



LIGHTHOUSE CHURCH

FIND PURPOSE • MAKE A DIFFERENCE

BUSINESS CASE 2023



TO
THE
NEXT
LEVEL





**Business Case and intended operating model for
the purchase and repurposing of
18-19 Broad Street, Spalding.**

Prepared by:	Jenny Tedbury/David Strange	Date: October 2023
Agreed by trustees:	David Sandhu/Chas Sandhu/Keith Davies Marion Sandhu/Christian Kiock	Date: November 2023



Charity name:

The Lighthouse Pentecostal Church

The Lighthouse Church Spalding is a registered charity - Charity number: 1052166

Responsible persons:

The Chair of Trustees is Senior Pastor David Sandhu

Address:

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Executive summary

This business case has been constructed in order to explain how the Lighthouse Church intends to address the issue of overcrowding in its current building. It is hoped that this solution will also impact positively on a wider problem, that of an increasingly diminishing offering within Spalding town centre which has led to a greatly reduced footfall to businesses still trying to trade there.

Project definition

The project proposal is for the Lighthouse Church to purchase 18-19 Broad Street, Spalding previously utilised as a retail department store. In this larger building the Church will be able to continue the many services it already offers the town, plus additional ones which it believes will add value to the town centre and create a well used community space.

The Vision

The Lighthouse Church vision statement is “Find Purpose, Make a Difference.” The project vision is to move Church out of its current venue and into a larger and more accessible location in the town centre, 18/19. This will make the activities on offer from the Church more accessible, and enable an increase in opening times, bringing increased footfall to the town centre. This new unique offering will also create diversity close to the market place, whilst the shop frontage will be maintained in keeping with its surroundings within the Conservation area. This will have wide ranging benefits to Church attendees, the local Community, local businesses and the Local Authority whilst supporting individuals to find their purpose and make a difference in Spalding.

Goals and objectives

While the Church has ambitious plans, it recognises that not all functions will be operable immediately, but the timescales set have been deliberately challenging as there is a real drive and hope to fulfil them and deliver quickly on the Key Benefits. The overarching goal is to utilise the space at 18-19 Broad Street to the maximum, delivering as many Church functions and community benefits as possible and making the building of genuine value to the community.

Background

The Lighthouse Church - The Lighthouse Church in Spalding has been an established member of the local community for more than 50 years, throughout which it has supported the council and the people of Spalding. It has for many years provided a wide and varying number of services to the town. Currently these amenities are delivered at the Haverfield Road site which has become too small to house everything the Lighthouse currently provides. The need for the foodbank, debt support and a warm space to shelter has grown exponentially during the cost of living crisis and being on the outskirts of town makes it more difficult for people to access. There is limited parking for all the activities that the Church provides. The Lighthouse has had to adapt its Sunday Church meetings, moving from one to two Church services on a Sunday morning in order to accommodate the congregation which has grown exponentially.

18/19 Broad Street - Formerly The Greyhound Hotel, the building was knocked down and replaced by the department store Hills, after this closed Coneys rented it and also ran it as a store. Both retailers struggled to remain viable, so the building is now closed again and on the market. Unfortunately, the trend for out of town shopping outlets, the escalation of online shopping followed by the dramatic impact of Covid on the nation has resulted in reduced footfall in town centres. Taking this backdrop into consideration it is unlikely that a large store such as 18/19 in Spalding town centre would be viable as a purely retail venue, which has been borne out to a large degree by the continuing vacancy of the majority of the Beales store.

Policy - Local and National policy encourage the preservation of retail area within the town centre, but these policies were established before retail felt the brunt of Covid. During lockdowns the emergence of online shopping became the norm for more people and remains so, shops have never fully recovered. Well intentioned policy changes to protect town centres are not working because they are now already outdated. In line with current policy, the council has indicated in its pre application response to the Lighthouse that it is concerned about the potential loss of the retail space to a community venue. It is worth noting here that recent changes to Class usage would allow for 18/19 to be converted into flats without planning permission resulting in the subsequent loss not only of its retail status, but also its use in any format for the wider community. Furthermore this response viewpoint is not consistent with the Secretary of State decision to allow a Sui Generis class Adult Gaming Centre to replace the class E retail Dorothy Perkins store in Spalding. Within the Lighthouse proposal there are many class E uses, which far outweigh the time and space of the Sunday Church service which would, on its own, create an F1 class. With this in mind, the Lighthouse Church would aim to become a Sui Generis class as this combination of activities would deliver fully into the aim of the Government class reclassification which was intended to encourage different uses in the town centre. It will also create new opportunities for employment and volunteering.

Success Criteria

Success will be reflected through growing Church membership, achieving partnership working with the council, other Churches and organisations, increased footfall in the town centre, additional opening hours for the foodbank and an increase in staff employed and volunteers. These successful outcomes will help to support sustainability of all the activities.

Project Plan

Timescales - The Lighthouse Church intends to acquire 18-19 Broad Street expeditiously, which is made possible by the Church owning its current building outright and having no current leases/tenures or restrictions to slow down the process. It is envisaged that all additional functions and activities will be within the first year of occupation.

Delivery

Leadership - The delivery of the project will be led by the project team and overseen by the board of trustees. All of the trustees having current or previous leadership roles within public bodies, or significant years' experience in managing their own successful businesses.

Financial stability - The Lighthouse Church has been working towards an opportunity such as this for several years. Although funds have been set aside to enable the project to go ahead, some borrowing will be required in order to fulfil this ambition to a high standard. Income as a Church has so far been reliant on Tithes, offerings, grants and rent to deliver community expansion, which are less susceptible to market changes than business income. As further support to the current consistent income, the project will expect several of the newly established functions to help financially support the charity. A contingency reserve fund has been set aside to enable the Church to continue to function as is for six months even if, in the unlikely event, all income suddenly ceased.

Community opportunity - The planned expansion would give a more diverse range of employment and volunteer openings and the leadership would also seek to give other opportunities, which could include internships and apprenticeships. Activities will always be run, or facilitated by the Lighthouse Church, however the intention is to be an enabler for the community of Spalding to grow and support each other and volunteers will be welcome from all areas of society.

Project Budget

The project costings have been attained through projections and will be susceptible to change but indicate a likely progression, recognising that new projects take time to establish any meaningful income. The same thinking applies to the employment plan, although the Lighthouse has a large volunteer base currently which it expects to increase.

Business Case

Project definition.

The project proposal is for the Lighthouse Church to purchase 18-19 Broad Street, Spalding, previously utilised as a retail department store. The leadership at The Lighthouse see the Church at the centre of the community in Spalding and want to increase the services and support on offer to the wider community, in addition to being able to provide more effective space for church activities. 18/19 is a location that would enable both of these to be delivered in full.

The Vision

The Lighthouse Church vision statement is “Find Purpose, Make a Difference.” With a current regular attendance of over 200 - 300 people each week, church members want to see their community of Spalding served physically and emotionally with acts of kindness and to bring people together as an outworking of the vision statement. There are constrictions currently being experienced due to the size of the Lighthouse Church building, which is limiting the ability to deliver the many community functions currently undertaken and prevent new ones from being started. The Lighthouse leadership believe a larger building would make Church a more inviting place as currently it is very overcrowded.

The vision is to move Church out of its current venue and into a larger and more accessible location in the town centre, 18/19, giving greater opportunity to bless the community. Part time services such as the Foodbank could be extended with more space, as several ventures will be able to function in the building at the same time, unlike within the current location. This will offer more activities and opportunities, as well as more diversity close to the marketplace and improved footfall into the heart of the community from people attending and working or volunteering in functions that have not been available in the town before.

Church attendee benefits

- Opportunity to fulfil church vision
- More space in Church services
- Merging Sunday Church services, bringing people from both services together establishing a more cohesive congregation
- Opportunity to leave rooms set up for some activities
- Improved facilities and resources
- More mid-week activities and training/life skills courses
- Increased volunteer/employment opportunities
- Excellent access to the town centre shops and facilities
- Accessible location
- Parking nearby

Community benefits

- A weekday after school “Youth Zone” for teenagers to congregate and socialise safely
- A daily parent and child “Soft Play Café” for parents and carers to meet, socialise, provide their children with fun and exercise in safety
- A regular warm space for adults who need opportunities to meet with others, eat, keep warm and socialise
- A Permanent food bank, open more frequently than the Agape foodbank currently is and with opportunity to run a “soup kitchen” facility
- Late night safe place to support local emergency services helping late night economy users to find help in need, or to safely call a taxi
- Life skills courses and support, such as a parenting course, run by the Church and partners eg. Christians Against Poverty (CAP)
- A Christian bookshop/resource centre for Christians from all local Churches to find resources and materials
- More reasons to attend town and spend time in town.
- Volunteer and employment opportunities.

Local business benefits

- Increased footfall to the town centre on Sundays with currently around 300 people attending Church service, expected to grow rapidly to 600 based on current trajectories
- Increased footfall usually increases spending in local retail venues
- Daily alternative facilities for parents and children, bringing footfall to the town throughout the week and encouraging people to stay longer.
- Shop window displays vibrant and in use, as opposed to boarded up or empty
- Activities to focus youths after school and reduce ASB
- Diversity in the town centre without “department store” competition to small businesses

Local Authority benefits

- Better support to the homeless and needy through improved foodbank facilities and late-night hot food
- Reduced ASB
- Increased footfall into town
- Added community value to the town centre through services provided in community space
- Utilised shop windows meeting conservation area standards
- Increased income from paid parking

Goals and objectives

The Lighthouse Church have ambitious plans. Not all functions will be operable immediately and will be according to community needs, functions will be added to or amended based on attendance. The Lighthouse Church objectives for function and use at 18/19 are scheduled below as proposed, to identify the Key Benefits they will meet and the likely implementation timescales. The overarching goal of the Lighthouse Church is to utilise the space at 18-19 Broad Street to the maximum, delivering as many Church functions and community benefits as possible, making the building primarily a genuine community space incorporating many recognisable class E uses.

Function/Ministry	Days/Hours PW	Numbers involved (attendees/volunteer and paid)	Key Benefits	Timescale
Church Services	Sunday 09:00-13:00 Other times as determined	Currently up to three hundred attendees with an upward projection anticipated to grow to up to six hundred	Christian based teaching and worship. Community and social interaction.	Immediate
Agape Foodbank	Monday-Friday 12:00-15:00	Four to six volunteers, currently supporting fifty plus households per day operationally but increasing in number/need	-Fixed facilities supporting volunteers -Increased access and opening times to the community -Potential for an evening soup kitchen/van -Targeted support to the needy Partnership with local businesses and the Local Authority	Immediate operation, growing to the size described expeditiously
Parent and child soft play café	Monday-Saturday 09:30-16:30	One paid staff initially, growing to four. Up to eight trained volunteers	-Social/fun/safe place for parents and carers to do community -Provide play, socialising, exercise opportunities for children -run at cost to make access achievable for as many people as possible. -increased footfall/diversity in the town centre	Aimed to be effective and operational within nine months of occupation

Function/Ministry	Days/Hours PW	Numbers involved (attendees/volunteer and paid)	Key Benefits	Timescale
Christian Book shop/resource centre	Three to five days per week 10:00-16:00	One-two staff/volunteers per day	-A book/resource facility and shop type not currently available in the Spalding area -Additional reason for Christians or anybody wishing to obtain material to attend the town centre during the week -Quality Resources	Target within six months of occupation
Adults' coffee bar	Three to six days PW 09:00-16:00	Up to three staff/volunteers per day	-Community meeting point in the town centre replacing lost function at Hills/Coneys/Beales coffee shops	Within twelve months of occupation
Safe place	Friday-Saturday 21:30-02:00	Three volunteers per night	-Support for emergency services -Safety benefit to the community -A safer town centre -A "Lighthouse" for those in need which will become a known location where support can be found	Target within six months of occupation
Multipurpose training rooms	Daily according to requirement	Dependant on function	-Support for CAP meetings and clients -Support for Cocaine Anonymous - Multiple other Charitable uses -Parenting/Marriage/life skills courses -Christian Teaching -Alpha Course exploring Christianity	Immediate availability and use by active operations Potential for other partners to utilise within six months of occupation

Function/Ministry	Days/Hours PW	Numbers involved (attendees/volunteer and paid)	Key Benefits	Timescale
Cherish Older people	Monday 12-3pm	Approximately thirty attendees at present and growing	-Support and community -Assistance -Reminiscence -Social interaction	Immediate on occupation
Supaclub	Thursday 6-8pm	Currently twenty five attendees, four volunteers	-Evening club for primary school age children -To socialise with their friends -Play games -Take part in activities -Opportunity to hear about Christianity	Immediate on occupation
Livewire	Friday 6 – 9pm	Fifty attendees - anticipated growth to one hundred eight volunteers	-Youth Group -Giving youth time to be together -Participate in activities -Time and space to hang out -Opportunity to hear about Christianity	Immediate on occupation
Shining Stars Provided by The Lighthouse Project	Wednesday & Friday 10-11.30am	Currently four to six volunteers	-Mums/carers baby and toddler group -A chance for babies/toddlers to play -Time for parents to have opportunity to socialise	Immediate on occupation

Background

The Lighthouse Church

The Lighthouse Church in Spalding has been an established member of the local community for more than 50 years, throughout which it has supported the council and the people of Spalding. It provides a wide and varying number of services to the town which are outlined here:-

- Agapecare Foodbank – providing free food parcels and hot meals to those in need.
- Warm Space – for anyone to access warmth, food and company, due to the high cost of living and social isolation.
- CAP – information and support for those in debt.
- Meeting Place – somewhere to meet, eat have a cuppa and chat with others to reduce isolation.
- Cherish – for older people to come together participate in activities and reminiscence times.
- Shining Stars – a chance for babies/toddlers to play while their parents get opportunity to socialise.
- Supaclub - for children of primary school age to mix, play games and take part in activities.
- Livewire – giving youth time to be together, participate in activities and a space to hang out.
- Cocaine Anonymous (CA) Meetings – opportunity to share struggles and for support from a leader and peers.
- Street Pastors – helping to keep people safe on the streets at night (currently forming a new model).
- Lighthouse Project – Owned independently but affiliated with Church, provides supported accommodation for homeless young people.

Given that the Lighthouse is primarily a church currently in this building, it also runs two church services on a Sunday morning with occasional evening services too. There are also:-

- Prayer Meetings
- Small Group Meetings
- Teaching Sessions
- Parenting and Marriage Courses
- Alpha Course exploring Christianity
- Ladies and Men's Conferences
- Visiting Speakers

Currently these amenities are delivered at the Haverfield Road site which has become too small to house everything the Lighthouse currently provides, let alone that which it would like to add. The need for the foodbank, debt support and a warm space to shelter has grown exponentially during the cost of living crisis and being on the outskirts of town makes it more difficult for people to access. There is limited parking for all the activities that the church provides.

The Lighthouse has had to adapt its Sunday Church meetings, moving five years ago from one to two Church services in the morning in order to accommodate the congregation, which has grown from an approximate attendance of 100-120 in 2018 to as many as 300 attendees at the present time and is now regularly full to capacity during the second of these services. It is expected that this will grow rapidly to 600 based on past and current trajectories, so it is in urgent need of a more substantial building, preferably closer to the town centre and available parking such as 18/19 Broad Street.

18/19 Broad Street

Formerly The Greyhound Hotel, the building was knocked down and replaced by the department store Hills, after this closed Coneys rented it and also ran it as a store. Both retailers struggled to remain viable, so the building is now closed again and on the market.

Unfortunately, the trend for out of town shopping outlets, escalation in the growth of online shopping followed by the dramatic impact of Covid on the nation has resulted in reduced footfall in town centres. Major chain stores such as John Lewis, Wilko and Dorothy Perkins have had to change their operational models by moving out of town centres, focusing on online sales or closing down altogether, with Boots and Iceland purportedly following soon. Within this climate of change department stores in small town centres struggle to survive, as has been demonstrated by the closure of Beales and Hills in 2020, followed recently by Coneys. In their departure Hills noted the impact of Covid and the difficulties of Springfields being granted planning to extend as part of their reasons for having become unsustainable. Taking this backdrop into consideration it is unlikely that a large store such as 18/19 in Spalding town centre would be viable as a purely retail venue, which has been borne out to a large degree by the continuing vacancy of the majority of the Beales store.

Policy

Local and National policy encourage the preservation of retail area within the town centre, but these policies were established before retail felt the brunt of Covid. During lockdowns the emergence of online shopping became the norm for more people and remains so, shops have never fully recovered. Well intentioned policy changes to protect town centres are not working, demonstrated in Spalding as aforementioned, because they are now already outdated. In order to bring increased footfall and subsequent spending within retail venues, the town needs to diversify its offering through innovative thinking such as the Lighthouse is offering. Dead town centres with empty shops do not create a desire to visit, but a lively well used venue, such as the Lighthouse proposes, will encourage people of all ages and social groups into the area.

Following current policy, the council has indicated in its pre application response to the Lighthouse that it is concerned about the potential loss of the retail space to a community venue. It is worth noting here that recent changes to Class usage would allow for 18/19 to be converted into flats without planning permission resulting in the subsequent loss not only of its retail status, but also its use in any format for the wider community. Furthermore the response viewpoint is not consistent with the Secretary of State decision to allow a Sui Generis class Adult Gaming Centre to replace the class E retail Dorothy Perkins store in Spalding, despite there already being a business of this type within the primary retail area. Both these buildings are also primary retail frontages, unlike 18/19 which, whilst just within the primary retail area, is not a primary retail frontage.

Within the Lighthouse offer/proposal there are many class E uses, including currently the two cafes, Christian bookshop, offices, a financial service and leisure activities such as the soft play area, the many and various groups outlined above and a Youth Zone for young people to hang out safely after school. As these are all class E uses, they far outweigh the time and space of the Sunday Church service which would be an F1 class. With this in mind, the Lighthouse would aim to become a Sui Generis class, as it will surely be regarded in a class of its own. Given that Government class reclassification was presented with the aim of encouraging different uses of the town centre, the Lighthouse would propose that this is exactly what they are attempting to achieve with this model.

Background Summary

The current premises used by the Lighthouse has become too small to meet the growing needs of the services it provides. It is restricted in size, placement and for parking. It delivers a wide range of services which support both the council and the people of Spalding and has done for many years. With a mix of employed and volunteer personnel it is well placed to deliver so much more to the benefit of all, not only providing greatly needed help but offering new services such as soft play to the town centre. These will not only encourage fresh footfall and the benefits this offers, but also create new opportunities for employment and volunteering. Far from being against new policy, this delivers fully on the government's agenda to encourage different uses of the town centre.

Success Criteria

Success will be reflected through the following measures:-

Growing Church Membership

- More people in Church services
- Increase in baptisms
- Greater numbers of people volunteering in community and Church roles

Partnership working is achieved

- Members of other Churches volunteer and support community activities
- Other Charities and support agencies are given the opportunity to benefit from meeting spaces (in addition to Cocaine anonymous and Christians against Poverty who are already involved)

Footfall is increased in the town centre

- Measured in attendance at activities
- In Church services
- Anecdotally from local businesses

Agape Foodbank achieves a permanent base and increased availability

- Increased opening days and hours
- Additional functions and support on offer
- Increased usage
- Easier to access

Employment opportunities are provided (across the board)

- Increase from the four paid staff currently employed
- Interns and training programmes
- Apprenticeships
- Additional volunteers from inside and outside the Church membership

Sustainable future

- Building in use daytime and evening throughout the week
- Financial viability improved through charged activities ie Bookshop/resource Centre, Coffee shop.
- Continued growth
- Strong, wide volunteer base

Project Plan

Timescales

The Lighthouse Church intends to acquire 18-19 Broad Street expeditiously, and it is essential to do so in order to alleviate the underlying problems in relation to space and capacity. However, The Lighthouse Church operates as a charity so does not have business contracts or shareholders affected by the progress of this project. The Lighthouse Church owns its estate outright; there are no current leases/tenures or restrictions around the Church operating practice and some flexibility can be afforded in delivery timescales if required.

Intended timescales are based on the Church's position as of the end of October 2023.

Activity	Target date	Notes
Planning permission	31/01/2024 Purported to take 8 weeks	Dependant on submission of planning applications prior to the end of November 2023 and successful permissions without appeal.
Financial readiness for purchase costs/associated costs	15/02/2024	30% Deposit readily available Final balance in the process of being approved, no complications expected
Completion of Purchase process/ Occupation of 18-19 Broad Street	30/03/2024	Allowing eight weeks once necessary steps have been taken for solicitors to process
Purchase/Lease of Buttermarket	30/03/2024	Negotiations to run concurrently with 18/19 purchase
Sale of Haverfield Road site	30/06/2024	To be marketed ASAP. Allowing six months for sale, this could be significantly quicker or slower dependant on the purchaser identified. Release of funds here will minimise a mortgage on 18/19 and speed up recruitment and development at the new site.

All current functions to be transferred and operational at the new site	30/04/2024	Reasonable to anticipate current functions can be reinstated within four weeks of occupation. No current functions require building adaptations; however, some will clearly operate better once changes have been made.
Staff uplift to facilitate new ministries and functions	31/08/2024	To fall in line with building readiness, the target being to open at the start of the 2024 academic year.
18/19 internal changes to facilitate new functions/operating plan	31/08/2024	Allows two months from sale of Haverfield road to make the priority changes and implement new activities.
All additional functions and activities to be operational	01/09/2024	Relies on other steps of the process being completed to fully operational in all areas. Priority functions would be Parent and child soft play café and Agape foodbank expansion.

Delivery

Leadership

The delivery of the project will be led by the project team and overseen by the board of trustees. The Lighthouse Church has a credible leadership body, all of the trustees having current or previous leadership roles within public bodies, or significant years' experience in managing their own successful businesses. This coming together of diverse skills brings focus and knowledge to the situation, awareness of challenges and strong financial oversight. The Trustees trust one another and consequently work very well together, recognising the strength in their differences.

Financial stability

The Lighthouse Church has been working towards an opportunity such as this for several years. Although funds have been reserved and set aside to enable the project to go ahead, some borrowing will be required in order to fulfil this ambition to a high standard. Having already demonstrated its ability to sustain growth over the last 15 years by moving or adding to its premises, the Church has also cleared its mortgages and owns its current building outright. Income as a Church has so far been reliant on Tithes, offerings, grants and rent to deliver community expansion. These things have sustained the Church very well and whilst sometimes seen as a greater risk in terms of stability by financial institutions, they are less susceptible to market changes than business income. Neither the current prevalence for out of town shopping nor the Covid pandemic, which negatively impacted many shops and businesses, have negatively affected the income of the Church. As further support to the current consistent income, the project will expect several of the newly established functions to financially support the charity goals in the long term, which would still primarily be run using donations, volunteer hours and grants. Following a full risk assessment, a protected contingency reserve fund has been set aside to enable the Church to continue to function as is for six months even if, in the unlikely event, all income suddenly ceased.

Community opportunity

The Lighthouse Church has operated for a number of years with a minimum staff and a strong and diverse body of volunteers who are willing to give their time to help others. Most volunteers have come from the membership; however, Agape Foodbank is a good demonstration of the willingness of the community to support, it has many volunteers who are not part of the Church and just want to serve the community, which its expected will continue at the new site and into other activities. In fact the planned expansion would give a more diverse range of volunteer opportunities and the leadership would also seek to give other opportunities, which could include internships and apprenticeships.

Activities will always be run, or facilitated by the Lighthouse Church, however the intention is to be an enabler for the community of Spalding to grow and support each other and volunteers will be welcome from all areas of society. Some roles are not suitable for volunteer opportunities, however, where particular skills are required to demonstrate safety and accountability, in roles such as these we would offer employment opportunities and would hope to create up to ten staff positions as the project is progressed.

There will be increased opportunity for other local organisations to become more involved in these town centre services and current ongoing relationships such as those with CAP, CA and the Lighthouse Project will continue as now and possibly increase in activity. The Lighthouse Project is a charity providing supported accommodation for homeless teenagers and while not owned by the Lighthouse Church, it is closely affiliated with it.

Following year one costs and initial outlay, it is predicted that attendance and church income will increase and further income will be generated by charging for some of the facilities on offer. Costing has also given no regard to grant income as it is not predictable or a proven source; however the Church and Agape foodbank have operated with regular grants and it would not be unreasonable to anticipate they will be forthcoming to support specific community functions. Consideration has been given to costs, such that they reflect what is anticipated but have leaned high rather than low assumptions in respect of outgoings and margin has been built into them.

Employment plan/picture

It is important to recognise that the nature of the Lighthouse Church is that it facilitates its functions based on volunteer activity and thrives in this respect. There has always been a willingness for internal support and so the Lighthouse is able to run with minimum staff providing oversight in key roles. Within the costings no regard has been made to several of the functions undertaken, other than volunteer training. This is because many functions, including Livewire, Agape, Bookshop and others are already being run with volunteers and have proven effective and sustainable. The Lighthouse is also seeking to set up apprenticeship and internship opportunities to support and train individuals in key roles.

Summary

This Business Case has outlined the plans for the Lighthouse Church to move from the premises it currently uses, which have become too small to accommodate all that the Church delivers to the community, and into 18,19 Broad Street. The Church believes that from this new premises it will be able continue current activities and introduce additional ones within a newly created community space, benefitting Church attendees, the local Community, local businesses and the Local Authority alike as outlined above. Local and national policy looks to protect the Class E component within the town centre and wants to ensure continuity in terms of interesting shop frontages in keeping with the conservation area. This business case has made it abundantly clear both these elements have been incorporated within the thinking and planning of the Lighthouse, identifying with confidence that this proposal would not harm the character of the area and would in fact enhance the town centre primary retail use. The provision of the proposed community space delivers fully into the Government class reclassification which was intended to encourage more diverse activity within the town centre, bringing greater footfall to the area and enhancing the opportunities for employment and volunteering. The Lighthouse Church totally believes in this project and will do all in its power to ensure that it is all delivered as outlined so clearly above.