



Site Options Appraisal

for
Tenterden Town Cinema

prepared for
Tenterden Town Council



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1.0 Objectives of the Site Options Appraisal

The Site Options Appraisal is Stage 2 of a study commissioned by Tenterden Town Council.

The objective of Stage 1, a pre-feasibility study, was to investigate the viability and sustainability of a digital cinema in Tenterden.

The objective of Stage 2, a Site Options Appraisal, is to identify: the preferred site for accommodating the brief for a digital cinema in Tenterden confirmed on conclusion of Stage 1; the preferred operating model; a preliminary estimation of the construction cost and total project cost and possible funding sources.

At Stage 1, Tenterden Town Council had identified four possible sites including:

- Pebbles Building
- Tenterden Club
- Land to the rear of the Town Hall, in the ownership of Enterprise Inns.
- Glebe Hall

At the outset of Stage 2, Tenterden Town Council asked for an additional site to be included in the Site Options Appraisal:

- Site within masterplan for Tenterden Creative Quarter.

2.0 Executive Summary

The Site Options Appraisal table contained in Appendix F, indicates that while new build options offer the best potential for providing a town centre cinema that would be attractive to potential cinema operators and audiences, the refurbishment options have a significantly lower estimated construction cost and estimated total project cost and would require a lower capital contribution from Tenterden Town Council.

The new build options that were appraised are: Option 3 – Land to the rear of the Town Hall and Option 4 – the Glebe Hall site.

Option 3 and 4 are the preferred new build options arising from the Site Options Appraisal. Both offer the potential to provide a 3 screen venue which would offer programme diversity, and an attractive café/bar, both positive attributes from a cinema operator perspective.

Option 3, on the land behind the Town Hall, consolidates a familiar Town Centre destination for social and leisure activity. It has however limited potential for outside amenity space. Amenity would be further compromised by the rights of access to adjoining premises across the yard in front of the main entrance to the cinema. This would need to be resolved were this option to be taken forward.

Option 4 on the Glebe Hall site, offers the potential for an attractive destination venue with a very attractive café bar with views out over open fields and a large outside terrace with a southerly aspect. The location is however compromised by the constrained access along Church Road which would have a negative impact on existing premises in Church Road.

Option 5, the site within a masterplan for Tenterden Creative Quarter has not been appraised to the same degree, as there are too many unknowns which would need to be established with the developer. It does not however compare favourably with the other new build sites included in the Site Options Appraisal.

The refurbishment options that were appraised are: Option 1 – The Pebbles Building and Option 2 – The Tenterden Club.

Option 1 is the preferred refurbishment option arising from the Site Options Appraisal. Both options have a significantly lower estimated construction cost and estimated total project cost than the new build options, and would require a lower capital contribution from Tenterden Town Council. Both options are compromised by the constraints presented by existing buildings compared with the new build sites. Option 1 in the Pebbles Building, which delivers a 2 screen cinema and café/bar, would make a positive contribution to the vitality of the Town Centre and the day and night time economy. The building is in the ownership of Tenterden Town Council, hence deliverability of a project in the Pebbles Building compares favourably with the other options which would require site acquisition. It also benefits from a short programme compared with the new build options.

Option 2 in the Tenterden Club, delivers a 3 screen cinema which offers programme diversity. It also provides a café/bar however this would have little street level visibility and would most likely only be used by cinema audiences. The main constraint is the limited headroom available which results in small image sizes on the screens. This is likely to deter interest from a cinema operator and lead to potential audiences preferring to watch films in competitor venues in Rye or Ashford.

3.0 Introduction

A cinema focus group has been established in Tenterden to promote the development of a Town Cinema.

Tenterden Town Council currently has a mandate to support the aspiration to provide a Town Cinema through the funding of a pre-feasibility study to establish the viability and sustainability of a Town Cinema, followed by a Site Options Appraisal to establish a preferred site, from a list of buildings and sites provided by Tenterden Town Council.

The pre-feasibility study established the brief for a viable and sustainable Town Cinema against which the sites were appraised for 'spatial fit'. The other criteria used in the Site Options Appraisal were discussed and agreed with Tenterden Town Council and are summarised in following Section 7.2.1.

The following consultants were appointed by Tenterden Town Council to carry out the Site Options Appraisal.

Ron Inglis of Craigmount Consulting (Cinema Business Consultants)
Stefanie Fischer of Burrell Foley Fischer LLP (Architect with Cinema expertise)
Chris Goucher of Greenwood Projects (Quantity Surveyor)

A draft of the Site Options Appraisal Report was sent to Tenterden Town Council on 29 June 2018.

Councillors and members of the cinema focus group were invited to attend a presentation of the findings of the Site Options Appraisal Report on 5 July 2018. In order to maximise the opportunity for participation two presentations were given at 1.00pm and 6.00pm, followed by a Question and Answer Session. Points discussed following the presentations have been picked up in the Final Site Options Appraisal Report delivered to Tenterden Town Council.

4.0 Outcome of the Pre-Feasibility Study

The South East is a relatively strong cinemagoing region of the UK. Average attendance per person in the Southern TV region is 3.2 per year compared to 2.6 for the UK as a whole. Admissions per screen are 49,736 compared to UK average of 40,545. The current options for the town's cinemagoers are a visit to the Kino in Hawkhurst or in Rye, a Cineworld multiplex in Ashford, and in the near future a 6-screen Picturehouse in Ashford and a 3-screen Everyman cinema in Tunbridge Wells.

The cinema sector is undergoing a period of large scale investment in new buildings and refurbishment of existing sites. The dominant trends for this investment are:

- Increasing levels of luxury throughout the cinema: luxury recliner seating; lounges; etc.
- Improved range of food and beverage services: choice of café bars and restaurants; in-auditorium dining.
- Increasingly high levels of technical sophistication: projection; sound; marketing.
- More cinemas in town centres, especially smaller independent venues.

Cinema audiences are predominantly aged under 30 years old but while the 15-24 year old audience is declining the 55+ year old audience has shown consistent growth in recent years.

There are approximately 20,000 residents within a 15-minute drivetime catchment centred on Tenterden Town Hall and a further 45,000 when the catchment is increased to a 25-minute drivetime. This population is strongly skewed towards well-off 50+ age groups, although 15-20% of the population are less affluent. The composition of the resident population is expected to gradually change as several hundred new homes are built in and around the town, as well as new housing developments in Headcorn and especially at Chilmington Green in south Ashford.

The potential audience for a local independent, possibly boutique style, cinema in Tenterden will depend on the facilities that can be developed. An initial assessment and comparison with similar independent cinemas indicates that there is potential for up to 70,000 annual admissions for a 2-3 screen cinema with café bar or restaurant.

In order to deliver a local cinemagoing experience which is preferred to travelling elsewhere, a cinema in Tenterden will need to offer a comparable quality of cinemagoing experience and include a good café bar as well as comfortable, high specification auditoria.

The outline brief for a suitable cinema development in the town is:

- 2 or 3 screens with a total seating capacity around 150;
- Contemporary cinema design standards (large screen, unobstructed sightlines, good accessibility);

- Boothless auditorium design (projectors located in ceiling 'pod' rather than in a dedicated projection room);
- Cinema seats 600mm wide and row spacing at least 1200mm (similar to modern non-tipping seat layouts, but not luxury reclining seats which occupy significantly more space);
- Café bar capable of serving light meals (i.e. not necessarily a full restaurant service);
- A high standard of accessibility features for people with disabilities;
- An efficient layout which allows the cinema to be operated with a small number of staff.

Developing an independent cinema in Tenterden will require the Town Council (and perhaps Ashford Borough Council) to contribute to the funding of the cinema development and to lead the development process, even if the cinema is eventually operated by a third party.

5.0 Potential Cinema Operators for Tenterden Town Cinema

Selected current and in-development cinema provision for residents of Tenterden is summarised in the table below:

Cinema	Town	Distance from Tenterden	Facilities
Kino	Hawkhurst	11 miles 20 mins drivetime	1 screen, 91 seats, café Built in former village hall
Kino	Rye	11 miles 25 mins drivetime	2 screens, 98 & 46 seats Private function room. Café bar Built in former school building
Picturehouse	Elwick Place, Ashford	13 miles 25 mins drivetime	6 screens, 950 seats in total. Due to open late 2018/early 2019
Cineworld	Eureka Leisure Park, Ashford	13 miles 30 mins drivetime	12 screens, 2085 seats
The Sussex Exchange	St Leonards on Sea	18 Miles 40 mins drivetime	Up-market restaurant with private cinema. 1 screen 30 seats (luxury recliners)
Everyman	Tunbridge Wells	22 miles 40 mins drivetime	3 screens, bar and restaurant Due to open 2021
Curzon	Canterbury	27 miles 55 mins drivetime	3 screens, café bar
Picture House	Uckfield	32 miles 70 mins drivetime	3 screens, 140, 100, 120 seats Large restaurant

The town and the local catchment are too small to attract the specialist cinema circuit operators such as Curzon, Everyman, Picturehouse or The Light – collectively responsible for over 50 recently developed or planned cinemas.

Advertising the development opportunity in the cinema and leisure trade press, as well as in local and regional media outlets, may result in a number of companies expressing an interest.

For a company to invest in a Tenterden cinema they would need to be convinced that the proposed development would result in a venue which was capable of providing at least the standard of cinemagoing experience their other venues already provide, including the food and drink offers.

Two local independent cinema operators have already expressed interest in being involved in a cinema development in Tenterden: Kino Digital (cinemas in Hawkhurst and Rye) and The Picture House Cinema & Restaurant (Uckfield).

Kino Digital

A pioneer of digital cinema in the UK, Kino Digital now operates three cinemas:

- the original 91-seat 1-screen cinema in Hawkhurst
- a 2-screen (98 + 46 seats) cinema in Rye
- a 1-screen 48 seat plus café bar cinema in Bermondsey (formerly the Shortwave Cinema)

The company has indicated it would consider investing in and operating a new cinema in Tenterden provided the venue included 2 or 3 screens and a café bar, ideally with a terrace.

The potential investment would concentrate on equipment fit out elements: cinema seating, projection and sound equipment, café bar fittings and furnishings.

The Picture House, Uckfield

The Picture House is a well-respected, successful, family owned and operated 3-screen cinema with an adjacent restaurant. The company has invested strongly in the venue and has just completed the installation of new 4k Sony digital projectors in all three screens.

The company has indicated that their preference would be to undertake a full fit out of a building so that they have control over the interior design and fittings as well as the technical and furnishing elements.

6.0 Funding Sources

6.1 Indication of the level of financial contribution to the fit out a potential operator might make and implications for rent levels

The amount of fit out work undertaken by an incoming cinema operator depends on the arrangements reached with the venue owner. Typically the venue can be developed to one of the following two stages:

Basic shell – the building is completed, rooms constructed and services installed but the incoming operator completes the building with decoration, carpets, acoustic wall linings and ceilings, toilet fittings, and all the equipment items outlined in the table below.

Ready for final fit out – the cinema building is completed apart from the equipment outlined in the table below.

Fit out equipment	Description	2 screens	3 screens
Cinema technical equipment	Projectors, pods, sound equipment, screens, servers, automation, ancillaries	180,000	270,000
Cinema seating (150 seats in total)	£300 per seat	45,000	45,000
Foyer counter, box office equipment, web site		15,000	15,000
Café bar	Tables, chairs, kitchen equipment, foyer music	50,000	50,000
Video displays & poster boards, signage	Allowance	15,000	17,500
Miscellaneous	Allowance	10,000	12,500
Total		315,000	410,000

6.2 Implications for rental income

The investment required by the incoming cinema operator is substantial, especially if they are offered a grey shell as described above. To justify this investment they are likely to require a long lease, at least 15 years and possibly 25 years, including an initial rent free period of perhaps 5 years.

6.3 Indication of possible funding sources

While there already appears to be genuine interest by two existing cinema companies in funding the fit out expenditure and then operating the venue, the costs of acquiring and converting the preferred site need to be met from other sources.

Tenterden Town Council is in receipt of windfall funds from the sale of land and Section 106 agreements. Current expectations are that a sum of approximately £0.5 million may be available to contribute to the cinema development. In addition one or more of the following options may be involved in raising the necessary funds:

Private investor

A small but growing number of private investors are developing independent local cinemas. Recent examples include The Depot in Lewes, Newlyn Filmhouse, The Red Carpet Cinema in Barton-under-Needwood, the Jam Jar Cinema in Whitley Bay.

Public - Private partnership

Opened in December 2016, The Light cinema in Thetford (population 24,500) is an unusual example of a mainstream multiplex operator creating a 3-screen venue in a smaller town. The cinema was developed by Breckland Council in partnership with Land Group LLP as part of a town centre regeneration scheme involving a Travelodge Hotel and five food and beverage outlets. Commercial developer Queensberry

stated at the 2018 UK Cinema Association conference that town centres should increasingly focus on 'place making' involving a mix of uses: leisure, retail, housing, education. They believe town centre development must be local authority and public sector led because purely commercial development profit is unlikely. Cinemas are regularly cited as a key component of town centre development projects.

Local authority

While there are relatively few cinemas which are owned and/or operated by public bodies such as Town Councils, an increasing number of local authorities are investing in leisure-led mixed use developments in their town centres. Typically the facilities include retail, food and drink, residential, public realm, and cinemas. The cinema is often the anchor tenant of the scheme. (See Stockport Redrock development, Dartford Westgate, and on a smaller scale Stowmarket Regal.)

Public sector and Lottery funding

If the cinema is operated by a charitable organisation then it may be possible to raise funds from a large number of public and private funders including trusts and foundations. This form of funding is highly competitive and many funders' policies are directed towards areas of deprivation or restoration of heritage buildings.

Equipment suppliers

Some suppliers of cinema and catering equipment offer several forms of financial assistance including lease purchase, rental, and maintenance-plus-upgrades. While not a large part of the financial package to develop a cinema these methods can provide worthwhile benefits to specific projects.

Crowdfunding

There are different types of crowdfunding:

- Reward crowdfunding where in return for cash pledges, the business offers a reward, usually directly related to the project. Backers typically receive rewards proportionate to the amount they pledge.
- Equity crowdfunding which is usually used to fund the early stage of a business. In return for investment, the company gives up a percentage share of the company.
- Donation crowdfunding is a simple model where supporters make financial contributions to a project. This type of crowdfunding tends to be successful for projects with a strong social purpose.

Crowdfunding requires a considerable organisational effort and an existing community to reach out to if the campaign is to be successful.

Summary of funding options

Source	Potential
Private investor	Low, none identified to date
Public - Private partnership	Dependent on choice of site and any associated developments
Local authority	£0.5 million potentially available from TTC
Public sector & Lottery funding	Low, unlikely to meet criteria
Equipment suppliers	Good, but limited to specific items
Crowdfunding	Low, but with some potential for top-up funding

7.0 Site Options

7.1 Outline description of the Site Options

7.1.1 Pebbles Building

Location in Town

The Pebbles Building (No 55) has a prominent frontage on the High Street, and is located at the heart of the town. It is flanked by the White Lion Hotel to the west and by a vacant unit (last occupied by 'Your Move') to the east.

There is a passage leading to a publicly accessible garden at the rear. This has a gate providing access to the White Lion carpark, over which there are rights of access. This would facilitate contractors access for construction and it would be possible to use part of the garden as a contractors compound, subject to reinstatement. The narrow arched entrance on the High Street and offset to the roadway leading to the carpark would place limitations on the size of vehicles used for deliveries.

Site context

The Pebbles Building is part of a terrace of four buildings on the south side of the High Street. The Pebbles Building, in common with a significant number of buildings in the High Street, is Listed Grade II. Reference to the List Entry suggests that its architectural and historical significance is attributable to its contribution to the character and quality of the High Street. While the inclusion of the Pebbles Building on the Statutory List presents a project risk, it will be noted from the outline description of the proposals, that little alteration of the High Street frontage would be required to accommodate the outline brief for a cinema, apart from appropriate signage and display and works to create an accessible entrance.

The new extension to the rear would have a low impact on townscape views of the rear of the terrace.

Significant alterations would however be required to the interior and were the Pebbles Building to be confirmed as the preferred option, it would be prudent to establish the acceptability of the alterations to the Local Planning Authority through a pre-application process.

The buildings in the terrace have large forecourts which, because of the consistent building line along the High Street, benefit from late afternoon and evening sun. The White Lion (No 57) which adjoins the Pebbles Building, has established a terrace on their forecourt which is well used in fine weather, providing amenity for customers and bringing activity to the High Street.

The White Lion has been extended to the rear some 27m beyond the building line to the back of the main buildings in the terrace. There are windows, grilles and air bricks in the boundary between the White Lion and Pebbles Building.

There are two buildings to the rear of No 53 to the immediate east of the Pebbles Building; a building with a square footprint extending some 20m beyond the building line to the back wall of the main buildings in the terrace and a rectangular building extending some 58m beyond the building line to the back wall of the main buildings in the terrace.

There is an extension of significant footprint and equivalent to two storey high to the rear of No 51 High Street extending some 30m beyond the building line to the back wall of the main buildings in the terrace.

Site ownership

The Pebbles Building is in the ownership of Tenterden Town Council. It is currently leased to 'White Stuff' on a lease that expires in 2021.

Description of existing building/site

The original terraced building comprises three storeys with a part basement on the High Street frontage. There is a modern single storey extension to the rear extending some 12m beyond the building line of the back wall of the buildings in the terrace.

There is a level difference of approximately 450mm between the forecourt and ground floor level with stepped access at the main entrance. Ramped access has been created to the rear of the property.

The ground floor accommodation is currently used as a shop floor, changing rooms and store by 'White Stuff'. The basement is vacant. The first floor level is underutilised as ancillary accommodation and the second floor is vacant.

The upper floors are in a poor state of repair. The basement is similarly in a poor state of repair but has the potential to be a characterful space, maintaining fairfaced brick walls and alcoves.

A Condition Report has been commissioned by Tenterden Town Council from Hardings on the works required to bring the fabric of the building into a state of repair to enable it to be re-let.

Outline description of the proposals

The key moves to accommodate the brief for a 2 screen digital cinema, with a target seating capacity of 150 seats and a café/bar include:

- Providing an accessible main entrance through establishing a raised forecourt with ramped and stepped access forming part of a coherent hard landscaping proposal that provides outside amenity space for customers of the cinema, fronting the High Street. The raised forecourt would benefit from late afternoon and evening sun;
- Providing a single sales point for cinema tickets, food and beverage in a foyer and café/bar located at ground floor level in the main terraced building;
- Demolishing, rebuilding and extending the modern rear extension to the terrace to provide toilets for customers and a main screen with a seating capacity of 88 seats and 1 permanent wheelchair position with the potential to provide additional wheelchair spaces through the removal of seats. Access would be to the rear of the screen where the wheelchair spaces would be positioned. The seating tiers would step down towards the screen end where the ground would be excavated to keep the overall height of the extension at its current level. The extension would align with the rear elevation to the building to the rear of No 53 High Street and extend less than the extension to the White Hart and to No 51 High Street. The outline proposals illustrated in Appendix A4 currently show a unisex accessible toilet and baby change and unisex toilets. This is to limit the length of the rear extension and its encroachment

on Memorial Gardens. Were separate male and female toilets to be required then the new extension would need to be 2m longer. The ecological impact of reducing the green space in Memorial Garden could be offset by providing the new extension with a green roof.

- Bringing the characterful basement into use as additional café/bar space, retaining the existing fairfaced brick walls and alcoves, relaying brick pavements on a new floor slab with a dampproof membrane, fire lining the underside of the ceiling and treating exposed timber with fire retardant.
- Providing lift access to Screen 2 at 1st floor level and staff accommodation at 2nd floor level.
- Reconstructing the stair so that it is compliant with the requirements for a public building. Alternatively a waiver would need to be obtained from Building Control.
- Creating a double height volume at 1st and 2nd floor level for Screen 2 and establishing an acoustically isolated box to prevent noise break out, noise break in and structural borne vibrations. Screen 2 provides 60 seats and 1 permanent wheelchair position with the potential to create additional wheelchair positions through removable seats. Keeping the seating capacity below 60 means that only one means of escape is compliant.
- Creating staff welfare accommodation, and cleaners' store, office and general store at 2nd floor level. A further cleaner's store and server room and kitchen/kitchen stores are located at ground floor level.

Summary of accommodation

Seating capacities are based on 600mm seat centres and 1200mm seating tier widths.

Screen 1	86 seats including 2 removable seats (to create an additional wheelchair positions) and 1 permanent wheelchair position.
Screen 2	60 seats including 2 removable seats (to create an additional wheelchair position) and 1 permanent wheelchair position.
Total	146 seats and 2 permanent wheelchair positions. The proposal is slightly under the target seating capacity of 150 in the screens.
Café/bar	24 covers in Ground Floor foyer/café/bar. 20 covers outside on forecourt to High Street. 28 covers in basement café/bar.
Total	52 covers inside 20 covers outside

A 'picnic' offer in the garden to the rear could be developed. This could work well with 'Events' screenings of opera, ballet and drama.

7.1.2 Tenterden Club

Location in Town

The Tenterden Club is located opposite St Mildred's Church at the south end of Church Road near the junction with the High Street. Prezzo, who have premises on the High Street, have developed an outside dining area to the rear of their premises, at the south end of The Tenterden Club, extending High Street activity along Church Road.

Site Context

The Tenterden Club is a two storey building with a wide frontage to Church Road and a garden to the rear used as an outside amenity space to the ground floor bar. To the immediate south are Nos 54–58 High Street, while to the immediate north are residential properties in St Mildred's Close.

There is limited visibility of the frontage to the Tenterden Club from the junction with the High Street. There is a narrow forecourt between the back of the pavement to Church Road and the entrance/exits to the Tenterden Club.

Site Ownership

The premises are in the ownership of The Tenterden Club. Currently the accommodation at first floor level is underutilised and the Tenterden Club have expressed interest in making it available for a town cinema.

Description of existing building/site

The existing club premises comprise two linked two storey properties with a wide frontage to Church Road. There is stepped access up to the main entrance to the Tenterden Club in the southerly of the two properties and level access from the exit to the northerly of the two properties. The main entrance leads to an entrance lobby and to the front and rear bars. There is a snooker room at ground floor level, in the northerly of the two properties linked to the rear bar. There is access from the rear bar to a garden.

There is ancillary accommodation, including toilets at ground floor level and an alternative means of escape to Church Road.

There is stair access to the first floor accommodation. There is a large hall with a raised stage at the south end in the southerly of the two buildings. There is a function room with a raised seating area at the east end and bar connecting with a catering kitchen at the west end, alongside male and female toilets.

There is an external fire escape stair at the south end of the southerly building and at the west end of the northerly building.

The Tenterden Club has offered a small footprint at ground floor level in the northerly building and most of the first floor level, for potential use as a cinema.

The southerly of the two buildings has a flat roof covered with felt, while the northerly of the two buildings has a pitched roof. The limited footprint available at ground floor level and limited floor to ceiling height at first floor level are key constraints for change of use to cinema.

Outline description of the proposals

A key challenge at ground floor level is to provide a welcoming entrance and to make the cinema at first floor level accessible to all.

The proposal to open up the entrance lobby and to provide a lift are shown on SK027 contained in Appendix B4.

It will be noted that the existing stairs would need to be rebuilt for them to be compliant with the requirements for a public building. Alternatively a waiver would need to be secured from Building Control.

The plan of the cinema accommodation at first floor level can be found in Appendix B4.

There is lift and stair access to an entrance foyer in the northerly of the two buildings with a single sales point for tickets, food and drink.

There is a raised seating area at the east end of the entrance foyer, opposite the sales counter and bays of seating in alcoves along the north elevation.

The kitchen and kitchen store are located at the west end of the northerly building alongside the visitor toilets, plantroom and cleaners' store.

There is a unisex accessible toilet close to the entrance to the three cinema screens.

A disadvantage of the available footprint is that the kitchen cannot be located alongside the sales point for food and drink without compromise to cinema screens that can be provided.

There is a single control point visible from the sales point, to the three screens.

Screen 1 is located at the south end of the southerly of the two buildings, where advantage can be taken of the existing second means of escape.

Screen 3 is located alongside it, while Screen 2 is located behind the sales point in the northerly building.

Screens 2 & 3, as they have with a capacity of 60 or less, do not require a second means of escape.

The disposition of the screens seeks to optimise the screen sizes that can be achieved, given the constraints of the limited headroom.

Notwithstanding screen sizes are compromised as summarised below.

Screen 1

4.7m wide by 2m high on cinemascope format.
3.7m wide by 2m high on widescreen format.

Screen 2

4m wide by 1.7m high on cinemascope format.
3.15m wide by 2m high on widescreen format.

Screen 3

4.5m wide x 1.9m high on cinemascope format.

3.5m wide x 1.9m high on widescreen format.

The small screen size onto which clear sightlines can be achieved, particularly in main Screen 1, is likely to deter operator interest.

An option has been considered for raising the roof to the southerly of the two buildings. This would increase the screen size in main Screen 1 as follows:

Screen 1

6m wide x 2.55m high on cinemascope format

4.7m wide x 2.55m high on widescreen format

Summary of accommodation

Seating capacities are based on 600mm seat centres and 1200mm seating tier widths.

Screen 1	72 seats including 2 removeable seats (to provide an additional wheelchair position) and 1 permanent wheelchair position.
Screen 2	39 seats including 1 removeable seat (to provide an additional wheelchair position) and 1 permanent wheelchair position.
Screen 3:	23 seats including 2 removeable seats (to provide an additional wheelchair position) and 1 permanent wheelchair position.
Total	134 seats and 3 permanent wheelchair positions. The proposal is under the target seating capacity of 150 in the screens.
Café/bar	39 covers

7.1.3 Land to rear of Town Hall**Location in Town**

The site lies to the rear of the Town Hall and Woolpack Hotel, with St Mildred's Church to the west and the vicarage to the north. It is accessed through a narrow arch between the Woolpack Hotel and Town Hall. There is limited visibility through the arch from the High Street.

Site context

Access to the site is restricted to the narrow arch between the Woolpack Hotel and Town Hall. There are rights of vehicular access across the yard to the east of the Woolpack Hotel and to the immediate north of the Town Hotel which need to be maintained. The yard is further used by the Woolpack Hotel for off street

deliveries and for car parking. Were the northerly section of the yard to be developed as a Cinema there would therefore be implications for restricted contractor access during construction. On opening of the cinema there would be potential conflicts from shared pedestrian and vehicular access and a negative impact on amenity for visitors to the cinema. These conflicts would need to be resolved in order to create an attractive cinema and leisure destination.

There is currently a barn like structure on the western boundary of the site, which the Woolpack Hotel were using for occasional music performances, but running into issues over noise disturbance to residential neighbours. Any new cinema development in this location would need to be constructed so as to prevent noise break out and disturbance to neighbours. The outside space has been turfed and furnished to provide an outside amenity space to the Woolpack Hotel.

The aspect towards the south from the potential cinema site is of the rear of the Town Hall. Improvement works to the rear elevation would assist in establishing the site as an attractive cinema and leisure destination.

Site ownership

The land is in the ownership of Enterprise Inns, who also own the Woolpack Hotel.

Description of the existing building/site

Photographs of the site are contained in Appendix C2. There is a barn like structure to the rear of the Woolpack Hotel and outside space that has been turfed and furnished to provide outside amenity space to the Woolpack Hotel.

There is a site boundary with the Churchyard to St Mildred's Church to the west and to the garden to the vicarage to the north.

Outline description of the proposal

The site offers an opportunity to accommodate the brief for a target seating capacity of 150 seats across either 2 or 3 screens, together with a café/bar.

The entire site footprint would however be required to accommodate the brief. This, together with the access constraints would present logistical difficulties for construction of the cinema development. In addition to restricted access for deliveries there would be no site area available for a contractor's compound.

Once completed, there would be only limited external amenity space for the café/bar to the cinema. Unless the yard as a whole were improved, the location, as a cinema and leisure destination would be compromised.

Plans of the 2 Screen and 3 Screen option can be found in Appendix C3.

Summary of accommodation

Seating capacities are based on 600mm centres and 1200mm seating tier widths.

Option 1: 2 screen option

Screen 1	90 seats and 2 permanent wheelchair positions.
Screen 2	60 seats and 2 permanent wheelchair positions.
Total	150 seats and 4 permanent wheelchair positions. The number of seats meets the target of 150 seats.
Café/bar	48 covers and 5 bar stools and 12 sofa seats.

Options 2: 3 screen option

Screen 1	90 seats and 2 permanent wheelchair positions.
Screen 2	45 seats and 2 permanent wheelchair positions.
Screen 3	30 seats and 2 permanent wheelchair positions.
Total	165 seats and 6 permanent wheelchair positions. The number of seats exceeds the target of 150 seats.
Café/bar	48 covers and 5 bar stools and 12 sofa seats.

7.1.4 Glebe Hall**Location in Town**

The Glebe Hall site is at the north end of Church Road. It has an aspect over open fields to the north. There is a vehicular and residential access of restricted width running along Church Path to the south boundary to the site. This becomes a path leading to the former station; where there is now a micro-brewery.

The Glebe Hall site has no visibility from the High Street and is on the northern edge of the Town Centre.

A mix of properties is located along Church Road on the approach from the High Street to the Glebe Hall site, including the Tenterden Club, St Mildred's Church, a Day Centre, residential properties fronting Church Road and in St Mildred's Close, which is accessed off it. The access to the Vicarage lies to the east of the Glebe Hall site. Increased vehicular traffic along Church Road would raise concerns over the impact on the vehicular access and parking requirements key to the operation of the Day Centre.

Site Context

The Glebe Hall site, located at the north end of Church Road, slopes down towards the north west.

Glebe Hall, a single storey building clad in timber, is located at the east end of the site, within a tarmaced yard. A mobile Lloyds bank is currently parked in the Yard. There is a small carpark for the Day Centre to the north west of the site. There is mature hedge to the southern boundary, mature trees to the eastern boundary with the vicarage garden, a fence and open aspect across fields to the northern boundary and mature trees to the western boundary.

Site Ownership

The site is understood to be in the ownership of the Church Commissioners.

Description of existing building/site

Glebe Hall, the existing building on the site, is a timber clad single storey building of a temporary nature.

There is a mobile Lloyds Bank on the site.

The remainder of the site at the east end is tarmaced. There is a carpark accessed off Church Path at the west end.

There are mature trees along the eastern boundary and at the west end of the site and a mature hedge along the southern boundary to Church Path.

There is a significant fall across the site from east to west. This could be exploited to reduce the impact of the large volume of the cinema auditoria, were they to be located at the west end of the site.

Outline description of the proposals

The site footprint available accommodates the brief for a digital cinema. The brief for either a 2 Screen or a 3 Screen cinema with a café/bar can be accommodated on the site. The existing carpark for the Day Centre at the west end of the site is not affected.

The indicative layouts contained in Appendix D3 show the main entrance to the cinema in the south east corner of the site, where it would be visible from the approach along Church Road.

An on site delivery bay is indicated on the southern boundary to prevent delivery to the kitchen and bar blocking Church Path.

A single sales point for tickets, food and drink is provided in the entrance foyer. There is the potential to establish a direct link from the sales point to the kitchen and a back office.

The café/bar opens out onto a terrace to the south and west and has an aspect across the open field to the north.

There is potential to create a single control point to the screens. The screens are located at the west end of the site where advantage can be taken of the step in site levels to reduce townscape impact and any need for excavation.

Summary of accommodation

Seating capacities are based on 600mm centres and 1200mm seating tier widths.

Option 1: 2 screens

Screen 1	90 seats and 2 permanent wheelchair positions.
Screen 2	60 seats and 2 permanent wheelchair positions.
Total	150 seats and 4 permanent wheelchair positions. The target seating capacity of 150 seats can be met.
Café/bar	63 covers + 14 sofa seats and potential for a significant number of outside covers.

Option 2: 3 screens

Screen 1	72 seats and 2 permanent wheelchair positions.
Screen 2	45 seats and 2 permanent wheelchair positions.
Screen 3	45 seats and 2 permanent wheelchair positions.
Total	162 seats and 6 permanent wheelchair positions. The target seating capacity of 150 seats can be exceeded.
Café/bar	63 covers and 14 sofa seats and potential for a significant number of outside covers.

7.1.5 Site within masterplan for Tenterden Creative Quarter

Location in Town

The site includes: part of the site in the ownership of Enterprise Inns to the rear of the Town Hall and the Woolpack Hotel and part of the vicarage site.

It is located on the northern edge of the Town Centre.

Site context

The main vehicular access to the Tenterden Creative Quarter appears to be along Church Road. A pedestrian access to the Tenterden Creative Quarter is proposed through the arch on the High Street frontage between the Town Hall and Woolpack Hotel, and across the yard to the rear of the Town Hall and

along the path in the churchyard to the west of the Woolpack Hotel.

The proposed location for the cinema is in the north east corner of the Tenterden Creative Quarter with limited frontage onto the yard to the rear of the Town Hall and no visibility from the High Street. It is not evident whether any external amenity space would be attached directly to the café/bar to the cinema which is flanked by offices/businesses to the west and south.

Site ownership

Part of the site is in the ownership of Enterprise Inns, and part is in the ownership of the Church Commissioners.

Assembly of the site to deliver the masterplan would require a successful outcome to commercial negotiations with multiple partners.

Description of the existing buildings site

The proposed footprint for the cinema, within the masterplan for the Tenterden Creative Quarter, appears to fall partly on land in the ownership of Enterprise Inns and partly on land belonging to the vicarage.

Developing the site as part of the wider masterplan would have the benefit of alleviating restricted contractors access and space for setting up a contractor compound, were the site to the rear of the Town Hall to be developed in isolation and have the potential to provide external amenity space for the cafe bar to the cinema.

Outline description of the proposals

Taylor Projects have provided an early concept layout for a 2 screen cinema.

The footprint, at 350m², is significantly smaller than the footprint for the concept designs for the site to the rear of the Town Hall and Glebe Hall site.

As a consequence the size of the café bar is severely compromised. There is no kitchen and kitchen/bar store to the sales counter. Income from food and drink sales is critical to a viable and sustainable cinema operator.

The indicative cinema screens would need to be reconfigured to meet the expectations of a modern cinema operator and cinemagoing audience. They are too long relative to their width to provide an optimum viewing experience.

There would need to be a light and sound lobby between the foyer and screens. The 90 seat screen would need an alternative means of escape.

A server room with digital projectors mounted in the screens rather than separate projection rooms could be provided.

A key disadvantage of the concept design and location of the cinema within the masterplan is the limited public frontage, and proximity to facilities that together create an attractive cinema and leisure destination.

Summary of accommodation

Screen 1	90 seats
Screen 2	60 seats
Total	150 seats The concept layout suggests the target capacity of 150 seats can be met, however, the assumptions regarding seating comfort levels and screen sizes would need to be established.
Café/bar	4 bar stools, 7 sofa seats and 4 chairs seem to be illustrated. This would severely limit income from food and beverage sales. It is unclear from the masterplan whether the cinema would have control over the small paved area in the yard for outside seating.

7.2 Appraisal of the options**7.2.1 Criteria**

The criteria against which each of the Options would be appraised was discussed and agreed with Tenterden Town Council and are summarised below:

- Capacity to accommodate the brief for a viable and sustainable cinema;
- Townscape impact;
- Environmental impact;
- Impact on day time and night time economy;
- Impact on local business;
- Impact on residential neighbours;
- Accessibility;
- Economy/ease of operation;
- Attractiveness to potential independent cinema operators;
- Deliverability of the site;
- Timescale for completing the project;
- Comparative estimated construction costs;
- Comparative estimated total project costs (excluding land acquisition);
- Impact of choice of site on capital contribution by Tenterden Town Council.

During the question and answer sessions held following the presentations on 5 July 2018, the importance of considering the impact of a town cinema on traffic and parking was raised.

As there would be an equivalent impact on all proposed locations, traffic and parking has not been included as an assessment criterion in the comparison of the relative strengths and weaknesses of the sites.

A concern over the potential impact of the development of a town centre cinema on traffic and parking is frequently raised, during the pre-application and application stages of the development and can be addressed through the commissioning of specialist reports. For example Depot Lewes, which has now

been open for over a year, commissioned a Transport Statement in support of the Planning Application. Green travel is actively promoted and facilitated through the provision of secure on site cycle storage and a digital display of bus and train times in the foyer. Newlyn Filmhouse, a 2 screen cinema with a cafe bar in a small fishing village in South West Cornwall which opened in Spring 2016 similarly promotes green travel.

Were the development of a Town Centre Cinema in Tenterden to be taken forward a Transport Statement could be commissioned in support of the Planning Application, and this could include an analysis of patterns of usage of existing carparking provision in the Town Centre throughout the day on different day of the week, to establish the pattern of voids in relation to anticipated demand from visitors to the cinema.

7.2.2 Site Options Appraisal

An appraisal of the six sites against the criteria summarised in Item 7.2.1 above can be found in Appendix F.

Basis of cost plan

The initial budget estimate is based on the information contained in Appendices A, B, C, D and F included in the Site Options Appraisal table and a visit to the site on 19 June 2018.

Cost levels

Costs are based upon 2nd Quarter 2018 and no allowances for inflation have been included.

VAT

VAT has been excluded from the estimate.

Exclusions

- Site abnormalities (e.g. contamination, methane gas, service diversions not stated, poor ground conditions)
- Professional & Statutory Fees (incl in estimated total project costs)
- Legal fees and the like
- Local Authority fees and licenses (incl in estimated total project costs)
- Highways costs
- Finance charges
- Employers insurances
- S106 agreements (Costs and contributions)
- Environment Agency Fees
- Party wall agreement costs
- Any survey work
- Destructive plantlife (Japanese Knotweed etc.)
- Any works outside of the site boundary
- VAT

Notes

The following items of fit-out are excluded from preliminary estimation of construction costs but included in the estimated total project costs.:

- Cinema seats
- Projection and sound equipment

- Screens
- Catering Equipment
- Bar/Cellar Equipment
- Coffee Machine
- Tills/EPOS
- Ticket Machines
- Poster Frames/Electronic Displays
- Signage
- Internal and external furniture

7.2.3 Business Case comparisons

General comments

- In comparison to the new build options, conversion of the Pebbles Building or the Tenterden Club involve a number of compromises, for example:
 - Seating layouts – the auditoria feature single side aisles which are less desirable than double side aisles or off-set single central aisle
 - Screen sizes are relatively small, especially for the Tenterden Club. Contemporary cinema audiences expect large screens.
 - Unisex toilets are necessary due to constrained available space. Separate male and female toilets are usually preferred.
 - Some non-optimal location of catering facilities, storage, and delivery routes.
- New build options generally have more satisfactory layouts and facilities. The more space available the better the solution (e.g. provision of changing places toilets, buggy stores, rubbish stores, and better deliver access)
- Contemporary cinema venues require high quality food and beverage options. Typically the venue will include a well-designed café bar and a confectionery sales point, in some instances a restaurant is also included and some venues have terrace bars. These facilities form an integral part of modern cinema business and can generate 30% to 50% of the venue’s income. Apart from the income generation aspect, these facilities extend the cinemagoing experience and, in the words of Everyman CEO Crispin Lilly when explaining the success of his company: ‘We’re trying to give people a great night out’.
- Location of all sites except the Pebbles Building are ‘hidden’ from public view. Lack of visibility is a concern especially for the viability of the café bar / restaurant part of the venue.
- Some sites have potential ‘good neighbour’ issues. This is likely to be a particular problem when one audience is leaving and another is arriving, or when deliveries of catering supplies are being made.
- Cinemagoing is no longer predominantly an evening activity and cinemas routinely operate from midday through to late evening. In some instances morning screenings are also offered. Transport and car parking options are therefore relevant considerations throughout most of the day. (See also 7.2.1 above).

Option 1: Pebbles Building

2-screens (88 + 60 seats). Foyer and basement café bar. Potential terrace at front of the building.

Positive features	Negative features	Concerns
Owned by TTC High Street location adjacent to retail, food & beverage Potential for street front terrace Additional basement café bar with potential for exhibitions and private hires Off-set central seating aisle	Unisex toilets	C1 is relatively long and narrow
Economy/ease of operation	Relatively simple layout. Basement café bar seating area provides a good complementary space for the main foyer. All staff areas, including technical equipment, contained in second floor are Easy to operate with minimal staffing.	
Attractiveness to potential independent cinema operators	High Street location and nearby retail, food and drink, etc all positive factors. Scope for basement café bar is good. A few concerns over constrained layout (e.g. kitchen and auditorium configuration) and storage Attractiveness: Moderate / Good	

Option 2: Tenterden Club

3-screen (72 + 39 + 23 seats). Main facilities including café bar at first floor level.

Positive features	Negative features	Concerns
3 screen potential Potential collaborations with adjacent St Mildreds Church	Poor access in Church Road, a cul-de-sac Constrained entrance, limited promotional opportunities Small café bar Kitchen is not connected to sales point Toilets distant from C1 Unisex toilets C3 arguably too small Small screen sizes Sightlines borderline acceptable in C1 All screens have single side aisles	C1 projection pod location may require breakthrough in roof structure

Economy/ease of operation	Staffing likely to be expensive – ground floor office monitoring entrance, sales point distant from kitchen If entrance office is not staffed, need to monitor with CCTV Accessible toilet likely to be used a lot in preference to main toilets which are far away from the screens Deliveries and rubbish for the kitchen may be difficult
Attractiveness to potential independent cinema operators	3 screen flexibility is good Location is not on the High Street and in a narrow congested street which would be an operational problem Technical presentation is compromised (small screens) so difficult to claim a high quality experience – competitors in Rye and Ashford may be preferred. Attractiveness: Low

Option 3: Land behind Town Hall

2-screens (90 + 60 seats) or 3-screens (90 + 45 + 30 seats).

Positive features	Negative features	Concerns
New build Off-set central aisles M&F toilets, changing places Better facilities, e.g. buggy store, general storage Potential for exhibitions and private hires	Access via 'tunnel' between Woolpack Hotel & Town Hall Good neighbour issues – noise when audience arrive and depart the cinema	Ownership of the site Relationship with Woolpack Hotel Option 2 (3 screens) better use of space
Economy/ease of operation	New build. 3 screen flexibility good. Good configuration around a central core. Easy to manage and arrange deliveries. Good range of facilities. Single entrance to all screens.	
Attractiveness to potential independent cinema operators	Although it is hidden from the High Street, the location beside the popular Woolpack Hotel and the well-known Town Hall is good. Attractiveness: Good	

Option 4: Glebe Hall site

2-screens (90 + 60 seats) or 3-screen (74 + 45 + 45 seats)

Positive features	Negative features	Concerns
New build, optimised for good facilities and operation Off-set central aisles M&F toilets, changing places Better facilities, e.g. buggy store, general storage Potential for exhibitions and private hires	Location at far end of Church Street – a cul-de-sac, so traffic congestion problem	Option 1 (2 screens) has better auditorium layout than Option 2 (3 screens)
Economy/ease of operation	New build Good layout with attractive café bar and terrace. Full range of facilities. Location at the end of a dead end congested street is the main problem. Vehicle access could be a serious problem.	
Attractiveness to potential independent cinema operators	The venue itself is very attractive to operators but the location has a serious accessibility problem. Attractiveness: Uncertain, road access requires attention	

Option 5: Site within masterplan for Tenterden Creative Quarter

2-screens (90 + 66 seats)

Positive features	Negative features	Concerns
New build M&F toilets	Narrow auditoria No café, just a small bar servery Minimal storage Restricted access (pedestrian route from High Street)	Only an indicative scheme, not detailed layout to comment on in detail.
Economy/ease of operation	Very basic venue, potentially simple to operate. Location and design are not appealing, therefore attendance levels likely to be substantially lower than for a modern cinema design.	
Attractiveness to potential independent cinema operators	As shown on drawing by Astindale Projects, this venue would not appeal to cinema operators. Attractiveness: Low	

8.0 Summary

8.1 Option which best meets the criteria

The Site Options Appraisal table contained in Appendix F, indicates that while new build options offer the best potential for providing a town centre cinema that would be attractive to potential cinema operators and audiences, the refurbishment options have a significantly lower estimated construction cost and estimated total project cost and would require a lower capital contribution from Tenterden Town Council.

The new build options that were appraised are: Option 3 – Land to the rear of the Town Hall and Option 4 – the Glebe Hall site. The cinema within the emerging masterplan for the Tenterden Creative Quarter was also commented on.

Option 3 and 4 are the preferred new build options arising from the Site Options Appraisal. Both offer the potential to provide a 3 screen venue which would offer programme diversity, and an attractive café/bar, both positive attributes from a cinema operator perspective.

Option 3, on the land behind the Town Hall, consolidates a familiar Town Centre destination from social and leisure activity. It has however limited potential for outside amenity space. Amenity would be further compromised by the rights of access for delivery to adjoining premises across the yard in front of the main entrance to the cinema. This would need to be resolved were this option to be taken forward.

Option 4 on the Glebe Hall site, offers the potential for an attractive destination venue with a very attractive café bar with views out over open fields and a large outside terrace with a easterly and southerly aspect. The location is however compromised by the constrained access along Church Road.

Option 5, the site within a masterplan for Tenterden Creative Quarter has not been appraised to the same degree, as there are too many unknowns which would need to be established with the developer. It does not however compare favourably with the other new build sites included in the Site Options Appraisal.

The refurbishment options that were appraised are: Option 1 – The Pebbles Building and Option 2 – The Tenterden Club.

Option 1 is the preferred refurbishment option arising from the Site Options Appraisal. Both options have a significantly lower estimated construction cost and estimated total project cost than the new build options, and require a lower capital contribution from Tenterden Town Council. Both options are compromised by the constraints presented by existing buildings compared with the new build sites. Option 1 in the Pebbles Building, which delivers a 2 screen cinema and café/bar, would make a positive contribution to the vitality of the Town Centre and the day and night time economy. The building is in the ownership of Tenterden Town Council, hence deliverability of a project in the Pebbles Building compares favourably with the other options which would require site acquisition. It also benefits from a short programme compared with the new build options. The risk presented by the inclusion of the Pebbles Building on the Statutory List as Listed Grade II could be managed through a pre-application process.

Option 2 in the Tenterden Club, delivers a 3 screen cinema which offers programme diversity. It also provides a café/bar however this would have little street level visibility and would most likely only be used by cinema audiences. The main constraint is the limited headroom available which results in small image sizes on the screens. This is likely to deter interest from a cinema operator and lead to potential audiences preferring to watch films in competitor venues in Rye or Ashford.

8.2 Next steps

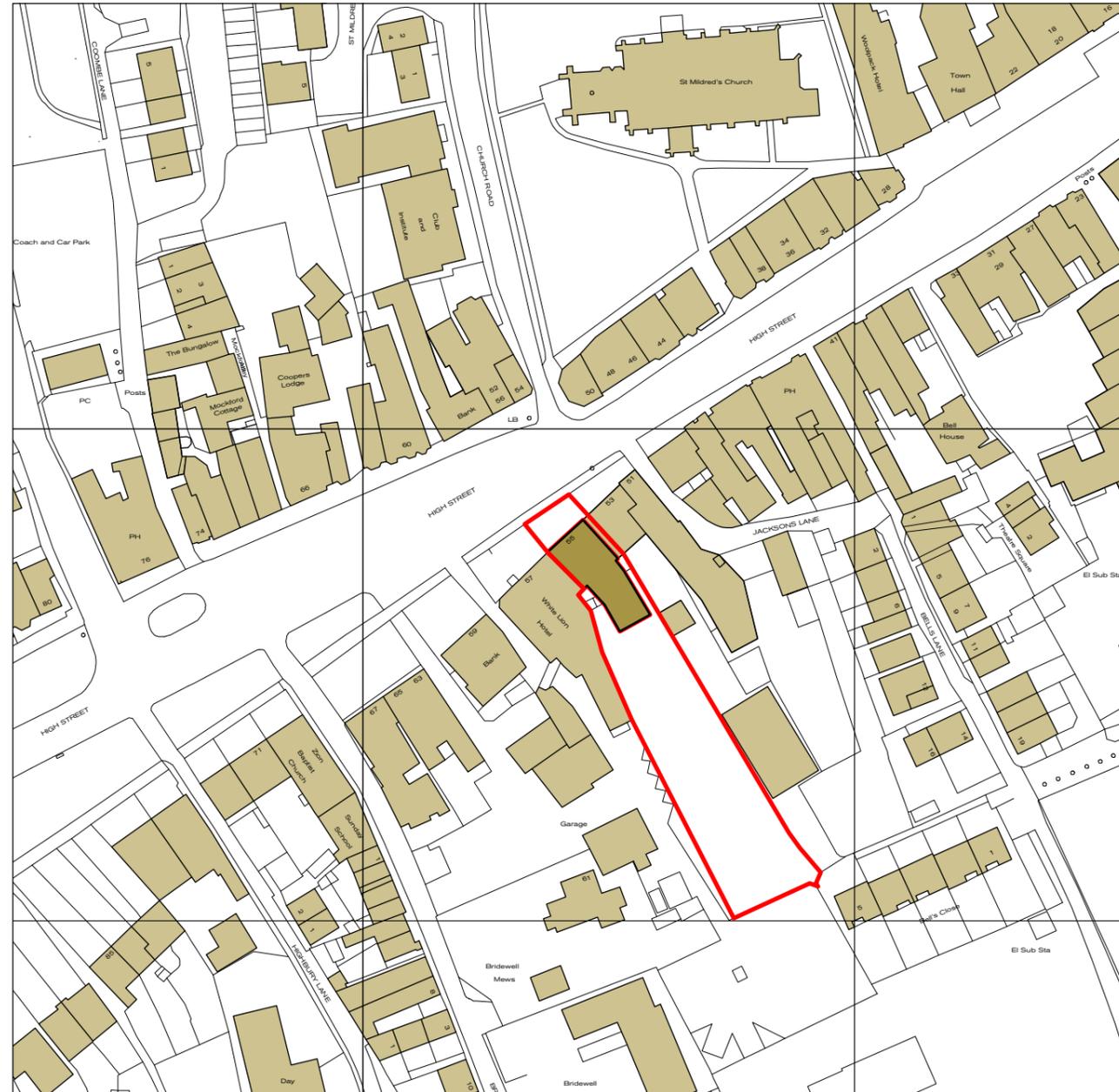
If Tenterden Town Council consider that the funding requirements of the preferred Option confirmed on conclusion of Stage 2 is realistic, then Stage 3 would be to commission a full building feasibility study of the preferred option. This would include developing proposals to the equivalent of RIBA Workstage 2 and would be subject to further instruction. This would be informed by the input of other consultants, including a structural engineer and services engineer and by surveys and investigations, it would enable the estimated construction cost and total project cost to be firmed up, the statutory implications of the development to be investigated, discussions with interested operators to be progressed and timescales to be confirmed. Were the Pebbles Building to be confirmed as the preferred option it would be prudent to include a Pre-Application to the Local Planning Authority within the scope of a feasibility study.

Appendix A

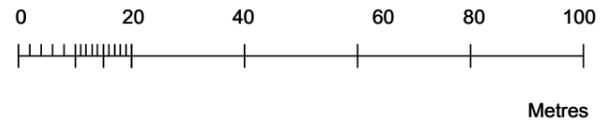
Pebbles Building

Appendix A1

Site Location Plan



KEY
 Site boundary "White Stuff"
 The Pebbles Building





Appendix A2

Photographs



1 FRONT ELEVATION



2 CORRIDOR ON THE LEFT HAND SIDE



3 ACCESS TO THE GARDEN



4 ADJOINING PROPERTY (RIGHT HAND SIDE FROM GARDEN)



5 ADJOINING PROPERTY (RIGHT HAND SIDE FROM GARDEN)



6 ACCESS TO THE REAR OF THE BUILDING



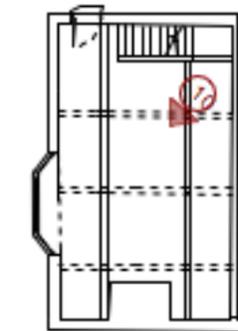
7 MAIN ENTRANCE TO THE BUILDING



8 GROUND FLOOR



9 GROUND FLOOR - CHIMNEY



13 BASEMENT PLAN 1:200 @A3



14 FIRST FLOOR PLAN 1:200 @A3



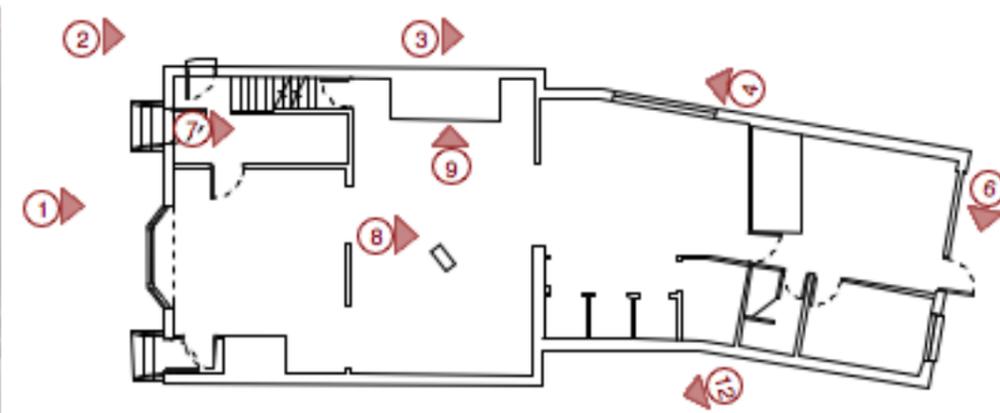
10 BASEMENT



11 VIEWS TO THE GARDEN FROM THE SECOND FLOOR



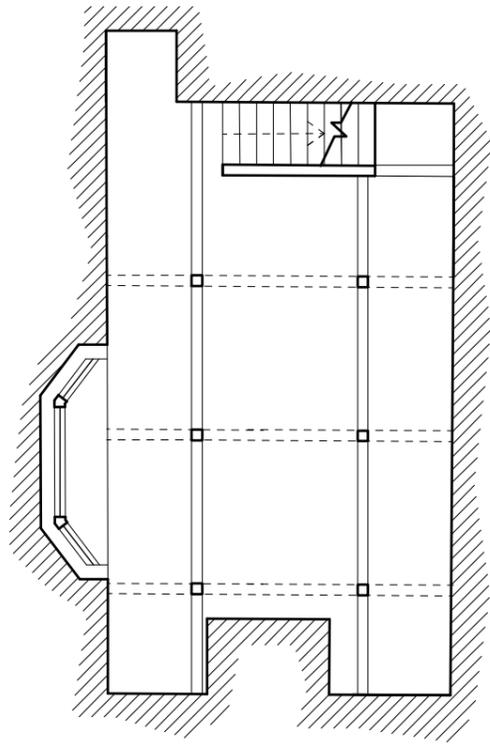
12 ADJOINING PROPERTY (LEFT HAND SIDE FROM GARDEN) (NOTE WINDOWS, GRILLES AND AIR BRICKS IN BOUNDARY WALL)



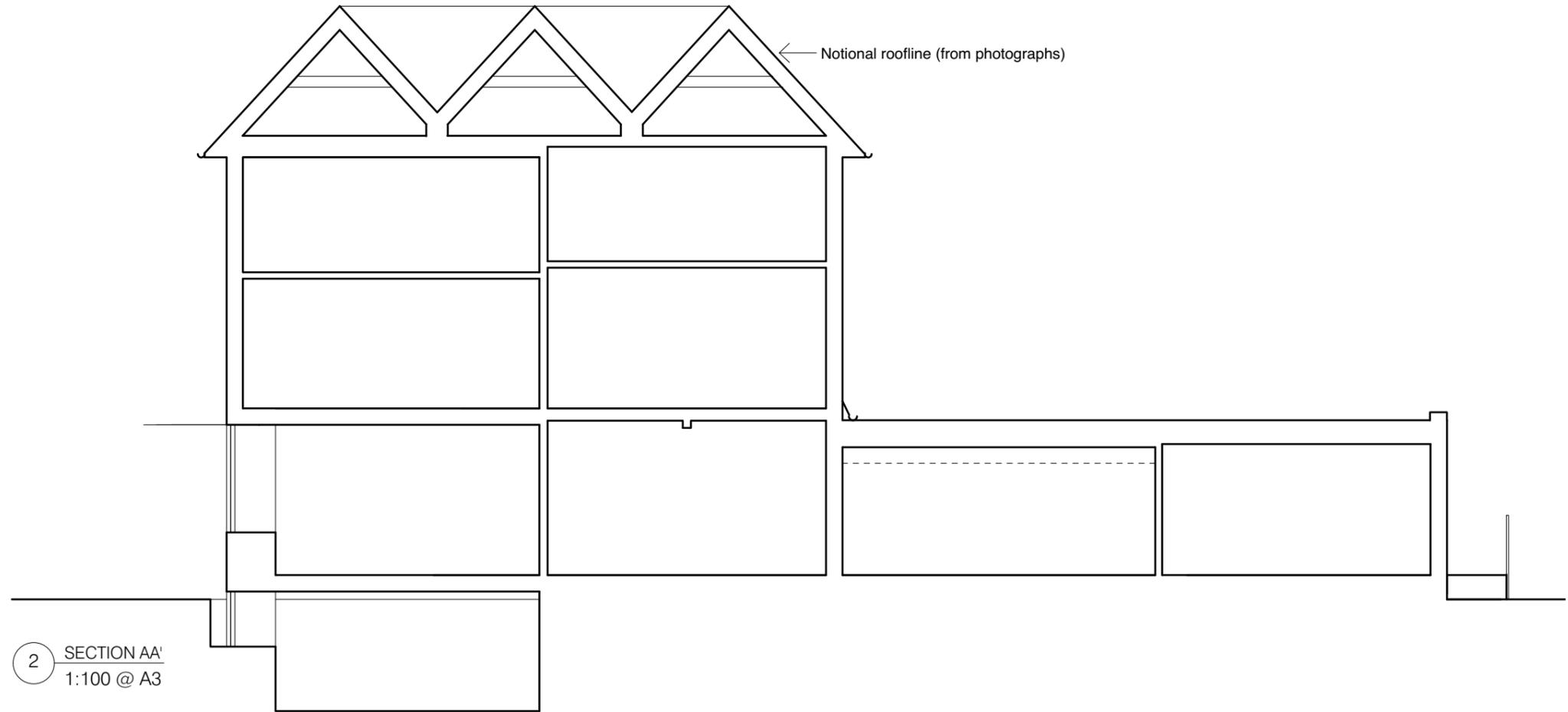
15 GROUND FLOOR PLAN 1:200 @A3

Appendix A3

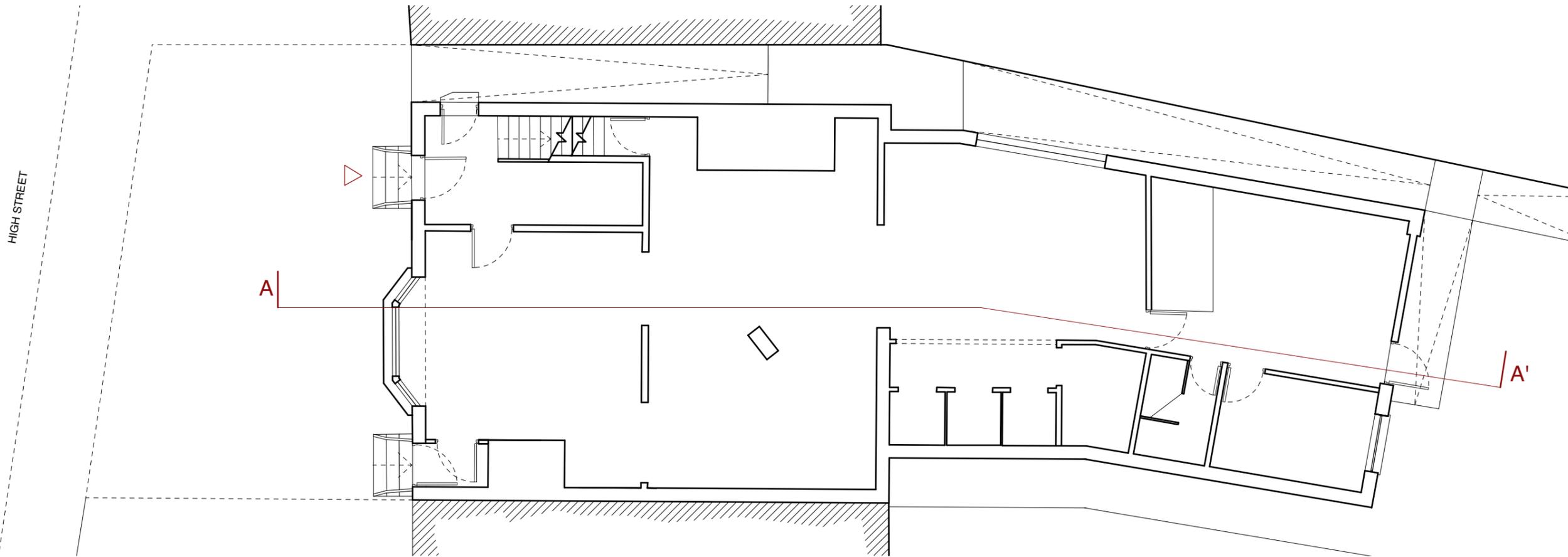
As existing plans and sections



1 BASEMENT PLAN
1:100 @ A3



2 SECTION AA'
1:100 @ A3

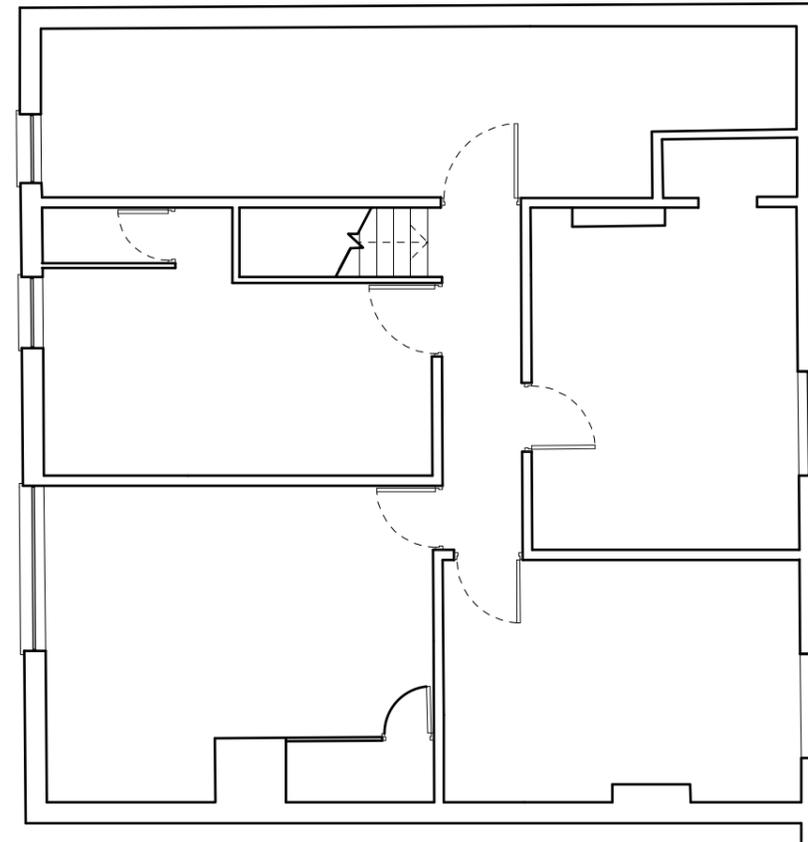


3 GROUND FLOOR PLAN
1:100 @ A3





1 FIRST FLOOR PLAN
1:100 @ A3



2 SECOND FLOOR PLAN
1:100 @ A3

Appendix A4

Sketch proposals

NOTE

Screen 1: 86 seats including 1 removable seat + 1 permanent wheelchair position.

Screen 2: 60 seats including 2 removable seats + 1 permanent wheelchair position.

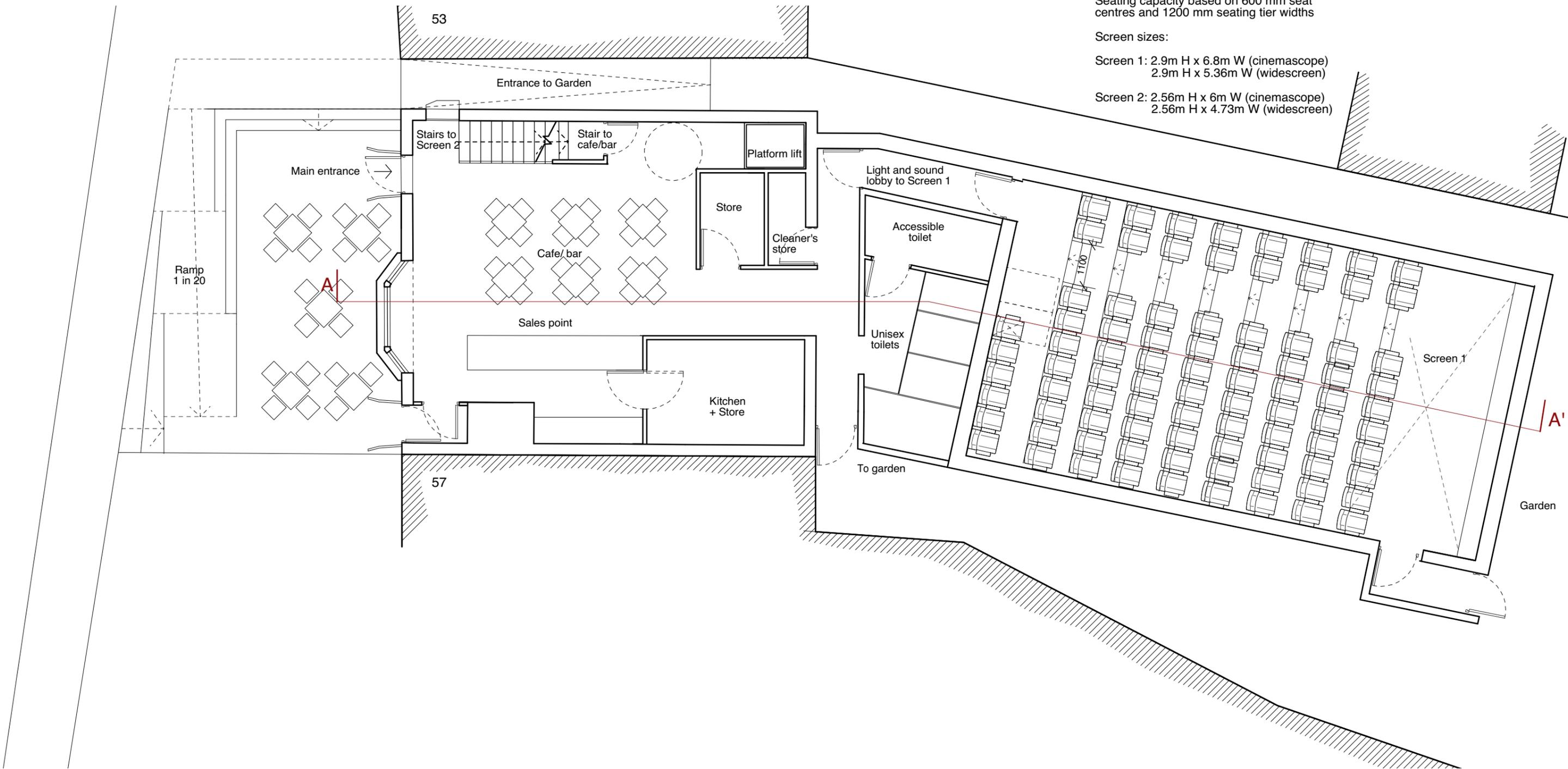
Total: 146 seats + 2 permanent wheelchair position.

Seating capacity based on 600 mm seat centres and 1200 mm seating tier widths

Screen sizes:

Screen 1: 2.9m H x 6.8m W (cinemascope)
2.9m H x 5.36m W (widescreen)

Screen 2: 2.56m H x 6m W (cinemascope)
2.56m H x 4.73m W (widescreen)



2 GROUND FLOOR PLAN
1:100 @ A3

NOTE

Screen 1: 86 seats including 1 removable seat + 1 permanent wheelchair position.

Screen 2: 60 seats including 2 removable seats + 1 permanent wheelchair position.

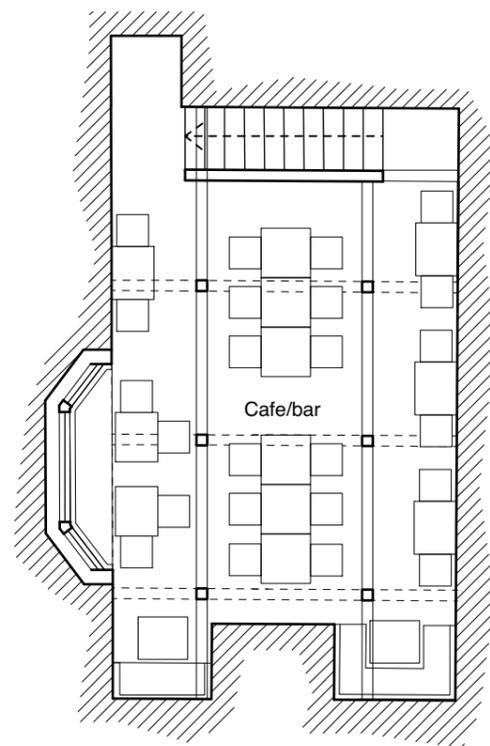
Total: 146 seats + 2 permanent wheelchair position.

Seating capacity based on 600 mm seat centres and 1200 mm seating tier widths

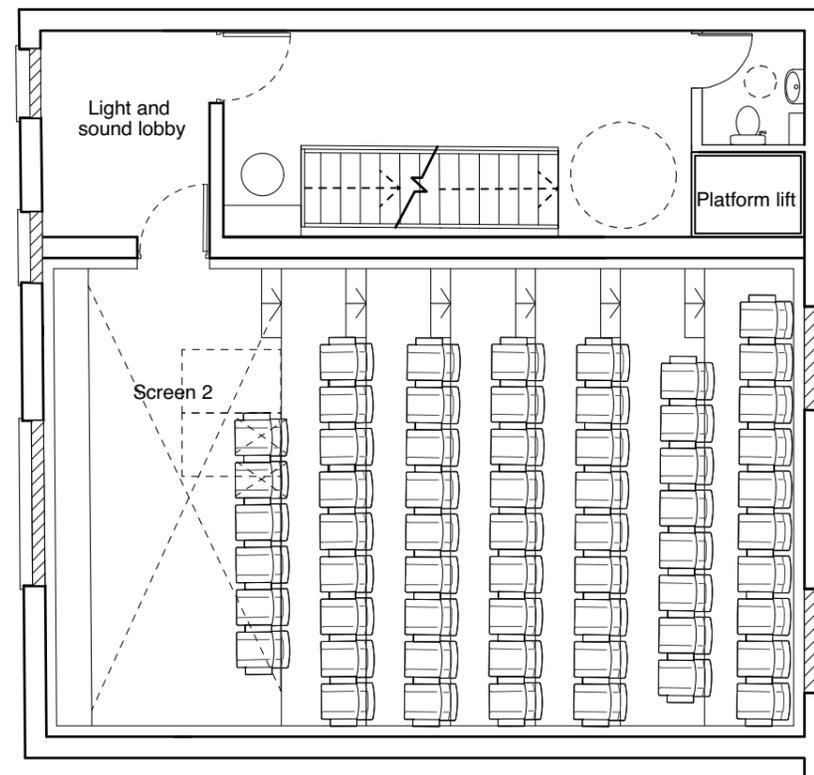
Screen sizes:

Screen 1: 2.9m H x 6.8m W (cinemascope)
2.9m H x 5.36m W (widescreen)

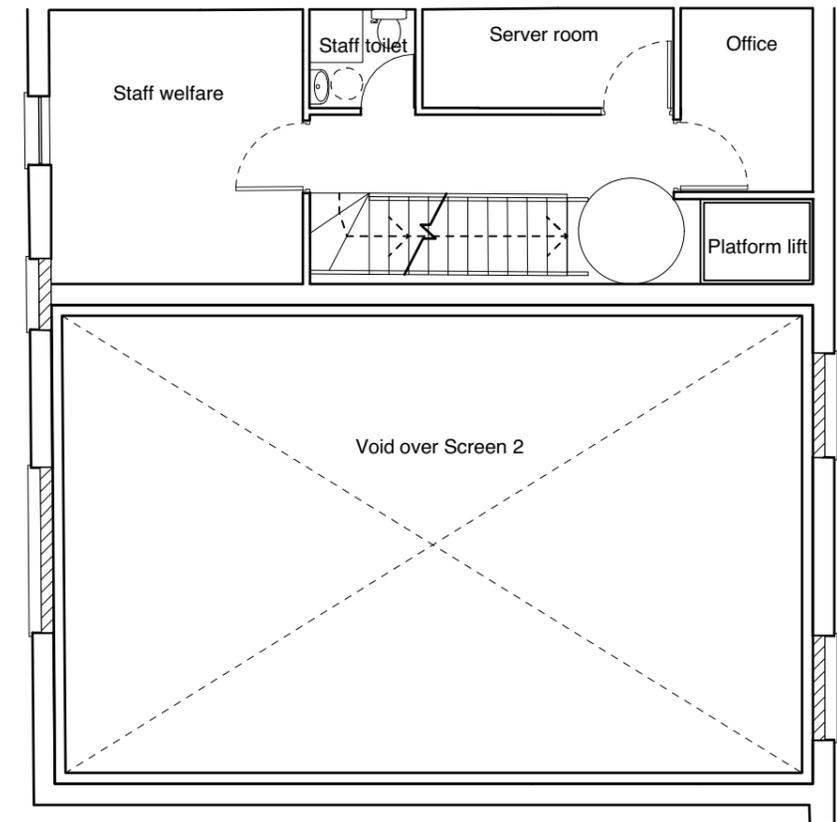
Screen 2: 2.56m H x 6m W (cinemascope)
2.56m H x 4.73m W (widescreen)



1 BASEMENT PLAN
1:100 @ A3



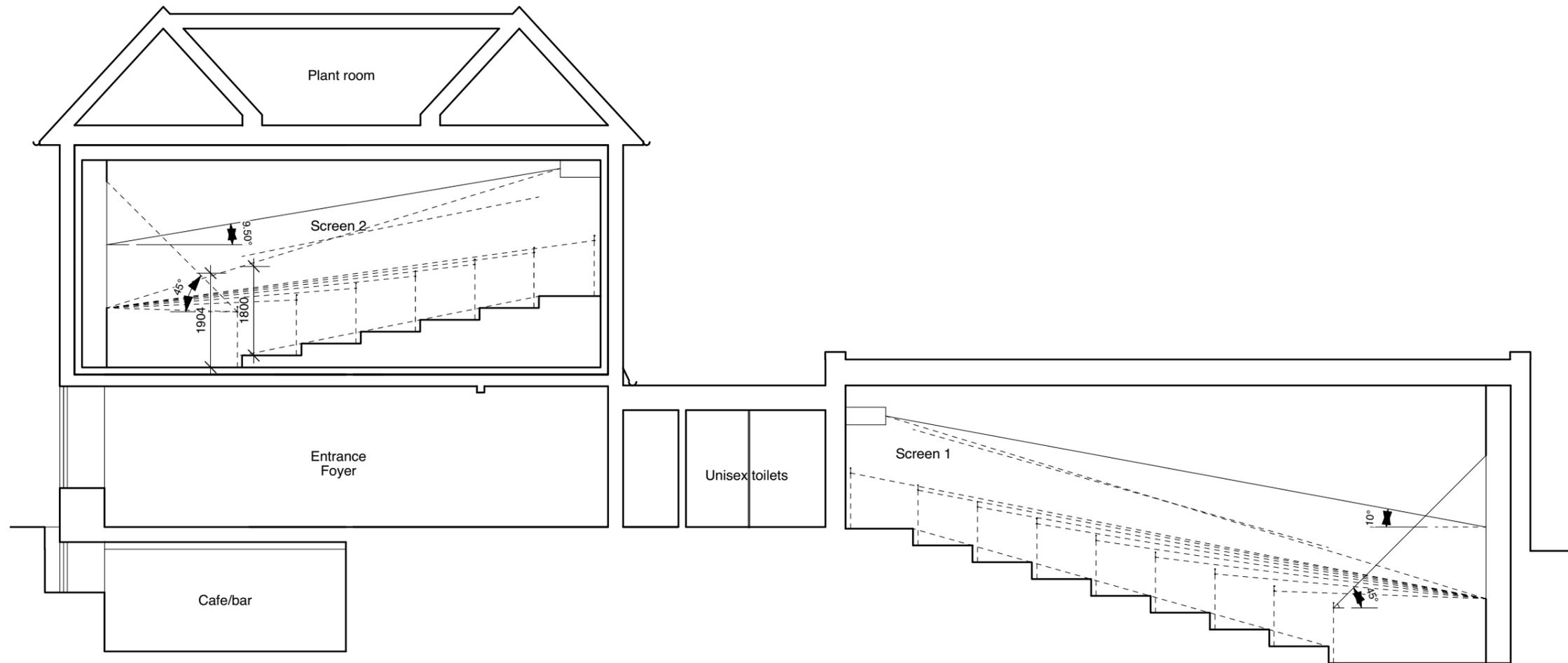
3 FIRST FLOOR PLAN
1:100 @ A3



4 SECOND FLOOR PLAN
1:100 @ A3

2 GROUND FLOOR PLAN
1:100 @ A3





3 SECTION
1:100 @ A3





- NOTE**
- ① Recycling and refuse
 - ② Existing gate



Appendix B

Tenterden Club

Appendix B1

Site location plan



KEY
 Footprint of first floor accommodation to Tenterden Club available for cinema use



Metres



KEY
 □ Footprint of first floor accommodation to Tenterden Club available for cinema use

Appendix B2

Photographs



1 TENTERDEN CLUB FROM THE STREET



2 ENTRANCE



3 FIRST FLOOR



4 FIRST FLOOR - BAR



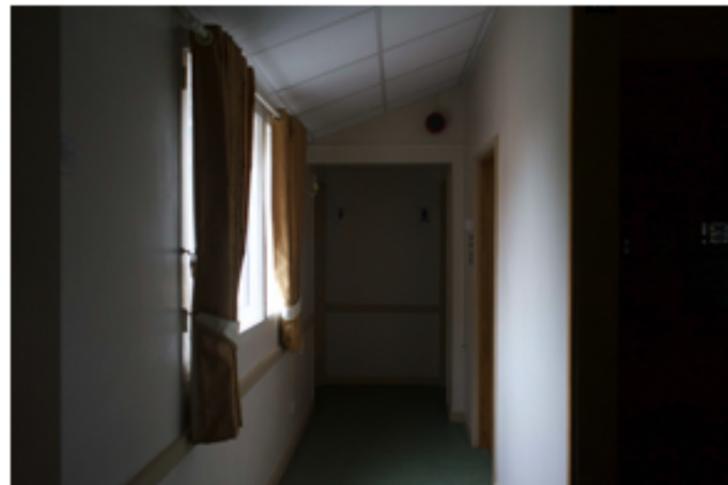
5 FIRST FLOOR - BAR



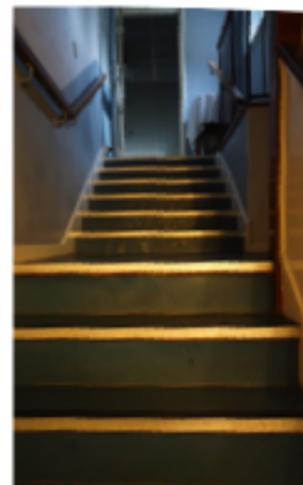
6 FIRST FLOOR - BAR WINDOWS
1:500 @ A3



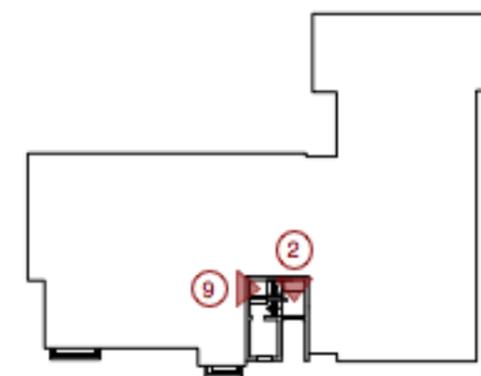
7 FIRST FLOOR - DANCE HALL



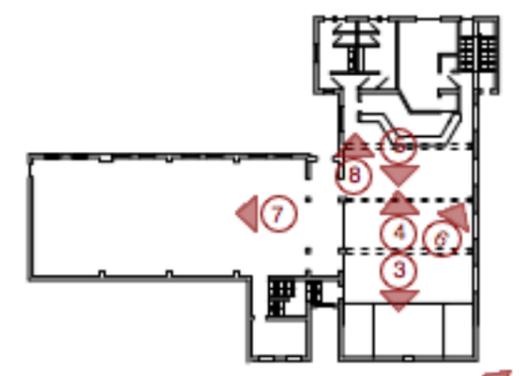
8 FIRST FLOOR - CORRIDOR TO TOILETS



9 STAIRS TO FIRST FLOOR



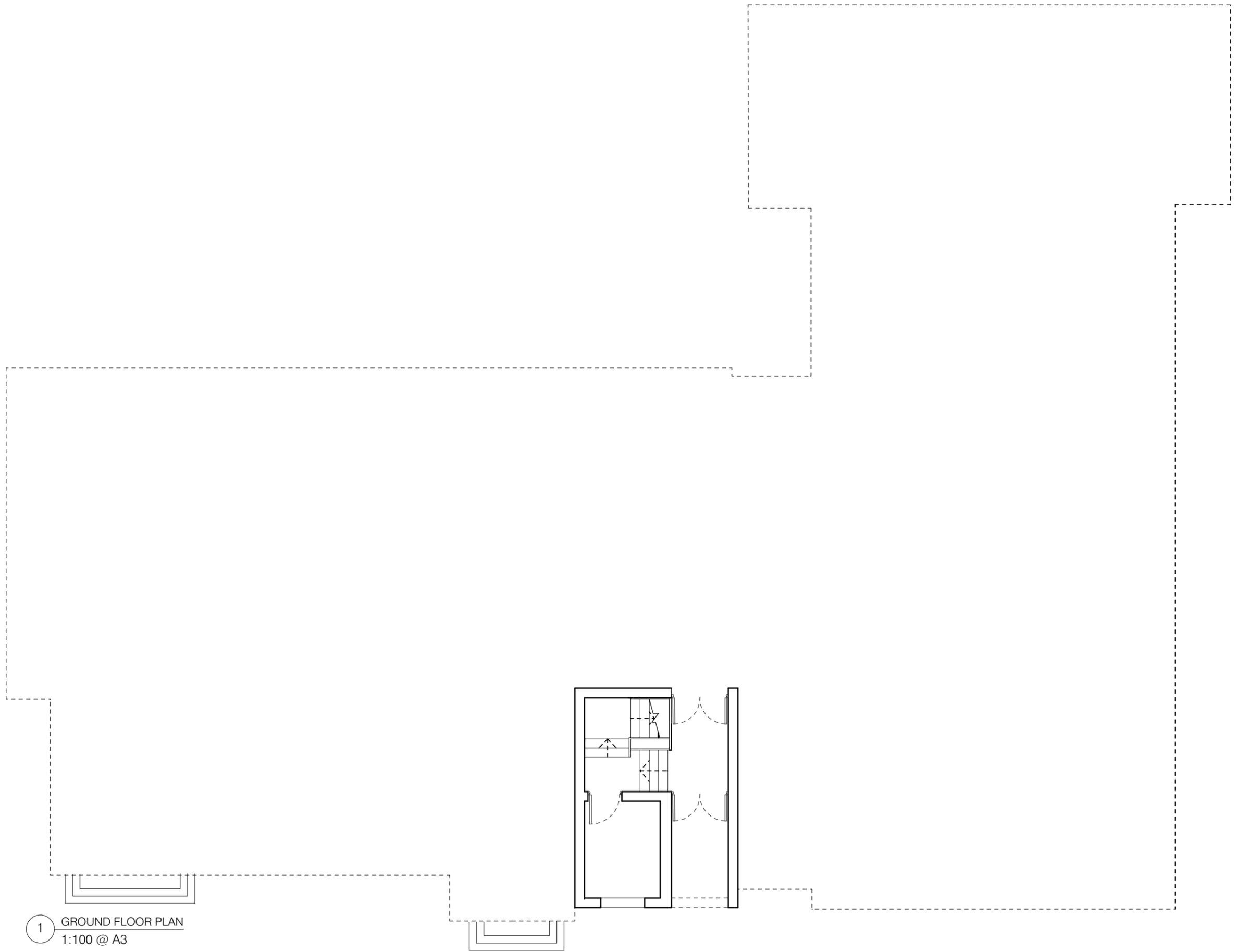
10 KEY PLAN - GROUND FLOOR
1:500 @ A3



11 KEY PLAN - FIRST FLOOR
1:500 @ A3

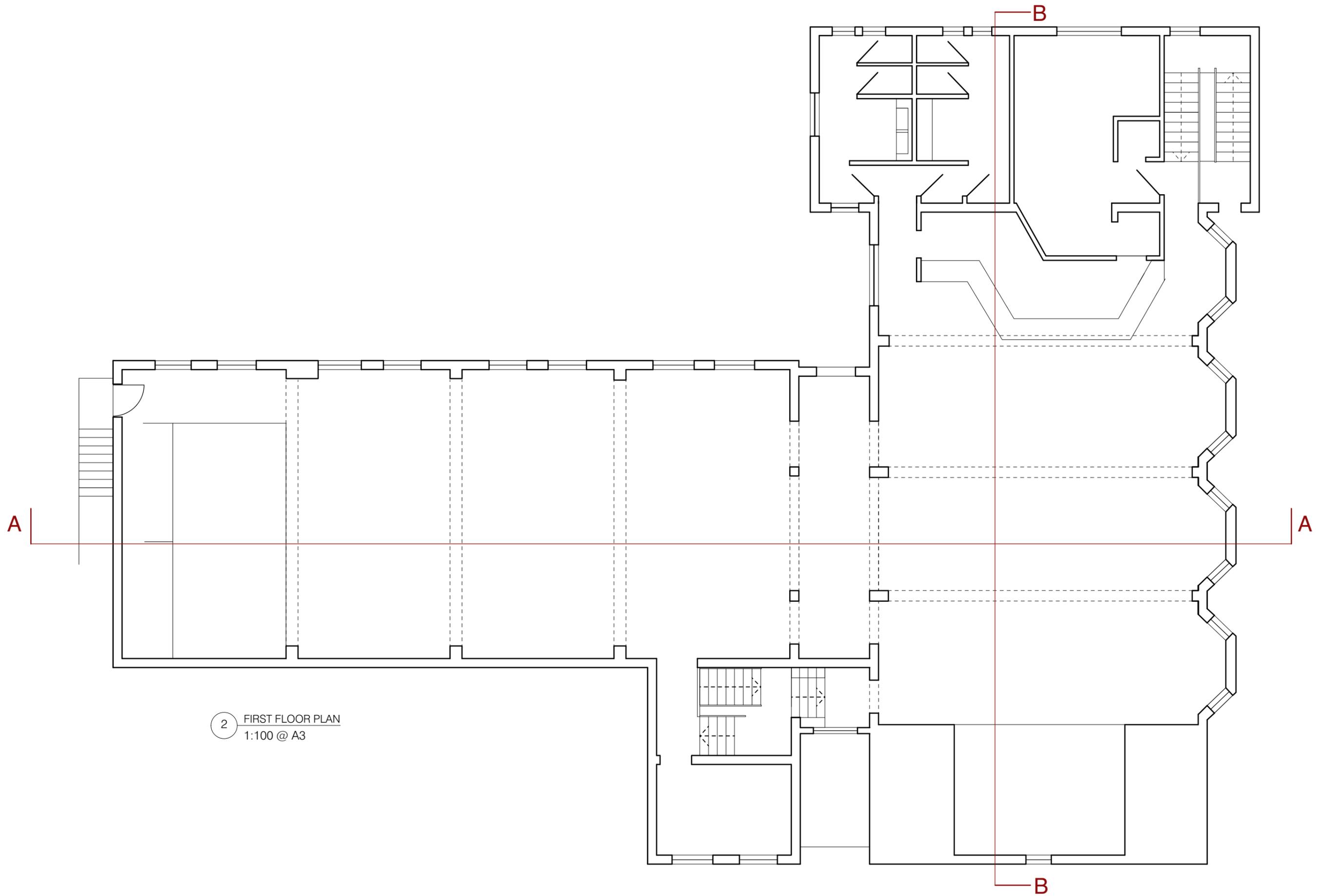
Appendix B3

As existing plans and sections



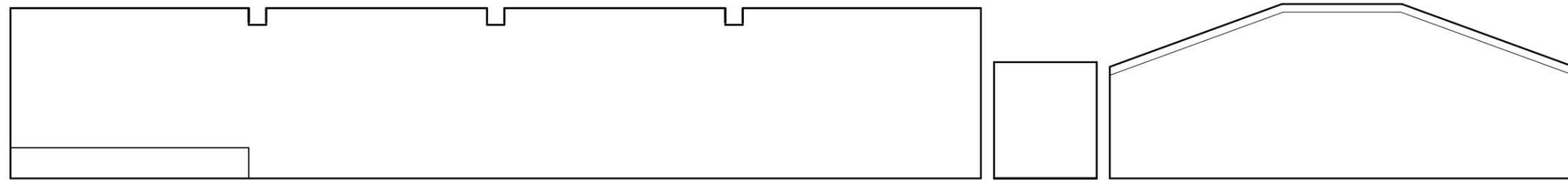
1 GROUND FLOOR PLAN
1:100 @ A3



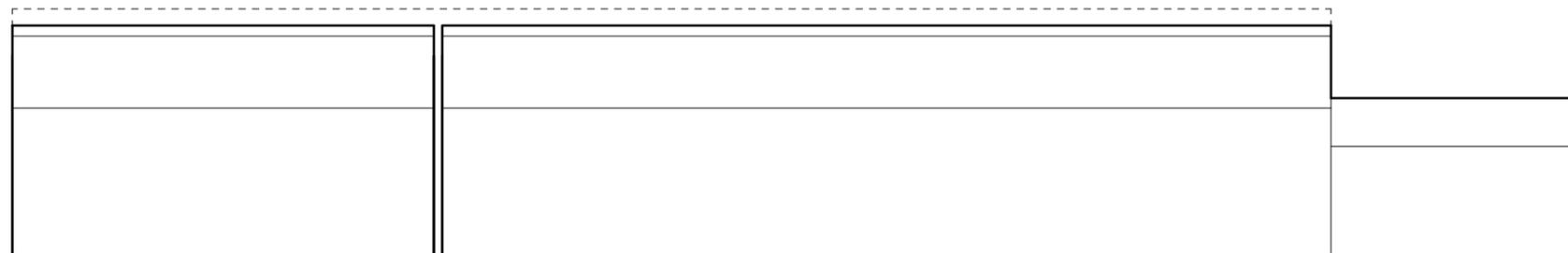


2 FIRST FLOOR PLAN
1:100 @ A3





1 SECTION AA'
1:100 @ A3



2 SECTION BB'
1:100 @ A3

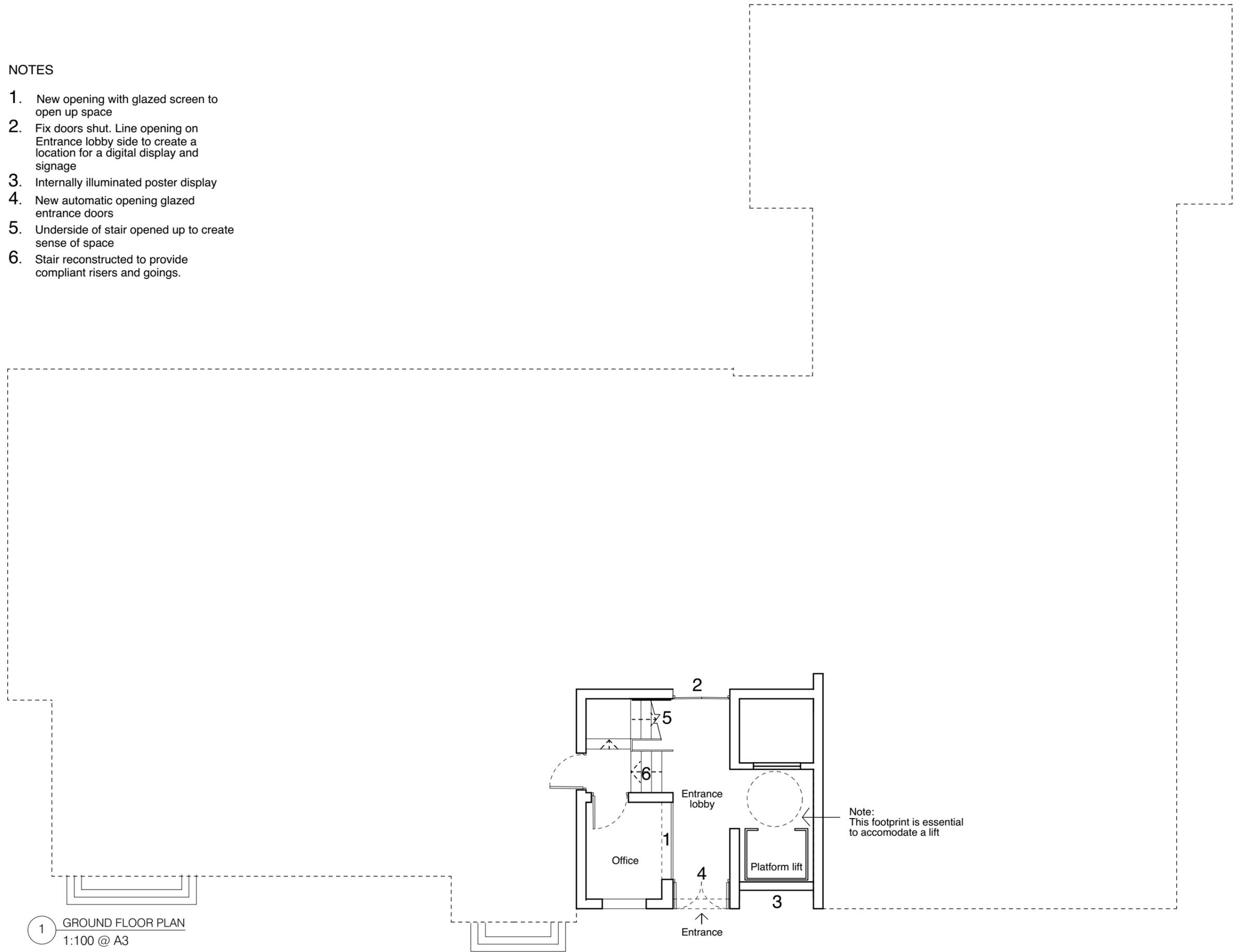


Appendix B4

Sketch proposals

NOTES

1. New opening with glazed screen to open up space
2. Fix doors shut. Line opening on Entrance lobby side to create a location for a digital display and signage
3. Internally illuminated poster display
4. New automatic opening glazed entrance doors
5. Underside of stair opened up to create sense of space
6. Stair reconstructed to provide compliant risers and goings.



1 GROUND FLOOR PLAN
1:100 @ A3



NOTE

Screen 1: 72 seats including 2 removable seats + 1 permanent wheelchair position.

Screen 2: 39 seats including 1 removable seat + 1 permanent wheelchair position.

Screen 3: 23 seats including 2 removable seats + 1 permanent wheelchair position.

Total: 134 seats + 2 permanent wheelchair position.

Seating capacity based on 600 mm seat centres and 1200 mm seating tier widths

Screen sizes:

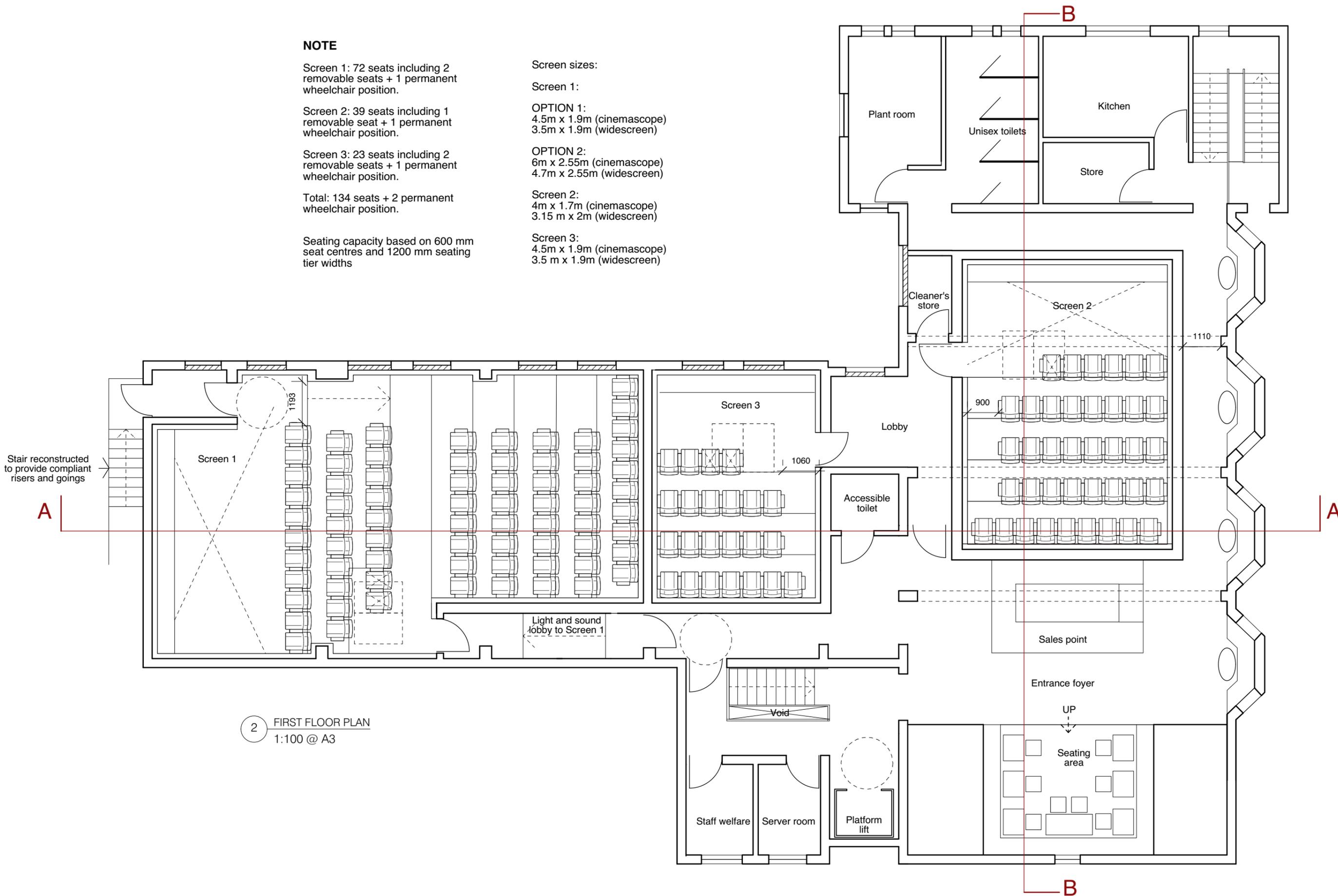
Screen 1:

OPTION 1:
4.5m x 1.9m (cinemascope)
3.5m x 1.9m (widescreen)

OPTION 2:
6m x 2.55m (cinemascope)
4.7m x 2.55m (widescreen)

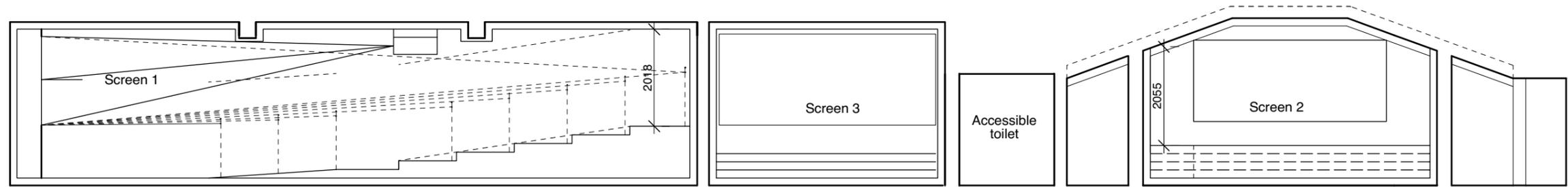
Screen 2:
4m x 1.7m (cinemascope)
3.15m x 2m (widescreen)

Screen 3:
4.5m x 1.9m (cinemascope)
3.5m x 1.9m (widescreen)

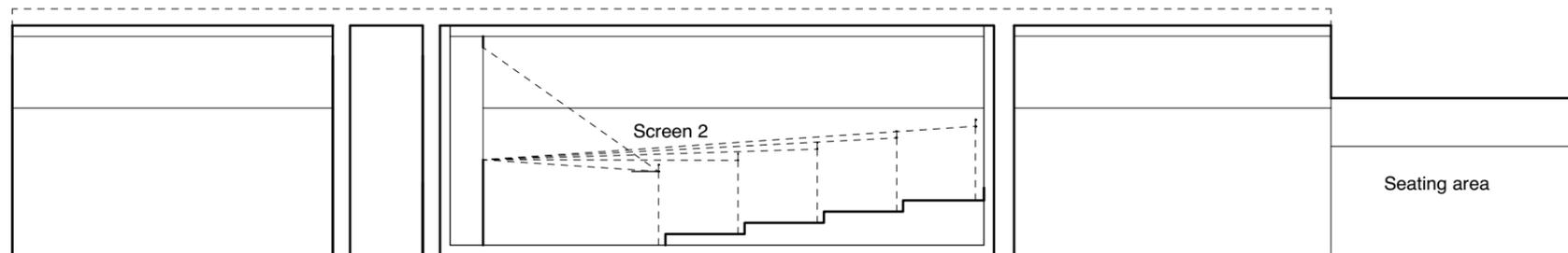


2 FIRST FLOOR PLAN
1:100 @ A3





1 SECTION AA'
1:100 @ A3



2 SECTION BB'
1:100 @ A3

Screen sizes:

Screen 1:

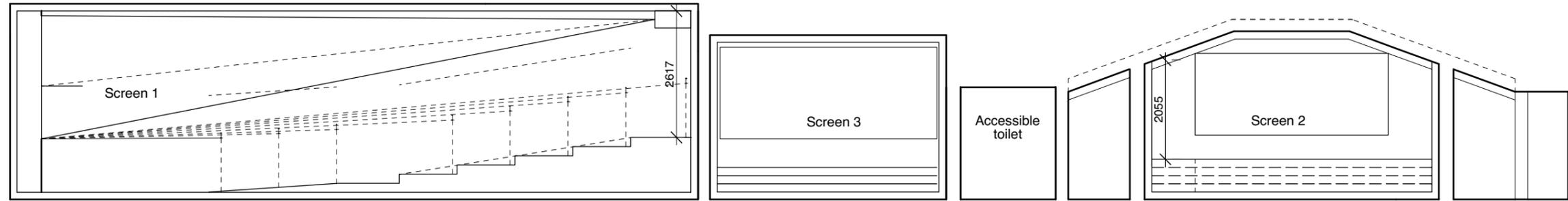
OPTION 1:
4.5m x 1.9m (cinemascope)
3.5m x 1.9m (widescreen)

Screen 2:

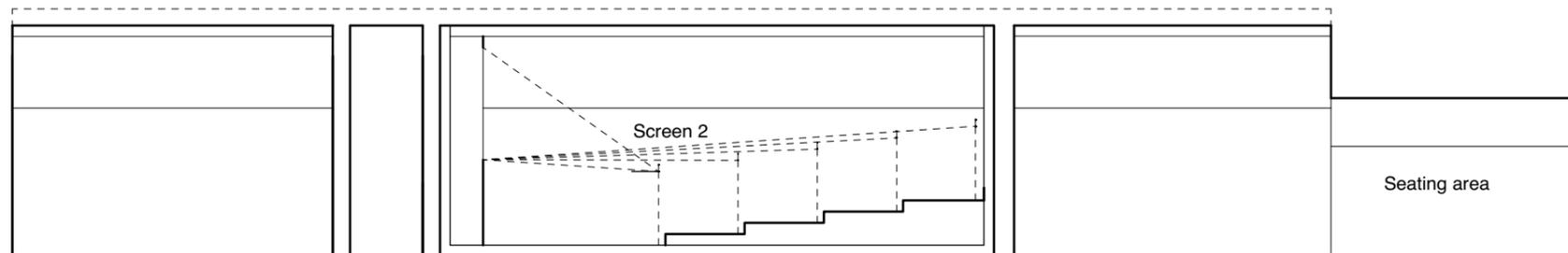
4m x 1.7m (cinemascope)
3.15 m x 2m (widescreen)

Screen 3:

4.5m x 1.9m (cinemascope)
3.5 m x 1.9m (widescreen)



1 SECTION AA'
1:100 @ A3



2 SECTION BB'
1:100 @ A3

Screen sizes:

Screen 1:

OPTION 2:
6m x 2.55m (cinemascope)
4.7m x 2.55m (widescreen)

Screen 2:

4m x 1.7m (cinemascope)
3.15 m x 2m (widescreen)

Screen 3:

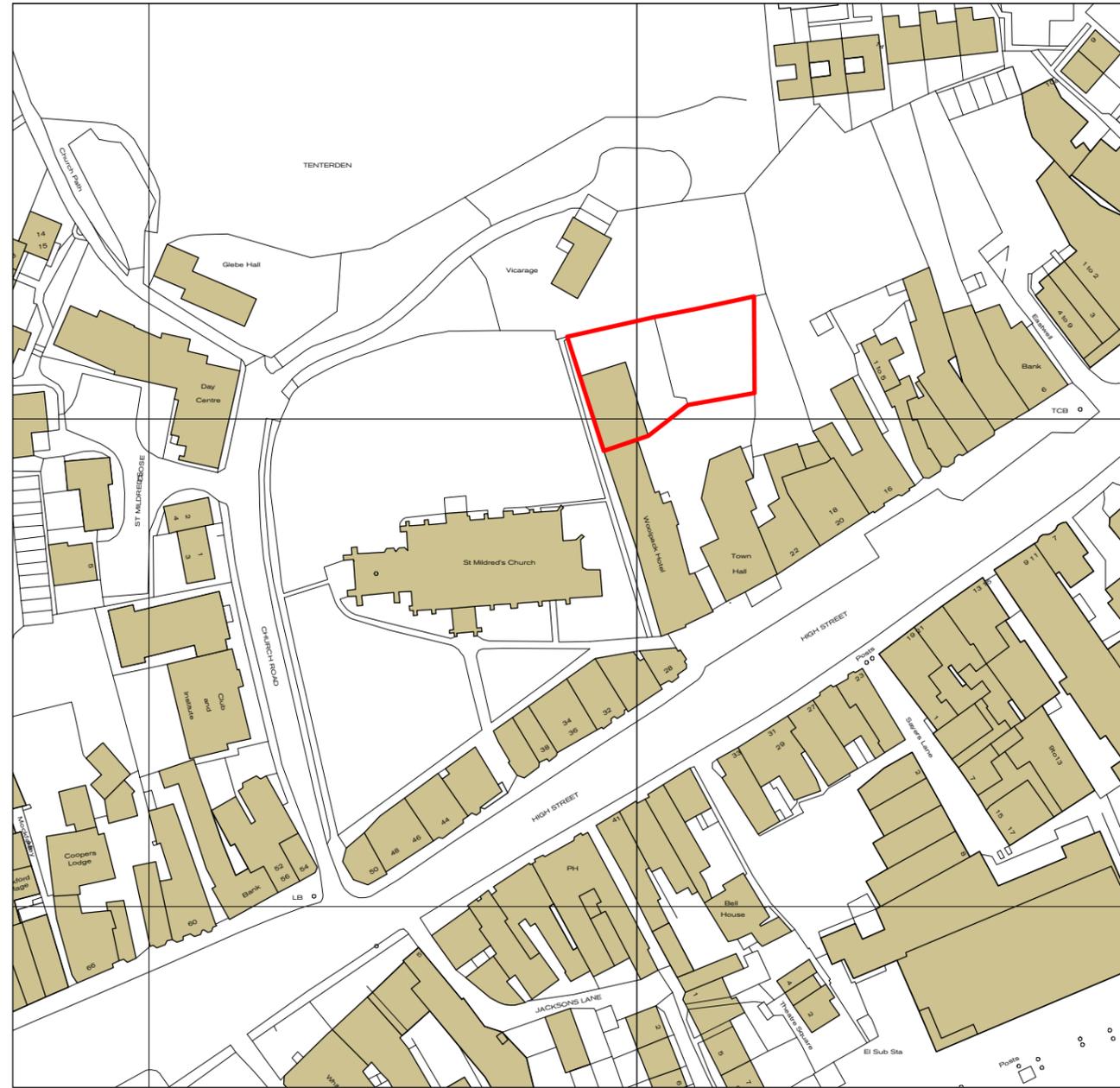
4.5m x 1.9m (cinemascope)
3.5 m x 1.9m (widescreen)

Appendix C

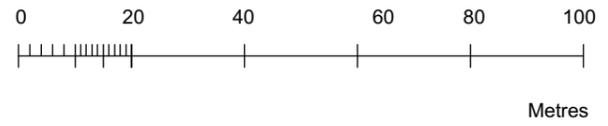
Land to the rear of the Town Hall

Appendix C1

Site location plan



KEY
 Outline of potential site behind Tenterden Town Hall



TENTERDEN

KEY

 Outline of potential site behind Tenterden Town Hall



Appendix C2

Photographs



1 ENTRANCE



2 VIEW 2



3 VIEW 3



4 VIEW 4



5 VIEW 5



6 VIEW 6



7 VIEW 7



8 VIEW 8



Appendix C3

Sketch proposals

**OPTION 1:
2 SCREENS**
GIA: 660m²

Screen 1: 90 seats + 2 permanent wheelchair positions

Screen 2: 60 seats + 2 permanent wheelchair positions

Total: 150 seats + 4 permanent wheelchair positions

Seating capacity based on 600 mm seat centres and 1200mm seating tier widths

Screen sizes

Screen 1:
8m W x 3.4m H (cinemascope)
6.4m W x 3.4m H (widescreen)

Screen 2:
6m W x 2.55m H (cinemascope)
4.7m W x 2.55m H (widescreen)



**OPTION 2:
3 SCREENS**
GIA: 656m²

Screen 1: 90 seats + 2 permanent wheelchair positions

Screen 2: 45 seats + 2 permanent wheelchair positions

Screen 3: 30 seats + 2 permanent wheelchair positions

Total: 165 seats + 6 permanent wheelchair positions

Seating capacity based on 600 mm seat centres and 1200mm seating tier widths

Screen sizes

Screen 1:
8m W x 3.4m H (cinemascope)
6.4m W x 3.4m H (widescreen)

Screen 2:
6m W x 2.55 H (cinemascope)
4.7m W x 2.55m H (widescreen)

Screen 3:
5.5m W x 2.34m H (cinemascope)
4.3m W x 2.55m H (widescreen)

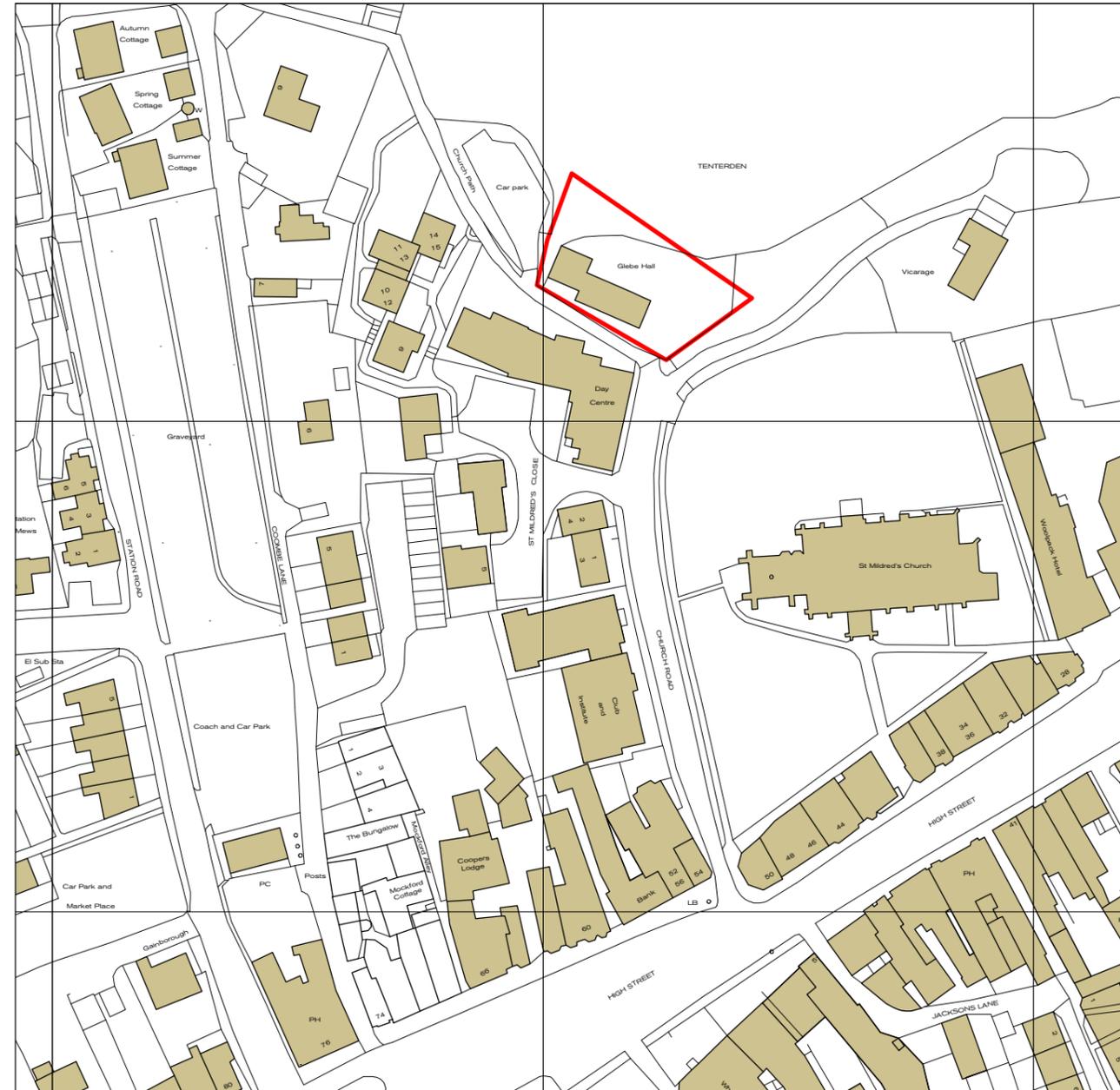


Appendix D

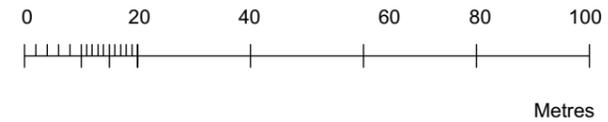
Glebe Hall

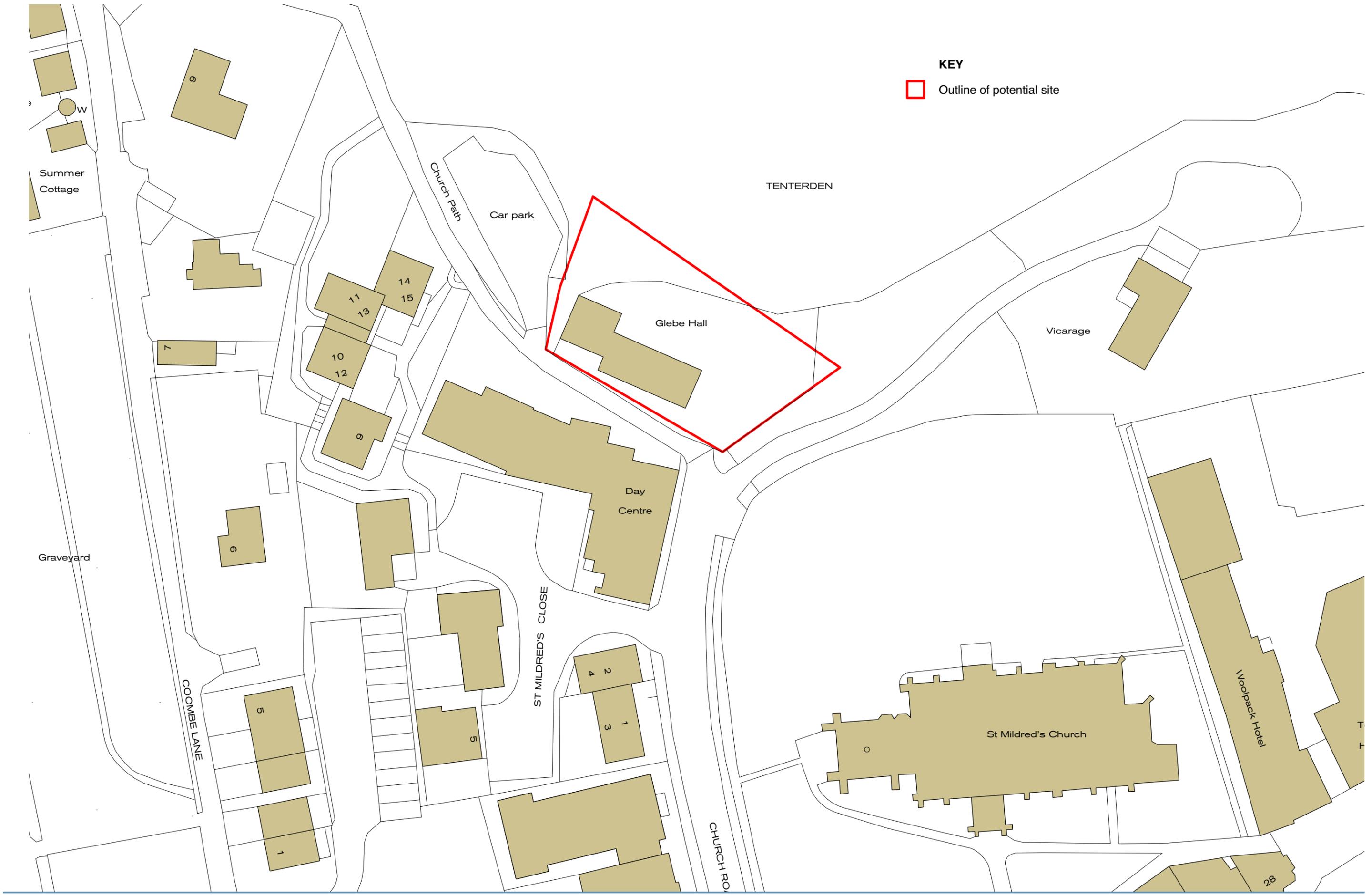
Appendix D1

Site location plan



KEY
 Outline of potential site





KEY
 □ Outline of potential site

Appendix D2

Photographs



1 ENTRANCE



2 VIEW 2



3 VIEW 3



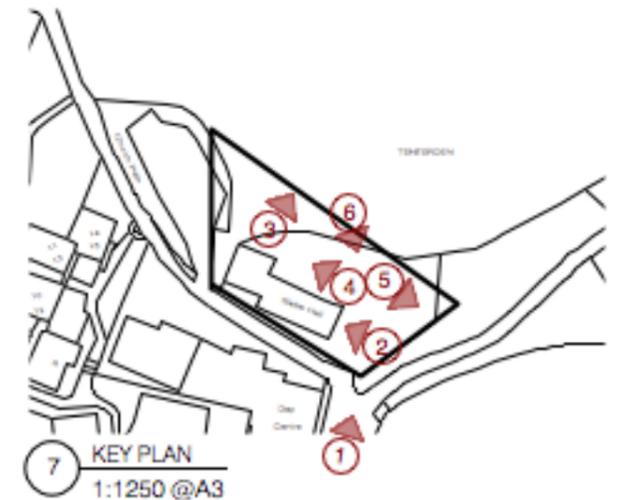
4 VIEW 4



5 VIEW 5



6 VIEW 6



Appendix D3

Sketch proposals



OPTION 1:
 2 SCREENS
 GIA: 715m²

Screen 1: 90 seats + 2 permanent wheelchair positions

Screen 2: 60 seats + 2 permanent wheelchair positions

Total: 150 seats + 4 permanent wheelchair positions

Seating capacity based on 600 mm seat centres and 1200mm seating tier widths

Screen sizes

Screen 1:
 8m W x 3.4m H (cinemascope)
 6.4m W x 3.4m H (widescreen)

Screen 2:
 6m W x 2.55m H (cinemascope)
 4.7m W x 2.55m H (widescreen)



OPTION 2:
3 SCREENS
 GIA: 710m²

Screen 1: 72 seats + 2 permanent wheelchair positions

Screen 2: 45 seats + 2 permanent wheelchair positions

Screen 3: 45 seats + 2 permanent wheelchair positions

Total: 162 seats + 6 permanent wheelchair positions

Seating capacity based on 600 mm seat centres and 1200mm seating tier widths

Screen sizes

Screen 1:
 7m W x 2.97 H (cinemascope)
 5.5m W x 2.97m H (widescreen)

Screen 2:
 5.5m W x 2.34m H (cinemascope)
 4.3m W x 2.34m H (widescreen)

Screen 3:
 5.5m W x 2.34m H (cinemascope)
 4.3m W x 2.34m H (widescreen)

Appendix E

Site within masterplan for Tenterden Creative Quarter

Appendix E1

Masterplan by Taylor Roberts Ltd

Appendix F

Site Options Appraisal Table

Site Options Appraisal

No	OPTION 1 Pebbles Building	OPTION 2 Tenterden Club	OPTION 3 Land behind Town Hall	OPTION 4 Glebe Hall site	OPTION 5 Site within masterplan for Tenterden Creative Quarter
<p>1</p> <p>Capacity to accommodate the brief for a viable and sustainable cinema</p>	<p>A 2 screen digital cinema with a total of 146 seats and 2 permanent wheelchair positions can be provided, falling slightly under the target of 150 seats.</p> <p>A café/bar with 24 covers at ground floor level and 28 at basement level can be provided. There is also potential for outside seating on the forecourt to the High Street.</p> <p>Space restrictions and the constraints of converting an existing building have resulted in some compromise including:</p> <ul style="list-style-type: none"> • The provision of unisex toilets rather than separate male and female toilets. Were the new extension to be 2m longer separate male and female toilets could be provided, • Limited space available for a kitchen and kitchen stores which will limit the food offer in the café/bar. 	<p>A 3 screen digital cinema with a total of 134 seats and 3 permanent wheelchair positions can be provided, which is less than the target of 150 seats.</p> <p>A first floor café/bar with 39 covers can be provided. It has limited intervisibility with the street which will limit its attractiveness to customers other than cinema goers.</p> <p>Height restrictions result in sub optimal screen sizes, particularly in main Screen 1, which will deter cinema operators. Other compromises include:</p> <ul style="list-style-type: none"> • Limited street level accommodation and visibility. • Kitchen and kitchen stores remote from single sales point for food, drink and tickets. 	<p>Option 1 provides a 2 screen cinema with a total of 150 seats and 4 permanent wheelchair positions which meets the target of 150 seats.</p> <p>Option 2 provides a 3 screen cinema with a total of 165 seats and 6 permanent wheelchair positions which exceeds the target of 150 seats.</p> <p>An attractive café/bar with 48 covers, plus bar stools and sofas can be provided. Outside amenity space is restricted.</p>	<p>Option 1 provides a 2 screen cinema with a total of 150 seats and 4 permanent wheelchair positions which meets the target of 150 seats.</p> <p>Option 2 provides a 3 screen cinema with a total of 162 seats and 6 permanent wheelchair positions, which exceeds the target of 150 seats.</p> <p>An attractive café bar with 63 covers plus sofas and covers on an external terrace with a west and south aspect can be provided.</p>	<p>The current footprint allowed within the Masterplan and layout is too constrained to deliver a viable and sustainable cinema.</p>
<p>2</p> <p>Townscape impact</p>	<p>The proposal would contribute to the vitality of the High Street and Town Centre.</p> <p>There would be little physical change to the High Street frontage apart from the raised forecourt to create an accessible entrance, and provision of suitable signage and display. There would hence be a low impact on the townscape significance of the Pebbles Building which contributed to its inclusion of the Statutory List as Listed Grade II. There would however be a high impact on the interior, the acceptability of which to the Local Planning Authority could be established through a pre-application process were the project to progress to the next stage.</p> <p>The impact of the new extension to the rear on the back of the terrace and views from the garden towards the church tower would be low, as the new extension would be no higher than existing. It would be longer than existing, which would reduce the size of the garden. It would not however extend as far as the existing extension to No 57 and 51 High Street.</p>	<p>The proposals mainly entail internal alterations so townscape impact would be low, apart from signage and display on the Church Road frontage.</p>	<p>The proposals have the potential to create an attractive Town Centre leisure destination alongside the Woolpack Inn and Town Hall, subject to addressing the potential negative impact on amenity of vehicular access, deliveries and parking to the rear of the Town Hall.</p>	<p>The proposals have the potential to create an attractive leisure destination enjoying views across open fields.</p> <p>The slope of the land could be used to mitigate negative impact resulting from the large volumes of the cinema auditoria.</p>	<p>A cinema located within the Tenterden Creative Quarter would make a lesser contribution to the vitality of the Town Centre than a cinema on the High Street.</p>

Tenterden Town Cinema

No	OPTION 1 Pebbles Building	OPTION 2 Tenterden Club	OPTION 3 Land behind Town Hall	OPTION 4 Glebe Hall site	OPTION 5 Site within masterplan for Tenterden Creative Quarter
3 Environmental Impact	Moderate. The construction of the new extension would result in loss of part of the garden. This could be mitigated through providing a green roof to the cinema noting this would add to the estimated construction cost.	Low. The works preliminarily entail internal alterations. However, there would be a negative environmental impact from increased traffic along Church Road.	Moderate. There would be loss of external amenity space to the Woolpack Inn.	Low. Development would be on an existing tarmaced area and could be kept clear of existing mature trees and hedging. However, there would be a negative impact from increased vehicular and pedestrian traffic along Church Road.	High. The development would result in loss of existing external amenity space to the Woolpack Inn and to the vicarage garden.
4 Impact on day time and night time economy	The High Street location adjacent to retail, food and beverage premises, will add to the vitality of the town centre and the day time and night time economy.	The location on a quiet road north of the junction with the High Street would have a less positive impact than Option 1.	Option 3 would have less impact than Option 1. However its location adjacent to the Woolpack Inn and Town Hall is a busy part of the Town Centre that people are used to going to for leisure and social reasons. This is a positive attribute.	The location at the end of the quiet road to the north of the Town Centre is a negative attribute. However it would be an attractive destination and likely to contribute to increased footfalls in the Town Centre to a greater extent than Option 2.	Poor visibility. More remote from other leisure and social facilities and likely to have a lower impact than a High Street location.
5 Impact on local businesses	Positive.	Less positive than Option 1	Positive.	Some positive impact. While some visitors to the cinema would come to Tenterden solely to go to the cinema venue others will also use facilities on the High Street	Neutral.
6 Impact on residential neighbours	Low. Disturbance from noise break out could be avoided through the detailing and construction of the cinema auditoria.	Moderate. Impact from increased traffic along Church Road. Disturbance from noise break out could be avoided through the detailing and construction of the cinema auditoria.	Low. Noise from noise break out could be avoided through the detailing and construction of the new cinema venue.	Moderate. Noise from noise break out could be avoided through the detailing and construction of the new cinema venue.	Moderate. Noise from noise break out could be avoided through the detailing and construction of the new cinema venue.
7 Accessibility	An accessible entrance to the ground floor entrance foyer can be achieved by providing ramped and stepped access to a raised forecourt on the High Street as part of a coherent hard landscaping scheme. Both Screen 1 and Screen 2 are accessible and incorporate permanent wheelchair positions with the option for providing additional wheelchair positions through the removal of seats.	There is currently a flush threshold to the proposed ground floor entrance. A new lift would provide access to Screens 1, 2 and 3 and the café/bar at 1 st floor level. Screens 1, 2 and 3 incorporate permanent wheelchair positions with the option for providing additional wheelchair positions through the removal of seats.	A new build proposal that provides a welcoming and accessible entrance and the facility to access the café/bar and all the screens. Screens 1, 2 and 3 incorporate permanent wheelchair positions with the option for providing additional wheelchair positions through the removal of seats.	A new build proposal that provides a welcoming and accessible entrance and the facility to access the café/bar and all the screens. Screens 1, 2 and 3 incorporate permanent wheelchair positions with the option for providing additional wheelchair positions through the removal of seats.	The footprint and plans for the new build facility could be developed to provide an accessible cinema venue.

Tenterden Town Cinema

No	OPTION 1 Pebbles Building	OPTION 2 Tenterden Club	OPTION 3 Land behind Town Hall	OPTION 4 Glebe Hall site	OPTION 5 Site within masterplan for Tenterden Creative Quarter
8 Economy/ease of operation	<p>Easy to operate with minimal staffing.</p> <p>Relatively simple layout but limited storage for cleaning, equipment, consumables, and promotional material. This could be addressed through a development of the design and through increasing the length of the new build extension.</p> <p>A large refuse and recycling store could be provided at the end of the garden by the gates onto the White Lion carpark over which there are right of access, albeit the narrow arch on the High Street and offset to the roadway will place limitations on vehicle size.</p>	<p>Relatively expensive to operate, if the ground floor office is staffed to monitor the entrance and as the sales point is distant from the kitchen and stores.</p> <p>If the ground floor office is not staffed the entrance will need to be monitored with CCTV.</p> <p>Deliveries and rubbish/recycling collection for the kitchen may be difficult.</p> <p>Accessible toilet likely to be used a lot in preference to the main toilets which are far from the screens.</p>	<p>Easy to operate. Good configuration around a central core. Easy to manage and arrange deliveries.</p> <p>Good range of facilities.</p> <p>Single control point to entrance to all screens, visible from sales point.</p>	<p>Easy to operate.</p> <p>Good configuration with an attractive café/bar and terrace and full range of facilities.</p> <p>Location at the end of a dead end congested street could present problems over vehicle access.</p>	<p>Ease of operation is compromised by lack of ancillary facilities.</p>
9 Attractiveness to potential independent cinema operators	<p>High Street location and nearby retail, and food and beverage options are all positive factors. The scope for a characterful basement café/bar as a destination venue is good.</p> <p>The impact of site constraints on storage provision and ancillary accommodation could be improved through design development and a longer rear extension.</p> <p>Attractiveness: Moderate/good.</p>	<p>The location is not on the High Street which is a negative factor. Location on a narrow congested street could be an operational problem.</p> <p>The programming flexibility offered by 3 screens is a positive factor. However due to low ceiling heights technical presentation is compromised and the screen sizes are small which could deter cinema operators. It would be difficult to claim a high quality experience and competitors in Rye and Ashford may be preferred by audiences.</p> <p>Attractiveness: Low</p>	<p>Although located behind the High Street with limited visibility through a narrow arch, the location beside the popular Woolpack Hotel and Town Hall are positive factors.</p> <p>Attractiveness: Good</p>	<p>The venue itself would be very attractive to operators but the location has a serious accessibility problems.</p> <p>Attractiveness: Uncertain as road access requires attention.</p>	<p>TBC</p>
10 Deliverability of the site (i.e. TTC owned buildings/land would present lower risk to deliverability than buildings/land that needs to be acquired from third parties)	<p>The building is in the ownership of Tenterden Town Council. The lease to 'White Stuff' is understood to expire in 2021.</p> <p>Deliverability of the site is within the control of Tenterden Town Council and is considered to be high.</p>	<p>The building is in the ownership of the Tenterden Club, who are understood to be keen to generate an income stream from underutilised accommodation at 1st floor level.</p> <p>The likelihood of securing a lease for a cinema on commercially reasonable terms is considered to be high.</p>	<p>The land is in the ownership of Enterprise Inns. There has been recent investment in upgrading the landscaping to provide an outside amenity space for customers of the Woolpack Inn.</p> <p>It forms part of the site assembly for a masterplan for Tenterden Creative Quarter.</p> <p>The probability of Enterprise Inns disposing of the land for less than market value is considered to be low.</p>	<p>The land is understood to be in the ownership of the Church Commissioners.</p> <p>The probability of the land being disposed of for less than market value based on the enhanced value of a Planning Permission for development, is considered to be low.</p>	<p>Assembly of the site would require a successful outcome to commercial negotiations with multiple site owners.</p> <p>The certainty and timescale for deliverability is considered to be low.</p>

Tenterden Town Cinema

No	OPTION 1 Pebbles Building	OPTION 2 Tenterden Club	OPTION 3 Land behind Town Hall	OPTION 4 Glebe Hall site	OPTION 5 Site within masterplan for Tenterden Creative Quarter
11 Timescale for completing the project	<p>Estimated pre-contract programme from instruction to proceed: 9 months.</p> <p>(Assumes technical design proceeds at client risk in parallel with determination of Planning Application).</p> <p>Estimated construction programme: 9-10 months.</p> <p>Cinema Technical fit out and staff training: 1 month</p>	<p>Estimated pre-contract programme from instruction to proceed: 9 months.</p> <p>(Assumes technical design proceeds at client risk in parallel with determination of Planning Application).</p> <p>Estimated construction programme: 9-10 months (if roof to Screen 1 not raised). 10-12 months (if roof to Screen 1 is raised).</p> <p>Cinema Technical fit out and staff training: 1 month</p>	<p>Estimated pre-contract programme from instruction to proceed: 12 months.</p> <p>(Assumes technical design proceeds at client risk in parallel with determination of Planning Application).</p> <p>Estimated construction programme: Option 1: 2 screens 14-16 months Option 2: 3 screens 14-16 months</p> <p>Cinema Technical fit out and staff training: 1 month</p>	<p>Estimated pre-contract programme from instruction to proceed: 12 months.</p> <p>(Assumes technical design proceeds at client risk in parallel with determination of Planning Application).</p> <p>Estimated construction programme: Option 1: 2 screens 12-14 months Option 2: 3 screens 12-14 months</p> <p>Cinema Technical fit out and staff training: 1 month</p>	<p>TBC by developer of Tenterden Creative Quarter.</p> <p>TBC by developer of Tenterden Creative Quarter.</p> <p>Cinema Technical fit out and staff training: 1 month</p>
12 Comparative estimated construction costs	<p>£1,220,000</p>	<p>£930,000 (with no works to roof)</p> <p>£1,005,000 (including raising the roof over Screen 1)</p>	<p>Option 1: 2 Screen £2,740,000</p> <p>Option 2: 3 Screens £2,750,000</p>	<p>Option 1: 2 Screens £2,500,000</p> <p>Option 2: 3 Screens £2,535,000</p>	<p>TBC by developer of Tenterden Creative Quarter</p>
13 Comparative estimated total project costs (excluding land acquisition)	<p>Project costs: £1,495,000 Technical fit out: £315,000 Total: £1,810,000</p>	<p>Option 1 (3 screens) Project costs: £1,150,000 Technical fit out: £410,000 Total: £1,560,000</p> <p>Option 2 (3 screens + roof raised) Project costs: £1,240,000 Technical fit out: £410,000 Total: £1,650,000</p>	<p>Option 1 (2 screens) Project costs: £3,295,000 Technical fit out: £315,000 Total: £3,610,000</p> <p>Option 2 (3 screens) Project costs: £3,310,000 Technical fit out: £410,000 Total: £3,720,000</p>	<p>Option 1 (2 screens) Project costs: £3,010,000 Technical fit out: £315,000 Total: £3,325,000</p> <p>Option 2 (3 screens) Project costs: £3,050,000 Technical fit out: £410,000 Total: £3,460,000</p>	<p>Project costs: TBC Technical fit out: £315,000</p>
14 Impact of choice of site on capital contribution by TTC and return on investment over a 25 year period	<p>It is within the control of TTC to make a 25 year lease available to a cinema operator and to include the funds required in any event to bring the building into a fit state for reletting as a capital contribution to the project.</p> <p>The rent payable over the 25 year lease and the length of any rent free period would be dependent on the extent of the fit out funded by the cinema operator.</p>	<p>Low capital cost relative to new build options.</p> <p>Level of contribution relative to Option 1 would depend on lease acquisition costs.</p>	<p>High level of contribution required for site acquisition and new build development.</p>	<p>High level of contribution required for site acquisition and new build development.</p>	<p>TBC by Developer.</p>

Tenterden Town Cinema

Summary Table of the Appraisal Options 1, 2, 3, 4 and 5

OPTION	1 Capacity to accommodate the brief for a viable and sustainable cinema	2 Townscape impact	3 Environmental Impact	4 Impact on day time and night time economy	5 Impact on local businesses	6 Impact on residential neighbours	7 Accessibility	8 Economy/ease of operation	9 Attractiveness to potential independent cinema operators	10 Deliverability of the site (i.e. TTC owned buildings/land would present lower risk to deliverability than buildings/land that needs to be acquired from third parties)	11 Timescale for completing the project	12 Comparative estimated construction costs	13 Comparative estimated total project costs (excluding land acquisition)	14 Impact of choice of site on capital contribution by TTC and return on investment over a 25 year period
OPTION 1 Pebbles Building	2 screen cinema with a cafe/bar can be provided. Existing building presents constraints.	Positive	Moderate	Positive	Positive	Low	An accessible venue can be provided.	Good	Moderate: Good	High	19-20 months	£1.22m	£1,810,000	Relatively modest capital contribution required
OPTION 2 Tenterden Club	3 screen cinema with a cafe/bar can be provided. Existing building presents constraints.	Less positive than Option 1	Low	Less positive than Option 1	Less positive than Option 1	Moderate	An accessible venue can be provided.	Poor	Low	High	19-20 months (20-22 months if roof to Screen 1 is raised)	£0.93m (£1.05m if roof to Screen 1 is raised)	£1,560,000 £1,650,000	Higher capital contribution required than for Option 1 but still relatively modest depending on lease agreement with Tenterden Club
OPTION 3 Land behind Town Hall	2 or 3 screen cinema with a cafe/bar can be provided.	Less positive than Option 1 but more positive than Option 2	Moderate	Less positive than Option 1 but more positive than Option 2	Positive	Low	An accessible venue can be provided.	Good	Good	Low	27-29 months	2 screens: £2.74m 3 screens: £2.75m	£3,610,000 £3,720,000	Relatively significant capital contribution required compared with conversion options.
OPTION 4 Glebe Hall site	2 or 3 screen cinema with a cafe/bar can be provided.	Positive	Low	Moderate	Moderately positive impact	Moderate	An accessible venue can be provided.	Good	Uncertain	Low	25-27 months	2 screens: £2.5m 3 screens: £2.53m	£3,325,000 £3,460,000	Relatively significant capital contribution required compared with conversion options.
OPTION 5 Site within masterplan for Tenterden Creative Quarter	2 screen cinema with small front of house area provided. Site footprint presents constraints.	Less positive than Options 1-4	High	Poor visibility	Neutral	Moderate	An accessible venue can be provided.	Poor	Low	Low	TBC by Developer	TBC by Developer	TBC by Developer	TBC