- Understand the context behind these
- Establish the prominent needs and wishes of the broad community
- Contextualise the above in terms of potential and proposed projects

Consultation Methods	Number	No. of participants
Stakeholder meetings with representatives of specific interest groups	17	>30
Meetings with Borough and County Council officials	5	10
Public Consultation Sessions	20	>500
Stakeholder Groups engaged through public sessions	43	>100
Digital Surveys	2	>900
Hard Copy surveys	2	50
Interim meetings with Tenterden Town Council	3	16
Informal conversations with Tenterden residents and local businesses	100's	100's

Community Consultation

The process has allowed us to develop an in-depth understanding of the town, its issues and the community's needs and wishes with regard to the Tent 1 development and funds released by the sale of land.

This is achieved through multiple methods as follows:

Stakeholder Meetings

The stakeholder meetings have involved representatives of multiple local interest groups in face to face meetings. Initial stakeholder meetings aimed to uncover issues and needs within the community that are relevant to the consultation process. These meetings revealed multiple projects at varying developmental stages seeking funding from within the Tent 1 funds, many of which conflicted with other projects in terms of duplication of services. These meetings also revealed several commercial interests within groups. All of this is crucial to the process as it gives us a historical context to the projects, identifies potential projects, conflicts between projects and highlights bias in the process.

Face to Face Consultation

Our public consultation sessions have been attended by over 500 people; though less than 10% of the population this is an exceptionally good turn out for public consultation. Various methods were used within the sessions to maximise input and different venues were tried. These sessions allowed us to explore the needs and wishes of Tenterden residents (and in turn the suggested projects) in great detail whilst also increasing community buy in for proposed projects. The first round of face to face sessions allowed us to get a much better understanding of Tenterden and its needs. Those sessions also provided us, in addition to those provided by the Town Council, with a list of desired projects to present to the community. The second round of consultation sessions enabled us to explore the proposed projects in much greater detail and to address some of the potential for duplication in services by exploring the complexities and helping the community to look at the broader picture.

Community Consultation

Surveys

The digital and hard copy surveys provided us with the quantitative information required to both inform the consultation process and test our findings. We use professional software for our surveys that ensure absolute certainty in the results with no possibility of any manipulation of data. The first survey presented the list of projects as requested by both the community and the Town Council. Its purpose was to check that we had not missed any projects and that the digital support matched what we had seen face to face. The second survey enabled us to test our findings from the second round of face to face consultations where we had explored each of the proposed projects in greater depth. Both surveys had a very positive response rate with over 900 responses and both times we found no significant deviation between digital and face to face responses. We therefore rely on our face to face responses where we are able to gain greater context and depth than any digital survey allows.

Meetings with Town, Borough and County Council Officials

These meetings gave us another perspective on the town and issues within the town affecting the community. In particular they allowed us an opportunity to gain a greater understanding of the history of certain groups. We are able to discuss multiple variables that may affect proposed projects including funding, planning, maintenance and potential duplication of services. As such they contribute directly to our feasibility study, thus informing the viability of certain projects.

Community Consultation

Informal Meetings

We have had many informal conversations with members of the community during our visits to Tenterden. These include people working in shops, hotels or restaurants or the people we met on the recreation ground or in the street. We are always open about who we are and what our role is, and away from the more formal consultation setting these conversations can be the most enlightening.

Previous Reports and Consultation

Tenterden has received a huge amount of consultation over the past 10 years and whilst we have approached this consultation as a 'fresh start' we are mindful of the results of others' work before us. Appendix B lists all the previous consultation exercises and studies for work in Tenterden that we are aware of and have read. Whilst our report is broader and more independent, we are very pleased that our findings are broadly in keeping with those from previous studies, and that they show the needs and desires of the people of Tenterden remain quite consistent.

Analysis

The value of consultation comes from understanding the community, which can only be done through face to face meetings. However, this understanding must constantly be checked through analysis of the data received. We have explained our findings to date at every session and those who have attended have had an opportunity to challenge and change them. Reducing opinions to numbers is dangerous, particularly when they will inevitably be used out of context by individuals or groups trying to strengthen their individual case.

We have provided below some examples of our analysis so you can see our methods:

Example one:

We asked the community to write down their top 3-5 projects in their own words. We then created and allocated them to categories as shown below. We compared digital, group work and verbal sessions to see if the support level altered significantly from this list, and it did not. This list then formed the backbone of our conversations and the building block that we used to understand what the community really wanted. Below is an example of one of those analyses.

Example two:

We published a digital survey with a list of projects and asked the community to rank them according to importance to them.

Example three:

Working in groups the community answered questions and addressed specific issues and put their thoughts on large sheets. We read every sheet, put their thoughts into context with their age group and the questions asked and checked them at various points during the process to ensure our findings continued to reflect the communities wishes.

Example four:

We asked people to put stickers on maps to show places they liked, places they visited and the area they live in. This allowed us to ensure we had covered the whole community and were addressing the places that were important to them.

Example five:

We have attached graphs showing the demographic breakdown of our respondees. Whilst for time reasons we did not check every detail at every session, we are comfortable that we have captured a good enough cross section of the population to be representative.

Example One: Freely described top projects written by the community in face to face sessions
~300 people in small groups writing on 124 cards.

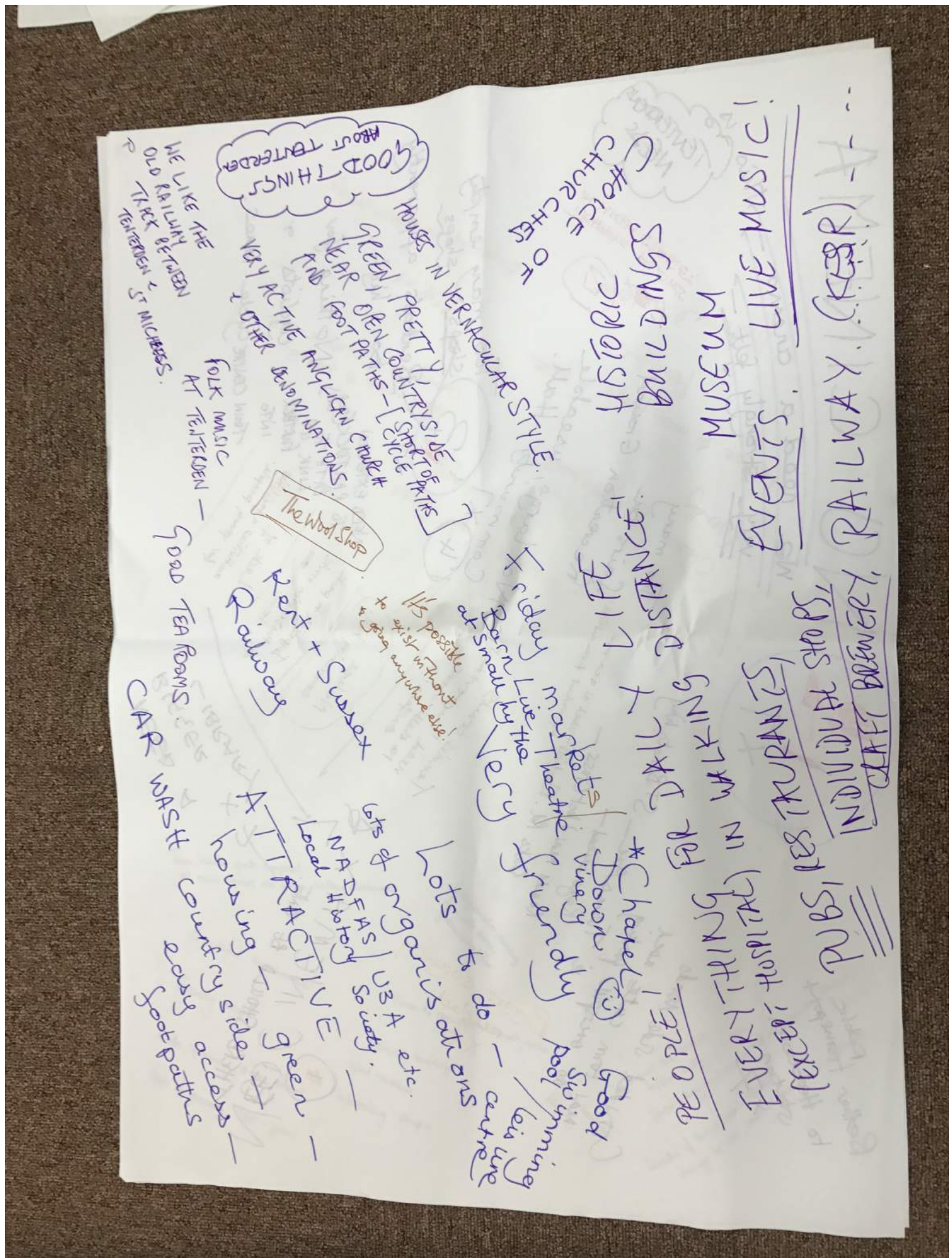
	MALE					FEMALE					TOTAL					
	0-11	12-20	20-60	60-80	80+	0-11	12-20	20-60	60-80	80+	0-11	12-20	20-60	60-80	80+	TOTAL
Cards Completed		22	10	24	4		18	14	28	4						124
<u>Sports Facilities</u>																136 <u>Sports Facilities</u>
General		2	3	13	2	1	1	11	9		1	3	14	22	2	42 General
Skatepark		10	6	2		1	3	4	3		1	13	10	5	0	29 Skatepark
Rec Ground		3	6	5				4	6		0	3	10	11	0	24 Rec Ground
Leisure Centre			4	5				5	5		0	0	9	10	0	19 Leisure Centre
Football			3	3					2	1	0	0	3	5	1	9 Football
Swimming			1				2	1	1		0	2	2	0	1	5 Swimming
Netball			1					1	1		0	0	2	1	0	3 Netball
Bowls				1					1					2		2 Bowls
Tennis				1				1	1					2		2 Tennis
Chikldrens Play			1								0	0	1	0	0	1 Children’s Play
<u>Community Hub</u>																170 <u>Community Hub</u>
Youth		10	8	9	3		4	7	12		0	14	15	21	3	53 Youth
General		2	6	13	1		1	9	13	1	0	3	15	26	2	46 General
Town Hall				5	1			4	10		0	0	4	15	1	20 Town Hall
Music		7	2				1	4	1		0	8	6	1	0	15 Music
Church			1	7				2	4		0	0	3	11	0	14 Church
Arts			3	1				7	1		0	0	10	2	0	12 Arts
St Michaels Hall				3				1	3		0	0	1	6	0	7 St Michaels Hall
Day centre				1					1		0	0	0	2	0	2 Day centre
Highbury Hall				1							0	0	0	1	0	1 Highbury Hall
<u>Cinema</u>																70 <u>Cinema</u>
Cinema		6	5	18	2		4	10	21	4	0	10	15	39	6	70 Cinema
<u>Health</u>																20 <u>Health</u>
Doctors Surgery			2	4				3	7	4	0	0	5	11	4	20 Doctors Surgery
<u>Transport and access</u>																<u>Transport and access</u>
Cycle Paths			6	5	1			10	7	1	0	0	16	12	2	30 Cycle Paths
Parking			3	9	2			4	9	1	0	0	7	18	3	28 Parking
Bypass			1	1	1				1		0	0	1	2	1	4 Bypass
Lighting in dark places		1					2				0	3	0	0	0	Lighting in dark 3 places
Footpaths				1				1			0	0	1	1	0	2 Footpaths
Traffic			1	1							0	0	1	1	0	2 Traffic
Rec Road acces to new dev			1								0	0	1	0	0	Rec Road acces to 1 new dev
Shrubcote to rec footpath				1				1	1					2		Shrubcote to rec 2 footpath
Coombe Lane									2		0	0	0	2	0	2 Coombe Lane
<u>High Street and Shops</u>																<u>High Street and Shops</u>
Variety of Shops		5	2	1	2		6	6	3	1	0	11	8	4	3	53 Variety of Shops
Take Away food market		8					3				0	11	0	0	0	Take Away food 11 market
Start up business space		1	3	1				4	1		0	1	7	2	0	Start up business 10 space
South West High street				3				1	2		0	0	1	5	0	South West High 6 street
<u>Technology</u>																13 <u>Technology</u>
Free wifi / broadband		7		1			4	1			0	11	1	1	0	13 Free wifi / broadband
<u>Others</u>																11 <u>Others</u>
Money for maintenance				1				2	1		0	0	2	2	0	Money for 4 maintenance
Council / inter group Comms			1	1				1	1		0	0	2	2	0	Council / inter group 4 Comms
Masterplan								1			0	0	1	0	0	1 Masterplan
Art Wall							1				0	1	0	0	0	1 Art Wall
Modern Architecture		1									0	1	0	0	0	1 Modern Architecture
	0	47	45	88	13	0	26	79	101	12	0	73	123	189	25	547

Example Two

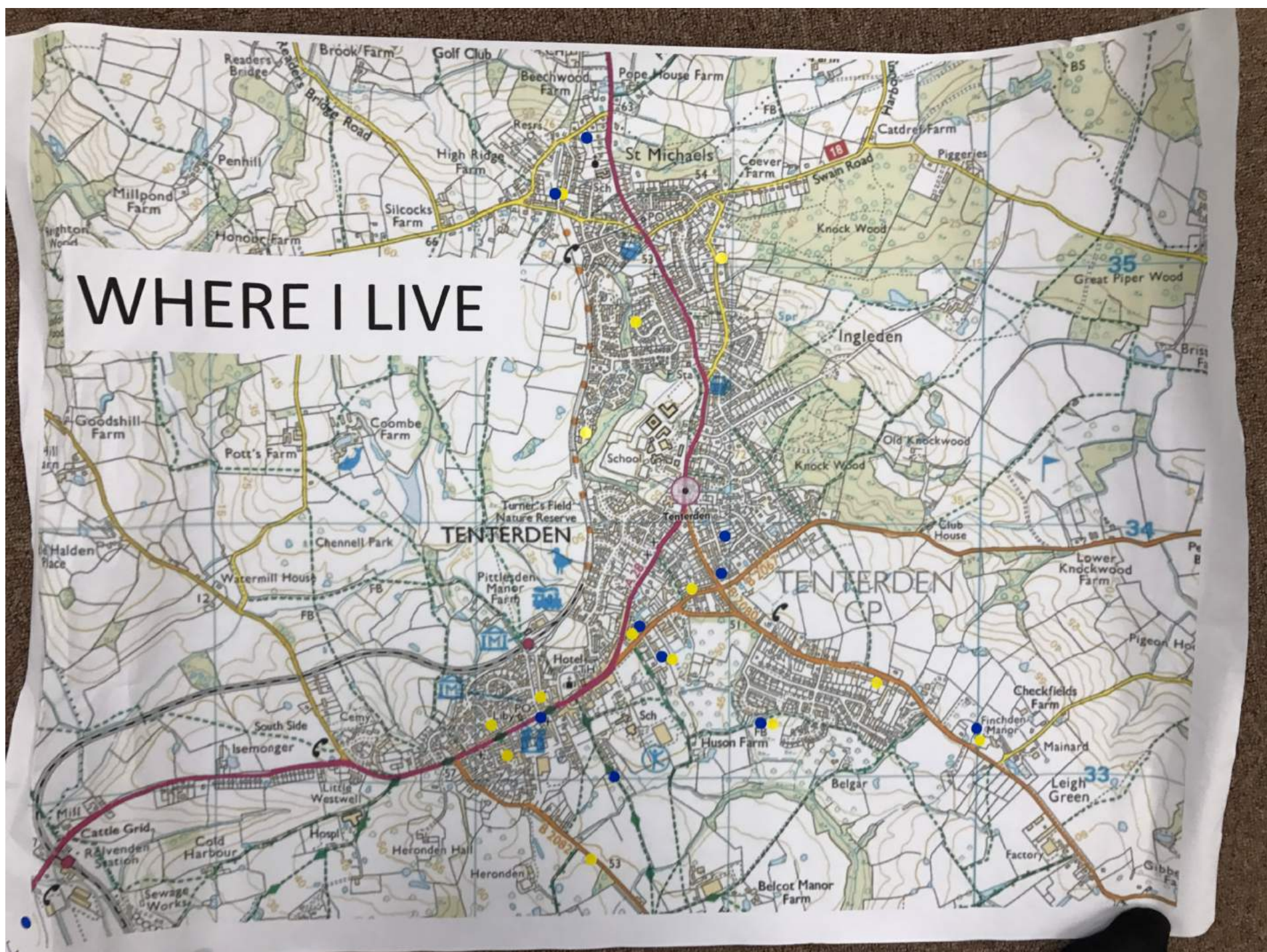
Top projects chosen from a list in the digital survey completed by >400 people

Rank	Project
1	Recreation Ground
2	Cinema
3	Youth Hub
4	Children's Play
5	Community Hub
6	Youth football
7	Leisure Centre improvements
8	Town Hall redevelopment
9	Skatepark
10	Improved Tennis facilities
11	Netball
12	St Mildred's redevelopment

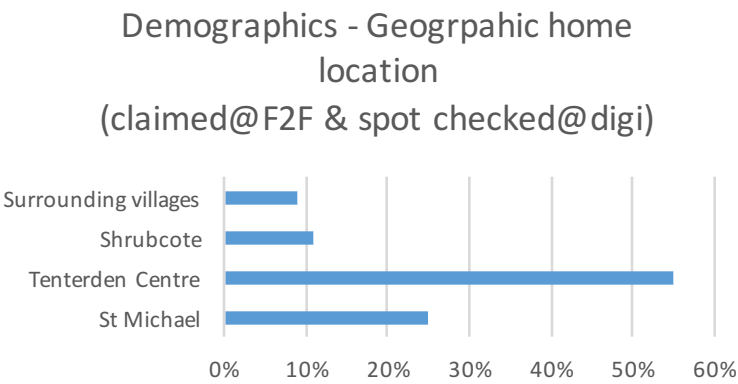
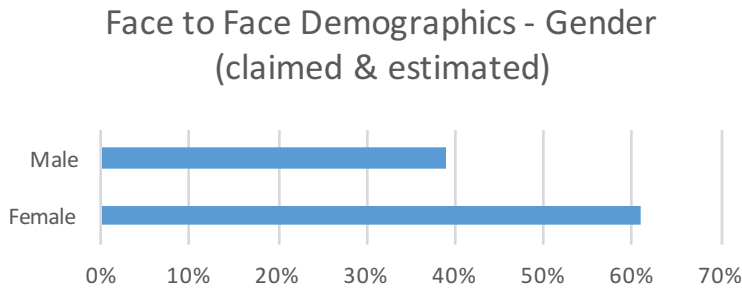
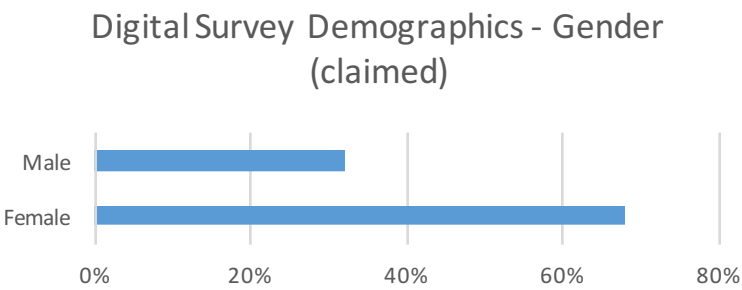
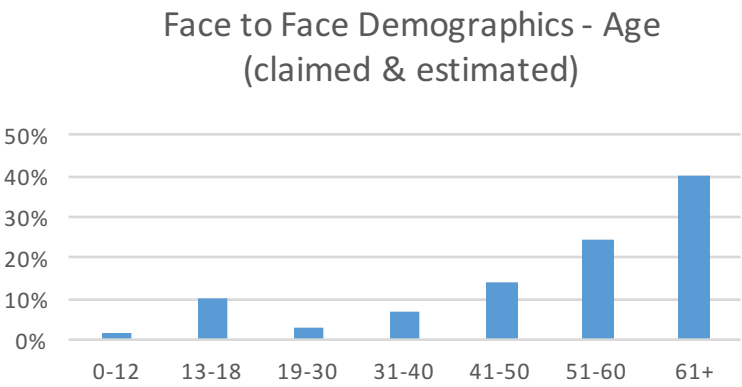
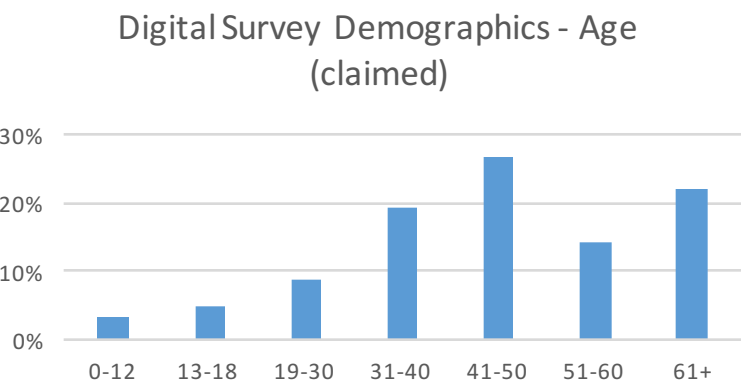
Example Three: We have over 200 sheets like this written by the community working in groups of 4-8 answering numerous questions. This one described the things they liked and felt were important



Example Four: This is one of dozens of maps we asked people to fill out so we understood where the people in our consultation lived. There are others showing places they frequently visit and others showing places they care about.



Example Five: These graphs show from our internal checks that we are indeed reaching a representative cross section of the population.



Feasibility Consultation

In addition to understanding the community's needs and wishes for the town it is crucial that we understand the viability of each project in terms of potential funding, external support from local government agencies, physical practicalities and commercial viability.

This has required multiple meetings with relevant organisations and individuals, which enables us to assess the feasibility of each project. The table below provides details of the multiple organisations that we have discussed the proposed projects with.

Feasibility Study – meetings to assess feasibility		
All Projects/facilities	Sports	Cinema
Architects / Landscape Architects	Kent County Football Association	British Film Institute
Appropriate Council officials	Football Association	Motion Picture Licensing Company
Contractors	British Gymnastics	Cinema For All
Funders	Pitch providers	SilverScreen Cinemas
Stakeholders	Skatepark Designers	Kino
Infrastructure	Serco (leisure centre operator)	Town Hall
Architects	Ashford Borough Council	Architects
Landscape Architects	Local Government	Cinema providers
Kent County Council	Kent County Council	Kent County Council
Ashford Borough Council	Ashford Borough Council	Ashford Borough Council

Funding Scoping

The funding scoping exercise starts with a database of over 5,000 grants. The database is scanned for potential grants and the list is narrowed down through multiple detailed searches. Eventually we produce an initial shortlist from which every provider is contacted and potential funding discussed. From that we create our final shortlist of grant providers that we think should be approached.

It is important to note we have not actively pursued grants under £50,000 at this stage. Tenterden is a relatively affluent place and with large sums of money on the near horizon not all mainstream grant funders will consider applications. We do not dismiss the potential for smaller grant applications, particularly for specific aspects of a project, but it should be remembered that even small scale applications are incredibly time consuming. We would recommend some of these applications would benefit from experienced volunteer input.

Funding Providers Shortlist
Big Lottery
Heritage Lottery Fund
Sport England
British Gymnastics Association
Football Association
Football Foundation
Kent County Council
Ashford Borough Council

Note: funding potential for each project is detailed in the following pages.



Outcomes by project

- Recreation Ground
- Youth Hub
- Football
- Leisure Centre
- Arts, Culture and Entertainment venue
- Village Halls / Hireable Space
- Community Hub
- Town Hall
- Cinema
- Coombe Lane

The interaction of projects creates complexity which affects consultation outcomes

[illegible]

Top projects

According to community support

For numerous reasons it is hugely misleading to “rank” projects in order. We can however make two certain claims:

1. The recreation ground and the facilities upon it are far more important to the community than any other project.

The community would expect and support a youth Hub, older children’s play, MUGA, skatepark, improved tennis, netball provision and a kiosk as part of the redevelopment.

2. The following projects are also in the community’s top list (although there were significant reservations about how far the council should venture into “commercial” activities):

- Cinema
- Leisure Centre improvements (including improved gymnastics facilities)
- Football facilities
- Town Hall redevelopment
- St Mildred’s redevelopment

All other projects considered and suggested drew significantly less support than any of the above. This does not mean they are not worth supporting and progressing, but given the community cannot turn up to endless sessions, we had to exclude them from further consultation.

Consultation Outcomes

The following section is split into sections of the most favoured projects (not in order of popularity).

Each section sets out the following:

- some background to the project
- who we have consulted regarding the project
- the consultation outcomes
- estimated costs
- likelihood of gaining funding



Recreation Ground

Brief Summary and Recommendations

Primarily the community would like to retain the sense of green, calm and pleasant space whilst adding to and improving both the aesthetic and facilities. Adding pathways, older children's play, a multi use games area, netball, a Skatepark, a kiosk, landscaping and turning the pavilion into a youth hub all have overwhelming support, but only if they can be done in such a way as to retain that sense of green open space. Given it was the most requested and talked about project in every consultation and that there is little or no disagreement, we recommend that the community's wishes are followed as closely as possible. It would seem sensible to make the recreation ground form the first project and that it be designed with the leisure centre extension in mind.

Recreation Ground

Background

For the community, the recreation ground is the most important space in Tenterden. They value both its green space and its potential as an outdoor sporting and community hub. They would like the recreation ground to come up to the same standard as the high street and become an advert for the town. They recognise there are multiple ways in which the recreation ground could be made more attractive to both the residents and tourists visiting the area.

Public realm

Given the community's strong affiliation to the recreation ground it is important to consider the aesthetic at all times. The community consider the space as a piece of public realm and not just a location for facilities.

Tentertainment

Whilst the community are adamant that keeping Tentertainment is essential, the event is seen as much as an attraction for outsiders as it is a benefit for the community themselves. It was not even seen as something that the Town Council should have to spend money on. Importantly though, the community would like any redevelopment of the recreation ground to allow Tentertainment to continue.

Recreation Ground

Netball

There is an active netball club locally who suffer from a lack of facilities. Whilst current membership is not high we understand it is growing and with suitable facilities would grow further.

Tennis

Whilst there is no tennis club, there are some regular players. We can find no evidence of demand to support the creation of more courts but it is suggested that a the lack of third court and thus a club and coach is the limiting factor.

Skatepark

There is a decade old project to build a Skatepark in Tenterden. With the closest modern park over 12 miles away it is an unsurprising request which is supported not only by the large number of skaters but also by the community at large. Whilst Skatepark projects always attract passionate and vocal opposition, in Tenterden this is very much a minority. Providing a Skatepark ranks 10th in the digital survey and higher in the face to face sessions and is well supported across gender and age groups. Substantial funds have already been earmarked for a Skatepark in Tenterden by Ashford Borough Council.

Recreation Ground

Bowls

The Bowls Club has plans for a new club house and have apparently secured most of the money, now requiring approximately £6,000 to be able to undertake the project. Unfortunately the club occupies a very central position on the recreation ground, blocking sight lines across the park and essentially dividing it into two. The current bowls club committee are highly approachable and admirably committed to trying to grow its appeal to young people through interaction with the schools. However, they are fighting against a long running trend. Lawn Bowls has been in decline throughout the UK since the late 1970's. Clubs are closing at the rate of one a month, typically as their membership falls below the approx 100 people necessary to maintain a club without subsidy.

Playgrounds

Whilst there is general agreement that the playground on the recreation ground is too good and too new to consider replacing, it is also noted that current facilities suit younger and primary school children and is of an “artificial” nature. There is no natural play or significant opportunities for older children.

Pathways

There were numerous requests for pathways on the recreation ground to allow jogging or a place to teach a child to ride their bike. Given the huge value such extra traffic would have in terms of community policing and social cohesion this idea makes significant sense.

Recreation Ground

New Building

There are calls to build a large building on the ground to contain a cinema, youth and community hubs and hireable rooms. In contrast to this demand, it is also noted that there is significant opposition to the "last green space" in the centre of town to be built upon.

Kiosk

It is recognised that there is already a large number of cafés on the High Street and you should not be attempting to add to that. However there have been requests for both low cost cafés and access to drinks and snacks on the recreation ground.

Maintenance facility

Unsurprisingly this did not come up as a community wish, however if the town is to continue maintaining its own space we recognise this is a requirement that must be included in future plans for a town centre space.

Recreation Ground

Consulted:

- The community
- Multiple architects and urban designers
- Skatepark designers
- General contractors
- Sports Pitch installers
- Tenterden Town Council
- Kent County Council
- Ashford Borough Council
- The Leisure Centre Trust
- Serco (leisure centre operator)
- The Bowls Club

Consultation Outcomes

- Redevelopment of the recreation ground was 1st on the community wish list.
- The Community would like:
 - More and better of what is currently there
 - To protect at least some of the green space
 - To see a general improvement to the public realm
 - Better facilities for older children
 - More natural play
 - A new skatepark
 - Facilities for netball
 - The youth hub to be located in the Pavilion
 - Improved tennis facilities, but there is no evidence for more facilities
 - A better toilet block
 - To move the football pitch to a more suitable location
 - A kiosk for drinks and snacks

Recreation Ground

Costs

Description	Funding	Est. Cost	Funder	Max Value
Recreation Ground	Likely	£1,350.000	Ashford Borough Council	£80,000 + S106

Recreation Ground

Recommendations

Netball

A high quality MUGA of the correct size and specifications and which is bookable for the netball club at specific times is requested and fits with other suggestions.

Tennis

We can uncover no demand for an extra court, however we suggest further contact with Mr Tom Carlton, tennis coach at Bethersden, to clarify the situation. Potentially if a third court were provided and a resident coach took up the position, it could create the momentum necessary to increase use on the existing two.

Skatepark

In our experience a well designed and positioned skatepark built after thorough consultation will reduce crime and anti social behaviour on the recreation ground as a whole. We recommend pursuing this as part of the overall recreation ground design.

Bowls

The bowls club occupies an unfortunately central position creating sightline issues, which do not help crime and antisocial behaviour issues. Membership at the bowls club is only in the dozens, many of whom are not Tenterden residents, and looking at other clubs across the country this is unlikely to improve significantly. Whilst a bowls club fits with the image of historic Tenterden, the trend in membership numbers indicate its long term future is uncertain. The location is not ideal even before the number of activities, people and thus noise increases. The current arrangement of buildings and hedges will compromise the designing of the park and yet moving it will be hard to justify given the cost. The Town Council and designers must think carefully about how to incorporate the bowls club in their design which must last 50-100 years.

Recreation Ground

Recommendations

Play areas

We would suggest that the use of landscaping to form natural play opportunities be incorporated into the reordering of the recreation ground as well as the provision of facilities for older users such as boulders, climbing walls, zip wires etc.

Pathways

We recommend that aesthetically pleasing pathways be considered in the reordering to enhance the usability without being detrimental to the green space. If viable Sandy Lane could play a significant part in this and opening the lane up to the recreation ground would be enormously beneficial to the scheme.

New building

Given basic feasibility shows there is no near term budget for such a building without excluding all other projects, we did not use community attention on this project. Should such budget be available and a large building project become possible we would suggest an adjunct or extension to the leisure centre be considered as an alternative to building in the centre of the space.

Kiosk

The Town Council's suggestion of turning the old bus stop into a kiosk could address the desire for a kiosk serving drinks and snacks.

Maintenance building

If the town is to continue maintaining its own space we recognise this is a requirement that must be included in future plans for a town centre space.

Youth Hub



Summary and recommendations

The young people, the youth workers and the community would all like to see the youth hub moved to the pavilion on a permanent basis. Internal modifications to enable a variety of youth activities and allow the space to be manned for as many hours as possible by a rota to include the community warden, youth workers and other professionals is requested and agreed as ideal by those we have consulted. We support these suggestions and recommend the old pavilion is returned to a youth club and consideration is made to the location of the youth hub when siting the multi use games area and skatepark in the recreation ground design.

Youth hub

Background

Like the skatepark, the youth hub has strong support across the age and gender categories. Whilst the youth café at Highbury Hall is liked and attended, neither the young people or youth workers consider it a suitable venue. The requirement is for a place the young people can claim ownership over and think of as their own. The young people would like their hub to be placed near a skatepark, MUGA and older play facilities which makes the broader community desire to have all three items on the recreation ground ideal.

We would recommend the council consider having the youth hub open from 4pm til late every day and more at the weekend. Ideally the hub could be manned on a rota by the youth worker, community warden etc and could thus allow the young people to have regular access to their services and space.

The youth club used to occupy the Pavilion but was moved when an agreement was created with Highbury Hall to house a youth café. Sadly the youth facility at Highbury Hall is not fulfilling the needs of the young people and this could be symptomatic of a lack of consultation done at the time. The Pavilion unquestionably needed work doing to it to make it more suitable, but the location suited the young people and the youth workers very well. Highbury Hall was never a popular venue for a youth hub. The young people who attend the youth café at Highbury Hall tend to come and go whereas when they were based in the Pavilion they would come and stay.

Having the youth hub at the Pavilion would enable the youth workers to reach a much broader spectrum of young people than they currently can in the limited time that they have at Highbury Hall. Having a permanent space will mean they can run a range of activities and events for different interests and ages.

Youth hub

Consulted

- KCC / ABC Youth Workers
- Local Trust Funds
- Big Lottery
- Community Warden
- Young people and community
- What Matters Tenterden Youth survey

Consultation Outcomes

- The youth hub was requested from people of all ages throughout the community
- The young people would like
 - A permanent space that they can feel a sense of ownership over
 - Somewhere they can play music without being told off
 - Comfortable seating, a pool table, a TV, darts, a kitchenette, a tuck shop
 - Their space to be near the skatepark, MUGA and older play
 - Access to support services and skills building

Costs and potential funding

Location	Estimated Cost	Funding	Funder	Max Value
Pavilion	£75,000	Possible	Kent County Council	£25,000

Youth Hub

Recommendations Based on the consultation outcomes...

1. We recommend that the Pavilion is converted into a youth hub.
2. The space should be designed to provide for a broad spectrum of young people
3. Having had discussions with both Ashford and Kent youth services we believe it will be possible to provide regular youth worker cover for the building.
4. The Youth Services should be fully engaged in the development of this project.

Football



Summary and recommendations

There is enormous community support and external funding to assist with creating a youth football facility. The development should house 5-7 pitches, a clubhouse and seniors pitch to Step 7 standards. There is no reason why one of the full size pitches could not be 3G. Moving the seniors pitch to the new facility may upset the seniors club but it is essential for the youth facility and fits with both the community's desires for the recreation ground and the requirements of the football association to provide facilities for all ages. We recommend that a land agent is contracted with the remit of finding multiple potential locations on the outskirts of town and that negotiations to acquire land and create this facility follow asap.

Football

Background

There is an enormously long running project to aid Tenterden Tigers which has been admirably supported by Graham Smith in the guise of Sport Tenterden. Unfortunately the age of the project itself has become its own worst enemy with most people believing nothing will ever happen.

The proposed 3G pitch at Homewood would benefit the town's football offering and there is already land available. The current proposal is for a sub sized pitch and we would recommend making whatever adjustments are necessary and re-applying for a full size. Homewood estimate that they can contribute approximately £100,000 towards the cost of a 3G pitch.

The community will react badly to Homewood being given any money or assistance and disbelieve any promise that Homewood will provide community benefits. Their ownership of the access way to the Appledore Road site is therefore problematic. Homewood do not believe a new 3G pitch would need to pay for itself but would expect to charge for community use.

Ashford Borough Council are very clear that Homewood would only get a contribution from S106 if a very clear agreement was put in place regarding community use of the pitch and the Appledore Road site. It should be noted however that Homewood do not have the final say on what the Appledore site is used for; approval is required from the Department for Education for any changes of use. Furthermore the S106 money is to support sports facilities for the community not education. This must be made clear to Homewood.

Football

Consulted

- Football Association
- Kent County Football Association
- Football Foundation
- Sport England
- Ashford Borough (re. Pitch review)
- Tenterden Town FC
- Tenterden Tigers
- Sport Tenterden
- Homewood School
- Other clubs
- Max Associates Report

Consultation Outcomes

- Sport Tenterden, led by Graham Smith, has been campaigning for better football facilities for 20 years.
- The community will react badly to Homewood being given any money for facilities unless it is accessible to all and if it enables development of football facilities at Appledore Road.
- The football juniors are currently playing football for other clubs because of the lack of football facilities in Tenterden.
- It is estimated that with appropriate facilities Tenterden Football Club and Tigers could attract about 500 members and 350+ families.
- Currently the seniors play football on the recreation ground, which has historical significance and is a pleasant location, but they recognise it would be much better if the seniors and juniors played alongside each other.
- The requirement is a minimum of 5 Pitches, to include at least two full size (1 can be 3G); equating to approximately 7 acres.
- Whilst location is important everybody recognises that suitability of the facility is of primary importance.
- Consultation with both Ashford Facilities Manager and the Football Foundation suggests all facilities should be developed to FA Step 7 levels. This means the facility should include a club house with changing rooms, toilets and a kitchen and 5-7 pitches. There should also be appropriate access and parking for 50+ cars.

Football

Costs and potential funding

Description	Location	Estimated cost	Funding	Funder	Max Value
Pitches and club house	Appledore Road	£1million	Likely	Football Association	£500,000
Pitches and club house	Alternative Location	£1million + cost of land	Likely	Football Association	£500,000
3G Pitch	Homewood School	£500,000	Likely	S106	£450,000

Note: Assisting Homewood with the 3g gives access to Appledore Road

Football

Recommendations

1. The senior football team should be relocated from the recreation ground to a new location with multiple pitches and a clubhouse that Tenterden Tigers can share. Given the historical relationship with the recreation ground we would expect some negative reaction from the Tenterden Football seniors to this recommendation, however we understand that they will ultimately support the decision.
2. We recommend a minimum of 5 pitches be provided along with a clubhouse including toilets, kitchenette and changing. The whole facility should be designed to meet Step 7 standards.
3. The new facility should adhere to the Football Association level 7 requirements.
4. It is our belief that whilst Appledore Road is a good site the council must investigate alternatives. We recommend that the council sets a brief for the land agent to identify available land suitable for the above purpose and approach the owners to establish the cost for purchase or a lease of or exceeding 25yrs.

Football

Recommendations continued...

5. Given this facility will inevitably end up out of the town centre, we recommend the Town Council choose the cheapest option with the greatest longevity.
6. Whilst Graham Smith of Sport Tenterden has worked passionately and tirelessly on this and has done some negotiations with Homewood School we suggest that this role should now be taken on by either the appropriate person from the Town Council or an independent consultant.
7. If Appledore Road can be negotiated with Homewood to suit everyone's needs then we see no reason not to go for that; if not then an alternative location should be identified.

Leisure Centre



Summary and recommendations

The community would like higher quality existing facilities before new ones are considered. They most commonly ask for better changing rooms and reception areas and a better general overall state of decoration. These issues are addressed in existing leisure centre plans and therefore the only extra request is that there are more “lane swimming” times available in the schedule. Additionally we recommend that the leisure centre attempt to enable the growth of the gymnastics club in their extension as it appears to offer guaranteed (as opposed to potential) extra footfall, and the parents of gym visitors will visit the town.

Leisure Centre

Background

The leisure centre is in need of refurbishment and this is being planned anyway. It is likely that Ashford Borough Council will fund the majority of the refurbishment.

Both Serco and the Leisure Centre Trust see the benefits of opening up the leisure centre to the recreation ground so that they feel more 'connected'. They are both however concerned by the unsightly nature of the building, which is currently hidden by the trees and mound. This could be addressed if the extension were to be built on the recreation side of the building.

Whilst they are at an advanced stage of their development, having carried out a feasibility study and produced architects drawings, they are very open to amending these in light of the town consultation as long as any proposals are financially sustainable.

The leisure centre is currently well used and an expansion appears to be the sensible way forward. The Trust and Serco want the leisure centre to be a destination facility for families to visit.

The leisure centre potentially plays an important part in the recreation ground works as it can provide additional facilities (café and toilets) and car parking. It is intended that the car park will have an additional 40 spaces. One of their biggest problems is that people do not know it is there, by opening up to the recreation ground this would go some way to resolving this.

There are currently some anti-social behaviour issues associated with the leisure centre grounds. It is our belief that these could be addressed by opening up the leisure centre to the recreation ground.

Leisure Centre

Consulted

- The Leisure Centre Trust
- Serco Managers
- Other Leisure Centre managers
- Kestrel Gymnastics
- British Gymnastics Association
- Sport England
- Max Associates Report

Consultation outcomes

- The community want to see improvements to the existing facilities as opposed to more facilities
- The community would like dedicated lane swimming at certain times of the day.
- Serco appear very approachable and businesslike and keen to work with the Town Council and ourselves to ensure whatever work they do reflects the needs of the community.
- The Leisure Centre Trust sets the remit within which Serco operate, however they appear to have a very good working relationship.
- Serco and The Leisure Centre Trust want to ensure that any work done to the leisure centre meets the needs of the existing community, the new residents and is financially sustainable.
- Most community desires will be served by any revamp plan.
- The exception is Kestrel Gymnastics, who have 250 members, 300+ on their waiting list and predict membership would reach 1000 with the right space.
- Kestrel require space, the Leisure Centre requires reliable lessees and it makes sense to use this opportunity to serve both needs.
- Kestrel would like new leisure centre extension to be purpose built for their sole use (35m x 25m x 11m high)
- The Leisure Centre is the location requested by parents, the community & Kestrel for the Kestrel Gymnastics club.

Leisure Centre

Costs

Description	Estimated costs	Funding	Funder	Max value
Gymnastics		Possible	British Gymnastics Association	£60,000
			Sport England	To be announced early 2017
Extension	£2million	Likely	Ashford Borough Council	Unknown

Leisure Centre

Recommendations

Based on the consultation outcomes...

1. We recommend the Leisure Centre Trust consider an extension that enables Kestrel's expansion
2. The main hall could become Kestrel permanent space with no set-up/set-down necessary.
3. The extension could extend out from the hall storage room.
4. The extension could be for Badminton and other groups but also available for Kestrel at certain times as an overspill space.
5. The Leisure Centre Trust could consider obtaining grants towards gymnastics equipment via a grant (that may not be available to Kestrel)
6. The Leisure Centre Trust should consider a long lease to Kestrel to justify the extension.
7. Whilst Kestrel is a for-profit business their goal is one the Town Council and community support and the Town Council can support gymnastics provision without conflict where Kestrel are simply hiring the space at a commercial rate from the Leisure Centre Trust.
8. We suggest the Town Council support funding applications for gym equipment to be owned by the Leisure Centre trust and rented to Kestrel.
9. Serco should consider changing their schedule to enable lane swimming in pool at certain times of the day.

Culture, Arts & Entertainment Venue



Tenterden DFAS

Tenterden Decorative & Fine Arts Society



Summary and recommendations

Tenterden lacks a high quality and accessible venue of this type and the community certainly believe they would benefit from one. St Mildred's have early stage plans which appear to fill this gap from its own funds. Our consultation supports their view that it can and that the enormous majority of the community are supportive of such a move. Whilst strongly held views concerning the role of a church building were made both for and against, the desire to redesign St. Mildred's to make it more relevant to the community at large was overwhelming. We can only recommend that the council look to support Reverend Canon Hammond and the congregation in their plans if the wider lay community are included in their consultations.

Cultural /Arts/ Music Venue

Background

There is a significant demand for increased access to cultural, arts and music events in Tenterden and this is felt across the community, not in any one specific interest or age group.

At the same time St Mildred's Church is considering a complete re-ordering of the Church in order to better utilise the Church and provide an attractive venue that is open to the whole community.

St Mildred's is a key feature in Tenterden and no-one is in any doubt that it should be preserved. Reverend Canon Hammond is very clear that the church should be a resource for the whole community, not just St Mildred's congregation. It appears the community, including the church congregation, broadly supports this view. Those opposed to it are in a tiny minority.

Canterbury Diocese see Tenterden as strategically very important so it is likely they will financially support the project. St Mildred's Hall is also a potential source of funds and the Church have considered either selling or leasing it to generate revenue.

There are some existing structural requirements to the church. The north aisle needs re-roofing and the stained glass windows need upgrading. Whilst St Mildred's have funds for this work, those funds could be used towards match funding and this work could potentially be included in a Heritage Lottery Fund grant application.

St Mildred's believe they can raise the entire cost of the works but may need some assistance with grant applications.

Cultural /Arts/ Music Venue

Consulted

- The Community
- Architects
- Heritage Lottery Fund
- Reverend Canon Lindsay Hammond

Consultation outcomes

- The community wants a venue for exhibitions & performances
- The Town Hall is the most popular venue but cannot do everything and is best suited to be re-ordered as the Community Hub.
- St. Mildred's is the second most popular choice for a cultural/arts/music venue and is considering re-ordering anyway
- St Mildred's existing plans would serve a cultural/arts/music venue very well with very few amendments needed.
- All findings fully support Reverend Canon Hammond's original vision
- There is very little opposition to the reordering to public space concept.
- Some community members are concerned that events and performances would all have a religious theme.
- A reordering of the Church is likely to reduce hires in the Town Hall assembly room and Leisure Centre sports hall.
- This fits with the Town Hall and Leisure Centre reordering recommendations
- There is little support for a cinema or community hub inside St Mildred's.

Cultural /Arts/ Music Venue

Costs and potential funding

Locations	Estimated costs	Funding	Funder	Max Value
St. Mildred's	£1.5 million	Likely	Heritage Lottery Fund	£250,000

Cultural /Arts/ Music Venue

Recommendations

Based on the consultation outcomes...

1. St Mildred's should pursue their reordering plans.
2. Whilst we do not believe this project will require money from the Tent 1 development finances we do recommend it is viewed as a community project supported by the Town Council.
3. The Town Council should support St Mildred's in a Heritage Lottery Fund application for a 'Grants For Places of Worship' grant.
4. Research into a grant should be pursued immediately as St Mildred's needs to make a decision about the work needed to the roof and stained glass windows. The work could be carried out imminently using savings or they could put those savings towards match funding when applying for a Heritage Lottery Fund grant and include the necessary structural works in the application.
5. St Mildred's should continue to work with the Town Council to establish a committee for the works with broader community input.
6. The wider community should be kept informed about the development in order to maximise community engagement in the finished project.
7. St Mildred's will need to work with architects to ensure those who wish to have access to St Mildred's as a place of worship have their needs met.

Village Halls / Spaces for hire



Summary and recommendations

Tenterden has a huge amount of hireable space, almost all of which would be considered under utilised if it were measured on a semi-commercial basis. Whilst there are calls for some halls to be upgraded, redecorated or refurbished we found no evidence to support the idea that this is the cause of its under-utilisation.

Village Halls

Background

There are multiple village halls in Tenterden, all under-utilised and all in need of some degree of repairs and modernisation.

It is fair to say that each hall has its own pressure group who wish to see that particular hall improved with monies from the Tent 1 development. Having talked to the wider community and the pressure groups associated with each hall and examined the bookings for each hall it is our understanding that Highbury Hall is the least popular hall and St Michaels the most popular. Glebe Hall is deteriorating rapidly and its demise could inadvertently create opportunities for the St Mildred's re-ordering.

There is a Kent County Council village halls fund of £200K per annum across the county. Generally they support 5 or 6 halls per year. We believe that this fund could be tapped in to but it is unlikely that any individual hall will get more than about £50,000. It is also very unlikely that multiple village halls within Tenterden would receive a grant within one funding round.

Village Halls

Consulted

- The Community
- St Michaels Village Hall Group
- Other Village Halls
- Ashford Borough Council
- Kent County Council
- Big Lottery

Consultation outcomes

- All the village halls in Tenterden are in need of some degree of repairs and modernisation.
- All existing hireable spaces in Tenterden appear significantly under-utilised with most halls being used for an average of 3 hours per day.
- The community claim the problem is advertising, booking and accessibility to the spaces.
- The suggested Community Hub may help solve this with a centralised booking system.
- Although Highbury Hall had a significant amount of money spent on it some years ago it appears to be the most unpopular hall in Tenterden.
- There are multiple groups in Tenterden with differing requirements and some groups fear halls becoming unaffordable if they are modernised. Low cost space is important and this makes expensive rebuilds inappropriate.
- All the spaces are low quality but it is worth remembering the general use
- St. Michaels Village Hall is recognised as being the most used, although it could be better utilised
- The community would like to see centrally managed bookings, advertising and marketing.
- The community feel that the halls are currently owned, managed and marketed to the older generation and that is off putting to many.
- The feeling of them being owned by the town not by specific groups is key their success.
- There is no evidence of demand for increased hireable space.

Village Halls

Costs and potential funding

Description	Estimated costs	Funders	Max Value
St Michaels Village Hall	£100,000	Kent County Council	£50,000
Highbury Hall			
Others (private)			

Village Halls / Spaces for Hire

Recommendations

Based on the consultation outcomes...

1. There is not enough money to revamp every village hall and we do not believe that would be the best use of money. Whilst all village halls are under-utilised it would be wrong to think that a revamp alone would fill their bookings. We take on board that some halls are in more need than others of essential repairs.
2. We believe the primary issue that needs addressing is the booking procedure and this should be addressed through a centralised and more efficient booking system for all halls. This could be addressed through the physical and online community hub.
3. Everyone should be aware that other projects will significantly change the market for hireable space
4. Various levels of revamping are required to the existing halls but there is no evidence of need to extend or for a rebuild of any of the halls.
5. Work should be carried out with the village hall groups to identify practical and realistic upgrades.
6. A centralised booking system for all of the halls should be developed.
7. Hall booking could be done both physically in the Community Hub building and via the Community Hub website.

Community Hub



Summary and recommendations

This is essentially a request for a bigger, better version of The Gateway. It should be a single access point for the Town, Borough and County Councils as well as tourist information, citizens advice, Kent Savers and much more. It should also include a modern incarnation of a library, to include everything from hot desking for workers, business people and students as well as better and more suitable facilities for toddlers reading time, knit and natter etc. Attention should be paid to ensuring there are some attractions for the younger generation here; whilst the youth hub may be better separate and nearer the multi use games area, the community hub should be attractive to and used by all ages of the community.

Community Hub

Background

The residents of Tenterden are generally very happy in the town; they appreciate the beauty and relative safety of the area and are grateful for that. However, there is a perception that the town provides primarily for the older and wealthier members of the community and this creates some tensions within the town.

Much of the community find the plethora of halls complex and confusing, they find booking difficult and some say they feel unwelcome. The halls are seen as being run by the older people for the older people. The younger generation (teenagers through to 40's) feel they rely primarily on the cafés or pubs for social space and would like to see additional space for their use.

The community believe Tenterden has a lot to offer to both residents and tourists but suggest it is difficult to find out what is available.

All of the community recognise the importance of intergenerational contact and social cohesion and believe that a community hub should enable and encourage this.

A Community Hub can provide a focal point and facilities to foster greater local community activity and bring residents, the local business community and smaller organisations together to improve the quality of life and services in the area.

The Town Hall is the most popular venue for this and we believe could house the community hub.

Community Hub

Consulted

- The Community
- Architects
- Cinema providers
- Kent County Council
- Ashford Borough Council
- Heritage Lottery Fund
- Big Lottery
- Local Trust Funds

Consultation Outcomes

- The community see the community hub as both a physical space and a website
- Both the physical space and website should provide access to local information and services
- The community also want it to be a centralised meeting space, with tables, seating and a library
- It should be a space for the whole community that will encourage inter-generational activity
- It should have free Wi-Fi
- All members of the community should be aware of it and feel welcome there.
- It was suggested that it could be home to:
 - Tenterden Town Council
 - Ashford Borough Council
 - Kent County Council
 - Citizens Advice Bureau
 - Tourist Information
 - Kent Savers
 - Any other non profit service provider
- The community also envisage a library there, making the hub what the Gateway was always planned to be but was too small to work effectively.

Community Hub

Costs

- See Town Hall section for building costs.
- We estimate that the virtual hub could cost up to £50,000.

Community Hub

Recommendations

Based on the consultation outcomes...

1. The Town Hall is the most popular and suitable building for the Community Hub.
2. Detailed plans for the Community Hub should be explored and finalised in phase 2.
3. Negotiations with both Kent County Council and Ashford Borough Council will be necessary to determine if they will have a presence in the Community Hub.
4. Further exploration should be done into other potential organisations that might occupy a space in the Community Hub.

Town Hall



Summary and recommendations

The community love and are defensive of their town hall, but are frustrated that it serves so few people and that most of those are from the older generation. It was the first choice location for numerous suggested projects as mentioned below. However, we believe that in the main this was an attempt to see it better used and by a greater cross section of the community than it is now. There is certainly broad objection to the town hall having large sums of money spent on it only for it to continue to be used as it is.

Town Hall

Background

The Town Hall is a significant building for Tenterden but the community feel disconnected from it. They do not see it as a public space that they have any right to. As such it is under-utilised and not fulfilling its potential. Whilst a very small number of people believe the building should be restored, maintained and used as it is now the vast majority of the community believe it should be a public space that is open and welcoming to the whole community. Both its historical significance and central location mean it is ideally placed to house the community hub and it is the community's first choice for the community hub.

It has been suggested as a possible location for a cinema, however our research deems this option unviable.

Town Hall

Consulted

- The Community
- Architects
- Maylands Town Hall Survey
- Tenterden Town Hall Feasibility Study
- Cinema providers
- Heritage Lottery Fund
- Big Lottery
- Local Trust Funds

Consultation Outcome

- A large proportion of the community currently never use the Town Hall.
- Many people don't realise they can hire rooms in the Town Hall.
- The community think it is wrong that the Town Hall is under utilised.
- The community are happy that the Town Council should be located in the Town Hall but do not think it should be for their sole use.
- The community want the space to be used and usable by them.
- The community want the town hall to have a stronger identity.
- It is the community's first choice for everything.

Given the above and the fact that:

- A theatrical cinema is a private operation and will probably happen anyway
- St Mildred's is going to become an arts/culture venue anyway
- A Community Hub is closest to the town halls original use

We have concentrated on the feasibility of its use as community hub and possibly to house the cinema

Costs

The costs for the town hall are hugely variable depending on what is done. Taking on board all the ideas we estimate this project will cost between £1million and £2million

Town Hall

Recommendations

Based on the consultation outcomes...

1. We recommend you concentrate on developing the Town Hall, extending if deemed necessary, as a community hub and look to assist cinema setup elsewhere.
2. An architect should be employed to redesign the Town Hall to better suit the needs of the community whilst still housing the Town Council and potentially other local organisations.
3. Developing the Town Hall as a Community Hub should enable you to carry out all essential repairs and maintenance required and result in the building being used to its full potential.
4. The Town Hall will not be easy to secure external funding for although we believe it would be worth having further conversations with Heritage Lottery Fund and potentially submitting an initial enquiry.
5. Kent County Council could be supportive of moving the library to the Town Hall if it is done in a way that they approve of. The counter service could also be moved from its current location in the Gateway. Whilst they cannot promise any money they could cover the costs of relocating these services and should provide staffing.

Cinema



Summary and recommendations

There is overwhelming support for the council to attract a commercial boutique cinema operator to town. However, Tenterden does not make obvious commercial sense for an operator and community support stops short of desiring the Town Council spend large amounts of money subsidising one. Perhaps the most passionate request was that the Town Council recognise that a cinema is an “entertainment desire” from the older and more affluent sector of the community and that it should take second place to the community’s “needs”. This opinion is reflected in consultation where a cinema has twice the level of support amongst the over 60’s than it does in the under 60’s. Given the community overwhelmingly do not want the town hall or St Mildred’s used as a cinema, and there is no budget for a new stand-alone building, another location must be found. We can only recommend that the Town Council use its influence to encourage local landlords to consider a cinema as spaces become available and if the business case does not make sense consider limited intervention once the financial details are known.

Cinema

Background

- There are two different types of cinema:
 - A theatrical cinema shows new releases, has a minimum of two screens and is under commercial management
 - A non theatrical cinema (more community cinema / film club) can show films that are out on DVD, generally have 1 screen and are under volunteer management

Our consultation shows clearly that the community support and desire is for a theatrical cinema. This does not rule out a film club but this should be thought of and treated as a completely different project. Given the relatively low cost of such a venture and possibility that it is a pop up, it should be pursued separately. All future discussion in this document relates to a theatrical cinema.

There is very strong community support for a boutique cinema in Tenterden, but this is true for most towns, and most do not have cinemas. Unfortunately with Kino operating in Rye and Hawkhurst and expanding multiplexes at Ashford and Hastings the business case for a cinema at Tenterden is not obvious.

Boutique cinema operators are not property companies and will demand a developer bring a building up to their precise requirements before offering to sign a typically 25 year lease. Whilst the cost of creating the building is always similar, the rent the operator is willing to pay relates to the attractiveness of the venue and proximity of other cinemas. The business proposition only makes sense when the cost of creating a building can be justified by the rent that an operator is willing to pay.

Modern, and particularly boutique cinema business is about creating an experience which attracts the customer to the venue as a whole. Profits are generated from hospitality as opposed to ticket sales, and a cinema space alone would not be commercially viable. The fact that Tenterden has such a wealth of cafes does not increase the attraction to potential operators and the venue would have to be “perfect”.

Cinema

Location

Whilst the cinema has serious commercial impediments, we were aware that it is technically feasible for the council to enable such a venture through subsidy and so investigated the support for potential locations.

Plans for an extension to the Town Hall to house a cinema have been drawn up in the past and have been deemed unsuitable by both the Council and cinema operators. There are also considerable (and potentially insurmountable) issues surrounding the planning authority's view of a suitable use for the listed assembly room. The Cinema operator approached (in this case Kino) did not think the venue worked because of access and café space. Given the community preference is very strongly for the building to remain public and used as a community hub we think this should be pursued first.

We have briefly looked at the following buildings with a view to incorporating a cinema:

- The Town Hall
- Tenterden Club
- St Mildred's Hall
- The Framing Shop
- M&Co
- HSBC

Any potential venue will need to be examined by architects, surveyors and cinema providers.

Subsidy

We consulted the community to gauge their desire or objection to the Town Council subsidising a property developer to create the building for an operator to rent. This was enormously difficult and given nobody can know the scale of subsidy required we could only hope to ascertain the community's view on the principle. In principle the large majority of people would not wish the Town Council to subsidise a cinema. However, it was also clear that were the amount small enough they would not object. We had planned to raise the idea of increasing the precept to cover the subsidy but given the overwhelming objection to the principle this was not necessary.

Cinema

Consulted

- The Community
- The Tenterden Residents Association
- British Film Institute
- Motion Picture Licensing Company
- Architects
- Cinema For All
- SilverScreen Cinemas
- Kino

Consultation Outcomes

- The community want an arty boutique (Kino) type cinema as opposed to a multiplex
- Tenterden Residents Association have run a long standing campaign for a cinema and have carried out surveys that reflect our findings.
- It should be noted that within the Tenterden Residents Association there are individuals with a commercial interest in this project.
- The community would prefer the Town Hall to remain public and used as a community hub than made private and used as a cinema
- The community would not like the Town Council to use subsidies in order to enable a cinema unless the amount was small

Cinema

Costs

There are so many variables with regard to costs that is impossible to give any costs at this stage. The variables include any of the following:

- Buying a building
- Leasing a building
- Renovating a building to turn into a cinema

Funding Scoping

Description	Funding	Funder	Max Value
Theatrical	Unlikely		
Non Theatrical	Possible	Local Trusts	<£50,000

Cinema

Recommendations

Based on the consultation outcomes...

1. Progress on the basis of a theatrical 2 screen cinema
2. Work with local landlords to identify potential locations in the town
3. Work with operators to identify which buildings would work
4. Work with architects to identify which buildings would work and to explore potential designs

Coombe Lane



Summary and recommendations

The community neither suggested nor engaged with this project although they understood it when explained. It appeared last on the community wish list although it should be noted there was no adverse reaction to it in the face to face consultation sessions. Given its value is economic and tourist related this is not surprising. We suggest the council pursues it at low cost where possible.

Coombe Lane

Consulted

- The Community
- Architects
- Pierre Edmonds

Our job was to find out what the community wanted and to test their reaction to projects that the Town Council have in mind. Whilst we included the Coombe Lane development in our initial presentation to the community and in the digital survey it did not receive any support from the Community. We have absolutely no reason to believe the community see it as a negative proposal there is just a lack of positivity for it. This is unsurprising as the community are unable to see a direct positive impact on themselves. We understand there would likely be resistance to any development in this area from the residents of Coombe Lane.

It should be noted that whilst it was last on the community wish list there was no adverse reaction to it in the face to face consultation sessions.

We have walked the area with an architect and discussed with Pierre Edmonds the potential of creating a path up from the station through the Edmonds' owned land. As a result of these conversations we believe this project to still have plenty of potential at a relatively low cost.

Coombe Lane

Recommendations

Based on the consultation outcomes...

1. The project falls outside of our current remit because there is no community support for it, but we do not believe the Town Council should dismiss it at this stage and would recommend it is further explored in phase two.
2. Carry out further exploration of the area with a landscape architect
3. Undertake further discussions with Pierre Edmonds regarding a path across his land.

This could be done by either a Town Council representative or an independent consultant. We believe there could be some benefit to employing an independent consultant to do it.
4. Develop a concept design and associated costings.

Infrastructure

Outside the Town Council remit



1. Although outside the Town council remit, given the consultation outcomes we are happy to share our consultation findings with Ashford Borough Council and Kent County Council.
2. We have walked Tenterden with our architect to look at issues including parking and the problems encouraging pedestrians to the west end of the high street
3. Assuming either or both councils wish to pursue identified needs and suggested improvements we are happy to arrange a meeting between each Council and our architects to discuss possible solutions.

Infrastructure

Outside the Town Council remit

Background

As with all community consultations parking and traffic issues came up over and over again throughout. In addition to this was the desire for more and better cycle paths.

Because cycle paths were raised by so many people at the initial round of face to face consultation and specific locations were suggested we included them in the first digital survey so that we could measure strength of feeling about them.

Clearly these are both huge projects that far exceed the Town Council budget and are in fact outside the Town Council remit. However, given the strength of feeling on these issues we have chosen to include them in this report.

Infrastructure

Outside the Town Council remit

Consulted

- The Community
- Architects
- Urban Designers

Consultation Outcomes

- The community wish to see improved parking facilities in Tenterden
- Traffic volume and speed are perceived to be a real problem in Tenterden
- There is huge concern about the increased levels of traffic that the Tent 1 development will bring
- The community want to be able to cycle to, from and around town safely.
- There is a particular desire for suitable cycle paths from St Michaels to Tenterden and Shrubcote to Tenterden.

Specific cycle path wishes

Location

- Cycle path extension on old railway line from St Michaels to Tenterden
- Cycle path on old railway line from St Michaels to Homewood School
- Improved footpath / cycle path from Shrubcote area into recreation ground and Tenterden



Section 3

Summary & recommendations

Summary / Recommendations

Our remit was to find out how the community would like the council to spend the Tent 1 money and eliminate any projects which were blatantly outside budget or unfeasible in some other way.

After over 6 man months of work, interaction with well over 1000 individuals and 43 special interest groups as well as dozens of Council executives and local businesses we are happy that we can sensibly express the wishes of the community of Tenterden. Whilst it is inevitable that not all individuals or groups will agree with every comment, we believe that the vast majority of the community will agree with the vast majority of the report.

Background

The people of Tenterden love their town and are fiercely defensive over the elements that they believe make it unique. Whilst there is plenty they wish to improve, future architects and designers must pay attention to the sense of quality and calm the community expects and will demand from any changes.

There is a sense that the town is run by and for the older generation and overwhelmingly this is something the community would like to change, but only if it can be done whilst retaining the character and quality the town has.

Tenterden has a huge number of very vocal and active special interest groups. There are 73 identifiable groups claiming to represent only 7,500 community members and whilst we found none that were campaigning for anything that does not have community support, we would warn that the size of the voice of these groups does not always match the breadth of support amongst the wider community.

Summary / Recommendations

Recreation Ground

Primarily the community would like to retain the sense of green, calm and pleasant space whilst adding and improving both the aesthetic and facilities. Adding pathways, older children's play, a multi use games area, improved tennis, netball provision, a kiosk, a skatepark and turning the pavilion to a youth hub all have overwhelming support, but only if they can be done in such a way as to retain that sense of green open space.

Given it was the most requested and talked about project in every consultation and that there is little or no disagreement, we recommend that the communities wishes are followed as closely as possible. It would seem sensible to make the recreation ground form the first project and that it be designed with the leisure centre extension in mind.

Bowls Club

The Bowls Club's unfortunate central position compromises any future design of the recreation ground. Bowlers have made it clear they are not happy about the youth hub being so close to their green and they do not wish to have a skatepark nearby for noise reasons. This heightens the problem considerably to the point that potentially no-one would be happy with a new design. Moving the entire club is possible but would be expensive and hard to justify given the very small number of beneficiaries (approximately 40, many of whom are not Tenterden residents). It is clear that a bowls club fits with the old and historic image of Tenterden but any new recreation ground arrangement must be valid for 50-100 years. The council must give careful thought as to whether they can justify spending the money to move the green or compromising the overall design for a bowls club with so few members and which may not exist at all in 5-10yrs time.

Summary / Recommendations

Leisure Centre

The community would like higher quality existing facilities before new ones are considered. They most commonly ask for better changing rooms and reception areas and a better general overall state of decoration. These issues are addressed in existing leisure centre plans and therefore the only extra request is that there are more “lane swimming” times available in the schedule. Additionally we recommend that the leisure centre attempt to enable the growth of the gymnastics club in their extension as it appears to offer guaranteed as opposed to potential extra footfall and the parents of gym visitors will visit and spend money in the town.

The Leisure Centre and Recreation ground currently exist as separately designed entities which seems odd considering their proximity and shared goals of health, fitness sport and exercise. Opening the Leisure centre up to the recreation ground by removing the earth mound and bushes and even a few trees must be considered by the designers. Also worth noting is that whilst the high street has many café's and the leisure centre one, the recreation ground has none. If the spaces were designed as one, the idea of an extension with the Leisure Centre café opening up and facing the Recreation Ground becomes worthy of consideration as beneficial to both projects.

Youth Hub

The young people, the youth workers and the community would all like to see the youth hub moved to the pavilion on a permanent basis. Internal modifications to allow the space to be manned for as many hours as possible by a rota to include the community warden, youth workers and other professionals is requested and agreed as ideal. We support these suggestions and recommend the old pavilion is returned to a youth club and consideration is made to the location of the youth hub when siting the multi use games area and skatepark in the recreation ground design.

Summary / Recommendations

Football

There is enormous community support and external funding to assist with creating a youth football facility. The development should house 5-7 pitches, a clubhouse and seniors pitch to Step 7 standards. There is no reason why one of the full size pitches could not be 3G. Moving the seniors pitch to the new facility may upset the seniors club but it is essential for the youth facility and fits with the desires for the recreation ground. We recommend that a land agent is contracted with the remit of finding multiple potential locations on the outskirts of town and that negotiations to acquire land and create this facility follow asap.

Town Hall

The community love and are defensive of their town hall, but are frustrated that it serves so few people and that most of those are from the older generation. It was the first choice location for numerous suggested projects as mentioned below. However, we believe that in the main this was an attempt to see it better used and by a greater cross section of the community than it is now. There is certainly broad objection to the hall having large sums of money spent on it only for it to continue to be used as it is. The overwhelming desire for the Town Hall is that it be developed as a Community Hub (see below) whilst retaining Town Council services within the building.

Community Hub

This is essentially a request for a bigger, better version of The Gateway. It should be a single access point for the Town, Borough and County Councils as well as tourist information, citizens advice, Kent Savers and much more. It should also include a modern incarnation of a library, to include everything from hot desking for workers, business people and students as well as better and more suitable facilities for toddlers reading time, knit and natter etc. Attention should be paid to ensuring there are some attractions for the younger generation here; whilst the youth hub may be better separate and nearer the multi use games area, the community hub should be attractive to and used by all ages of the community.

Summary / Recommendations

Cinema

There is overwhelming support for the Town Council to attract a commercial boutique cinema operator to town. However, Tenterden does not make obvious commercial sense for an operator and community support stops short of desiring the council spend large amounts of money subsidising one. Perhaps the most passionate request was that the Town Council recognise that a cinema is an “entertainment desire” from the older and more affluent sector of the community and that it should take second place to the community’s “needs” and particularly those of the less affluent. This opinion is reflected in consultation where a cinema has more than twice the level of support amongst the over 60’s than it does in the under 60’s.

Given the community overwhelmingly do not want the Town Hall or St Mildred’s used as a cinema, and there is no budget for a new stand-alone building, another location must be found. We recommend that the Town Council actively uses its influence to encourage local landlords to consider a cinema as spaces become available and if the business case does not make sense consider limited intervention once the financial details are known.

Summary / Recommendations

Arts / Culture / Entertainment Venue

Tenterden lacks a high quality and accessible venue of this type and the community certainly believe they would benefit from one. St Mildred's have early stage plans which appear to fill this gap from its own funds. Our consultation supports their view that it can and that the enormous majority of the community are supportive of such a move. Whilst strongly held views concerning the role of a church building were made both for and against, the desire to redesign St Mildred's to make it more relevant to the community at large was overwhelming. We can only recommend that the Town Council look to support Reverend Canon Hammond and the congregation in their plans if the wider lay community are included in their consultations.

Village Halls

Tenterden has a huge amount of hireable space, almost all of which would be considered under utilised if it were measured on a semi-commercial basis. Whilst there are calls for some halls to be upgraded, redecorated or refurbished we found no evidence to support the idea that this is the cause of its under utilisation. Most of the problems should be resolved through the development of a Community and Virtual Hub (see below). All halls should be assessed for essential repairs.

Virtual Hub

The community claim that the primary problem with village halls relates to their accessibility. They would like an online facility that shows all hireable spaces including their availability, size, cost and restrictions on use. This same facility should allow them to book and pay for their hire. We cannot fault the idea that centralised management, marketing and advertising would not be beneficial both to the community and the halls themselves. It was also requested that this same virtual hub advertise and market other aspects of the town and its facilities and attractions. We recommend this idea is incorporated into a new website for the Town Council and plans for a community hub.

Summary / Recommendations

Retentions

There were many calls for the Town Council to keep some of the monies back as a retention for other use at a later date. It was suggested that these monies could be used for future maintenance or for the provision of services being abandoned by Borough or County Councils. Also suggested was the idea that the council could consider subsidising local business space to enable new or start up business to get off the ground. We support these suggestions but amounts available for this will relate to the cost of other and more highly requested projects.

Summary / Recommendations

Next Steps...

First Project

There are many projects and a complex web of funding, planning, design and construction. Even were it possible, all the projects cannot be done at once. Whilst some projects will take several years to come to fruition, some can stand quite independently and are so well understood there is no reason for delay. We think it important the Town Council demonstrate action to dispel claims of indecision and suggest they proceed without delay to design and build the recreation ground whilst simultaneously having the design for the leisure centre done by the same architect or team.

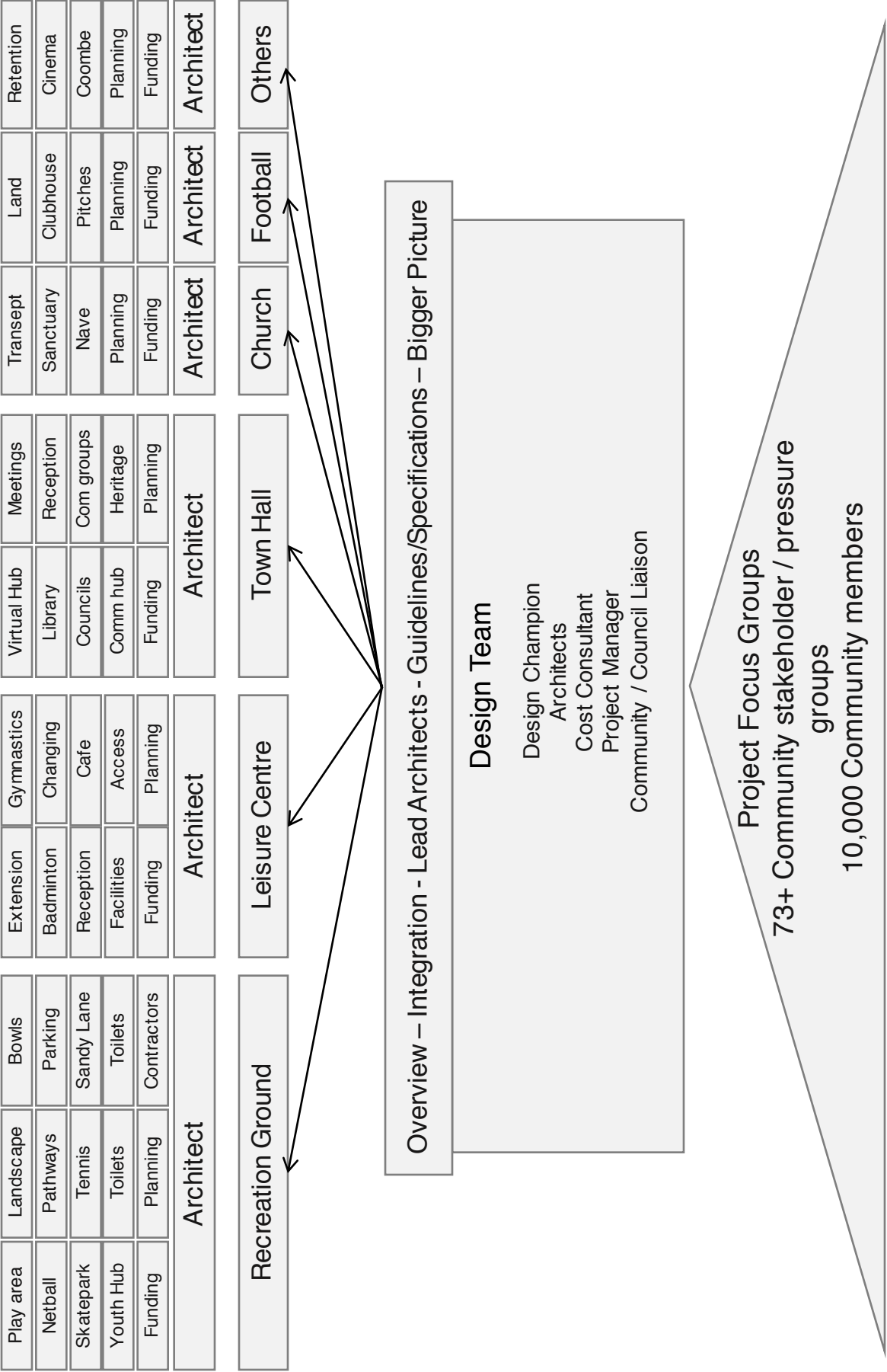
Community-Led

The community have put significant effort and work into this process so far and we strongly believe that The Tenterden Regeneration Project will be more successful if it continues to actively involve the community. We suggest small and carefully selected focus groups are formed and are actively involved in the design process. These groups should include a wide variety of age, gender, opinion and interest but exclude those who would gain commercially from any outcome. Those with commercial or vested interest should be placed in stakeholder groups and kept updated and consulted as and when necessary. The members of these groups do not require special skills but should be carefully made up of people who represent each of the special interests that relate to each project.

We then suggest that larger public engagement sessions update the wider community on progress at each stage.

Design Team

With numerous projects that overlap and interrelate we suggest that the Town Council create an overarching design team to ensure that the individual projects make sense when seen as a whole. The team should include at least two architects (one acting as design champion), a cost consultant, a project manager, a Town Council representative and someone who can independently represent the wider community and act as council and community liaison. The following diagram illustrates an example of how such a team can link the community up to the individual architects managing the larger projects and the individual projects inside them.



Appendix A

Stakeholder Interview Participants	
Funding and Partnership Officer - Ashford Borough Council	St Michaels Community Group
Community Services - Kent County Council	St Michaels Village Hall Group
S106 Officer Ashford Borough	London Beach Hotel
Facilities Manager Ashford Borough Council	Tenterden Residents Association
Youth Services ABC	Homewood School
Tenterden Leisure Centre Trust	Kestrel Gymnastics Club
Serco	Tenterden Club
Chamber of Commerce	Sport Tenterden
GP Surgery	Tenterden Tigers
Bowls Club	Tenterden Town Football Club
Tenterden Day Centre	St Mildred's Church

Appendix B

Previous Reports and Consultations

Tenterden Pavilion Project – Report on public consultation questionnaire for Tenterden Town Council; Clague Architects; April 2011

Tenterden Town Hall Feasibility Study; Clague Architects

What Matters Tenterden Youth survey

Newsletter Consultation

Sports and Leisure Facilities Strategy; Max Associates; April 2014

Town Hall Survey (update of survey carried out by Mouchelle in 2012); Maylands Consulting; November 2015 (revised January 2016)