



LIGHTHOUSE CHURCH
FIND PURPOSE • MAKE A DIFFERENCE

Management Plan 2024



*TO
THE
NEXT
LEVEL*



LIGHTHOUSE CHURCH

FIND PURPOSE • MAKE A DIFFERENCE

Management Plan

The Lighthouse Church
Operating in
18-19 Broad Street, Spalding.

Prepared by:	Jenny Tedbury/David Strange	Date: March 2024
Agreed by trustees:	David Sandhu/Chas Sandhu/Keith Davies Marion Sandhu/Christian Kiock	Date: March 2024



LIGHTHOUSE CHURCH

FIND PURPOSE • MAKE A DIFFERENCE

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:

Current:

The Lighthouse Church, 10 Haverfield Road, Spalding, PE112XP

Contact details:

Project team:

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davidsandhu@lighthousechurch.org.uk

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Overview

This Management Plan gives a detailed explanation of what the Trustees of The Lighthouse Church plan to deliver within the premises of 18/19 Broad Street. Most of the activities are already being delivered at their current building, but due to a growth in numbers a larger property is being sought and extra activities will be added.

The current building rooms are used interchangeably in order to achieve maximum usage. Not every activity takes place every day, or even every week, but are set according to need and safe volunteer levels. To give an example of how we can deliver so many activities in such a small space we have outlined what takes place in just one of the rooms in the current building. This kind of activity takes place in all the other rooms and will be replicated and added to in the rooms at 18/19 Broad Street as outlined more fully in the activity detail pages.

The Main Auditorium in the current building at Haverfield Road functions on:-

Sunday as church providing space for the church service.

Monday evenings it may be used for a Training Course or other Community Function.

Tuesday morning Agape Food bank use it and Tuesday evening Band Practice takes place in there.

Wednesday morning Shining Stars is held in there and Wednesday Evening a Prayer Meeting.

Thursday morning Agape Foodbank use it and in the evening it is used for Supaclub.

Friday Morning Shining Stars the toddler group is held there and Friday evening is Livewire, the Youth programme.

Saturday it is used for other events, this week a Ladies Day, last week a Youth Fundraiser, Alpha, Men's Breakfast, Training Days and many others.

There is an expectation that the rooms in 18/19 Broad Street will be multi use in this manner, apart from the Children's Soft Play and Café areas which will remain exclusive. This fluidity in the use of rooms will allow all the activities to function at different times of the day or week. It is not anticipated that organised groups will participate, and safe numbers of participants will be identified for each activity and area according to safety, regarding staffing and space.

Room allocation for each activity has been identified both in the activity pages, the summary table and on the floor plan. Policies are currently in place for all activities and will be kept up to date and added to as required. Risk assessments are undertaken regularly and acted upon as need arises. This will continue in the new premises.

Responsible persons, office and administration

Senior Pastor – Employed. Responsible for overall management of the organisation, accountable to Trustees.

Trustees – Mix of employed (2) and volunteer (4). Responsible for ensuring legal and safe functioning of the organisation covering staff employment, safeguarding, health & safety, finances, building maintenance, and volunteers. Within the Trustee body additional roles include:-

Community Pastors – Employed (1) and volunteer (1). Responsible for delivering community activities such as Street Pastors, Warm Space and other Community Functions. Line managed by Senior Pastor and accountable to the Trustees.

Treasurer – Volunteer. Responsible for maintaining accurate financial information, financial planning and projections, staff payroll and claiming gift aid. Line managed by Senior Pastor and accountable to the Trustees.

In addition to the Trustees: -

Teaching Pastor – Employed. Responsible for delivery of high quality accurate Christian teaching. Line managed by Senior Pastor and accountable to the Trustees.

Operational Manager – To be employed. Responsible for delivery of business facing roles, safeguarding, health & safety, finances, policies and building maintenance. Line managed by Senior Pastor and accountable to Trustees.

Soft Play & Café Manager – To be employed. Responsible for the set up and ongoing management of the Soft Play and Café in that area, overseeing other employed staff and volunteers there. Line Managed by Operational Manager and accountable to the Trustees.

Soft Play & Café Assistant – To be employed. Responsible for supporting the Soft Play Manager in ensuring safe and appropriate functioning of Soft Play & Café area. Line Managed by Soft Play Manager and accountable to the Trustees.

Administrator – Employed. Providing administrative support to current team. Line managed by Senior Pastor and accountable to Trustees.

These are all part time roles apart from the Operational Manager, Soft Play Manager and assistant who will be full time. There are also a very large number of volunteer roles additionally managed by various different members of the above team.

Each activity has an appointed Leader, sometimes a volunteer, who is familiar with and trained to deliver their activity. Safeguarding Training has been given to all Leaders, employed or volunteers, covering children, young people and vulnerable adults. Anyone working in the church in any capacity has been DBS checked. Employed staff have had references taken up before commencement of employment.

Activity List

- 1-Z Church services - A,B,C,D,J,K,I,M
- 2-Z Sunday school
- 3- W Agape foodbank-F,G,H
- 4- Z Soft play and café L,M
- 5- Z Bookshop-D
- 6-X/Y Community Functions -A,I,J,K,P
 - Training – Life Courses
 - Parenting Course
 - CAP
 - Alpha
 - Bible Course
 - Marriage Course
 - Warm Space
 - Women’s Activities
 - Men’s Activities
- 7-Z Cherish A
- 8-X Superclub J+K
- 9- Z Coffee bar C
- 10-Z Street Pastors Hub - M,N
- 11-X Livewire I,J
- 12-X Shining stars K,J
- 13-Youth Zone I, J
- 14-Y Office functions M, O

Current & Anticipated Activity

1. Church Services

Purpose:

To provide a regular Sunday church service for the community.

Management/Delivery:

Managed and overseen by the Senior Pastor.

Target audience:

Christians and those wanting to learn more about the Christian faith.

Attendance:

Expected to be up to 300 people per week, any continued growth would result in adopting the current church model of two Sunday services. On startup, 200-250 attendees are expected.

Hours/process of operation:

The building would be expected to open only for Church on Sunday mornings, operating initially from 09:00 am for staff and team setup. The church service would be expected to start at 10:30 am and be finished at approximately 12:00. A typical service would be made up of approximately 45 minutes of music/singing and amplified music, followed by a sermon and prayer. Allowing an hour for tea and coffee afterwards, Church service activities would usually conclude prior to 2pm.

Point of access:

The building will be entered at Front Main Entrance accessed from Broad Street.

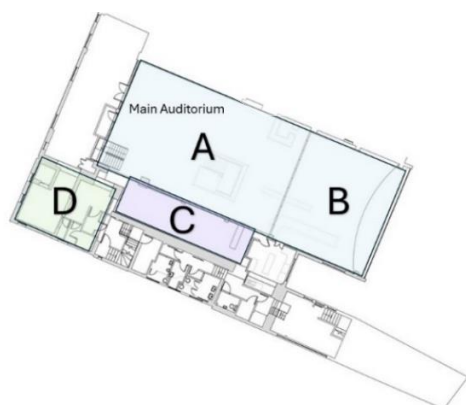
Area of the building in operation:

Church would utilise areas A, B, (first floor main auditorium) C, D.

Anticipated noise level:

Internal: Medium, sound will fluctuate but not exceed 90db (current service readings)

External: Low based on reading taken onsite see pages 23 & 24.



First Floor of Building

A & B = Main
Auditorium

C = Café Area

D = Bookshop

2. Sunday School

Purpose:

To provide childcare and a fun experience for children whose parents are attending the church service on Sunday.

Management/Delivery:

Managed by our children's leader and team.

Target audience:

Programs are run for all age groups under 16 with separate groups and activities for babies and toddlers, primary school age children, and secondary school children.

Attendance:

Based on current attendance we anticipate each age group will have approximately 25-30 in attendance within the three groups each week.

Hours/process of operation:

Youth and children's groups will operate during the main church service each Sunday between 10:30 and 12:00

Point of access:

The building would be entered through Front Main Entrance accessed from Broadstreet.

Area of the building in operation:

The activities will utilise areas I, J and K for each age group.

Anticipated noise level:

Internal: Low.

External: None.



Ground Floor Rear of Building

I = Youth Zone

J = Children or Youth Room

K = Children's Room

 = Moveable partitions

3. Agape foodbank

Purpose:

To provide food and basic essentials to families in need who are referred to the Foodbank through the Council and other support agencies.

Management/Delivery:

Managed by our Foodbank Managers and delivered with volunteer support

Target audience:

Families and those in need.

Attendance:

Anticipated uses up to 25 people a day.

Hours/process of operation:

The foodbank currently opens two days per week and for two hours per day attendees are directed to these times on referral. Intended changes would see the foodbank open more frequently to spread out the attendance. Current proposals would be to open the food bank from Monday to Friday between 12:00 and 14:00.

Point of access:

The building would be entered through the rear side entrance accessed from the car park. This will keep the attendance discreet for service users and provide access away from the front of the building so that this does not impact upon the environment of market square.

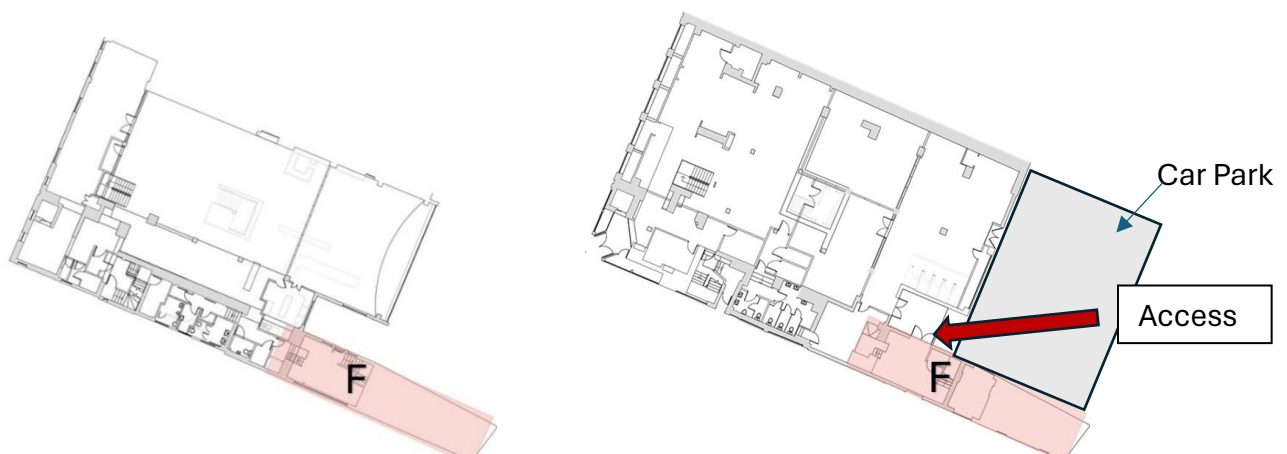
Area of the building in operation:

Areas F for the sole use of the foodbank.

Anticipated noise level:

Internal: Low.

External: Low - none.



4. Soft play and Cafe

Purpose:

To provide a safe affordable community activity for parents and children within the town centre. To maximise the appeal providing a view through the window of the café and soft play areas to encourage usage.

Management/Delivery:

Managed and delivered by Soft Play Café Manager and team, both employed and volunteers.

Target audience:

Parents/guardians with young children, family groups. Only those using Soft Play can access the Café in order to keep the area safe.

Attendance:

Attendance numbers will be maximised within legal capacity considering room size, equipment use and staff capacity following a risk assessment.

Hours/process of operation:

Anticipated opening would be daytime Monday to Saturday during the hours of 09.30 -16.30.

Point of access:

The building would be entered through Front Main Entrance accessed from Broad Street.

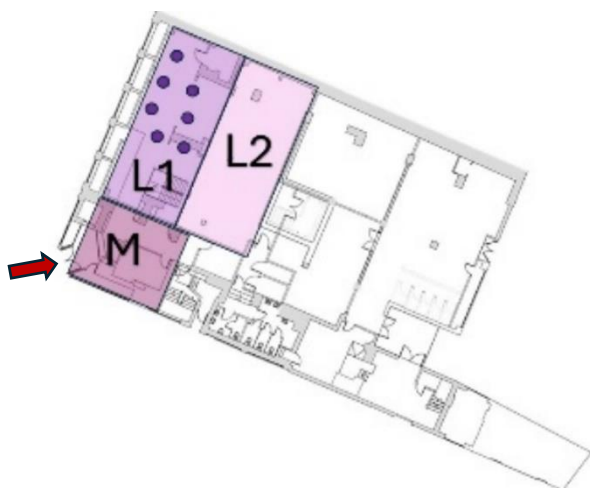
Area of the building in operation:

Areas L and M.

Anticipated noise level:

Internal: Low - Medium.

External: Low - none.



Ground Floor Front of Building

L1 = Café Area

L2 = Children's Soft Play

M = Main Entrance Reception

 = Access

5. Bookshop

Purpose:

To provide Christian resources to the community delivering a local option to people who currently have to travel to Peterborough/Boston/March.

Management/Delivery:

Managed by our Operations manager and administration team, delivered by volunteers.

Target audience:

Local community, churches and others requiring Christian resource material

Attendance:

Low attendance forecast initially, with a view to growth.

Hours/process of operation:

Available when Church services are on and, one to two weekdays and Saturdays. Opening will be adjusted to meet demand, initially 10.00 – 16.00.

Point of access:

The building would be entered through Main Entrance accessed from Broadstreet.

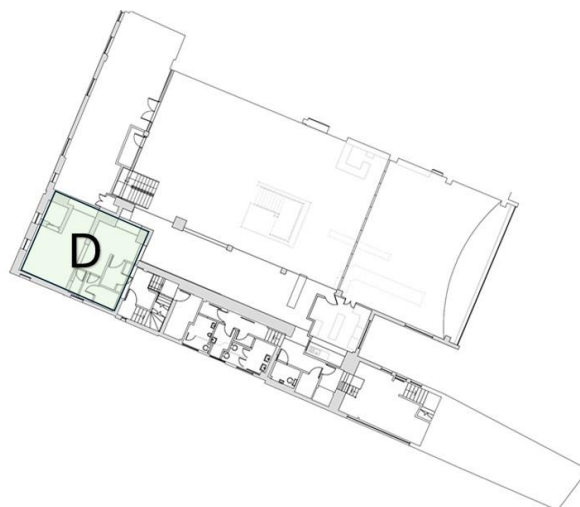
Area of the building in operation:

Area D

Anticipated noise level:

Internal: None

External: None



6. Community Functions

Purpose:

To provide training, life skill courses, support groups and other activities that require smaller areas in which to function.

Management/Delivery:

Managed and overseen by our Senior Pastor

Target audience:

Local community, churches and others requiring contents of courses

Attendance:

Varied, generally no more than 15 people per course.

Hours/process of operation:

According to needs.

Point of access:

The building would be entered through Main Entrance accessed from Broadstreet.
or Buttermarket Side Entrance dependant on purpose.

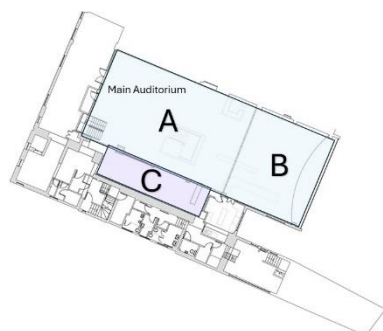
Area of the building in operation:

Flexible spaces. These will have opening partition walls to provide greater flexibility.
Areas A, B, C, I, J, K, P.

Anticipated noise level:

Internal: Low

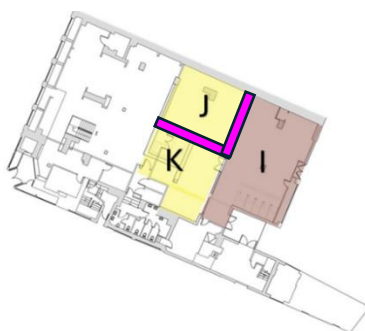
External: None.



First Floor of Building

A & B = Main Auditorium

C = Café Area



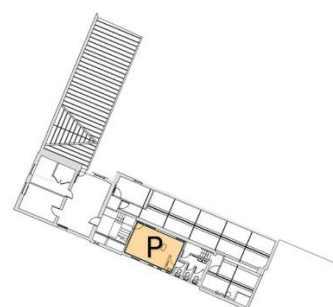
Ground Floor Rear of Building

I = Youth Zone

J = Children or Youth Room

K = Children's Room

 = Moveable partitions



Second Floor of Building

P = Small Meeting Room

7. Cherish

Purpose:

To provide a social and community opportunities for over 60s to meet.

Management/Delivery:

Managed and delivered by Cherish Leader and team.

Target audience:

Local community over 60s.

Attendance:

Based on current attendance 30-40.

Hours/process of operation:

Currently one day per month for 2-3 hours 14.00 -17.00.

Point of access:

The building would be entered through Main Entrance accessed from Broadstreet.

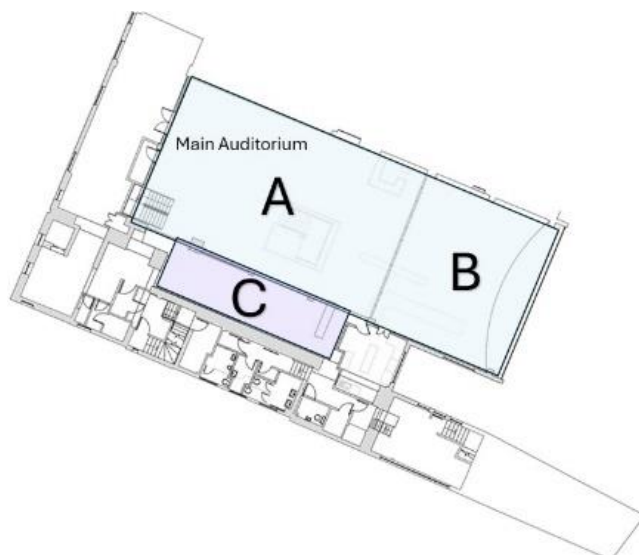
Area of the building in operation:

Area A, B, C

Anticipated noise level:

Internal: Low

External: None



First Floor of Building

A & B = Main
Auditorium

8. Supaclub

Purpose:

To provide a weekly, social activity for primary school age children with focus on the Christian faith

Management/Delivery:

Managed and delivered by our Childrens leader and team

Target audience:

Children in Reception to year 6.

Attendance:

Anticipated 20-30 one evening per week.

Hours/process of operation:

18.00 – 20.00, Thursday evening.

Point of access:

The building would be entered via the Rear Main Entrance accessed from car park.

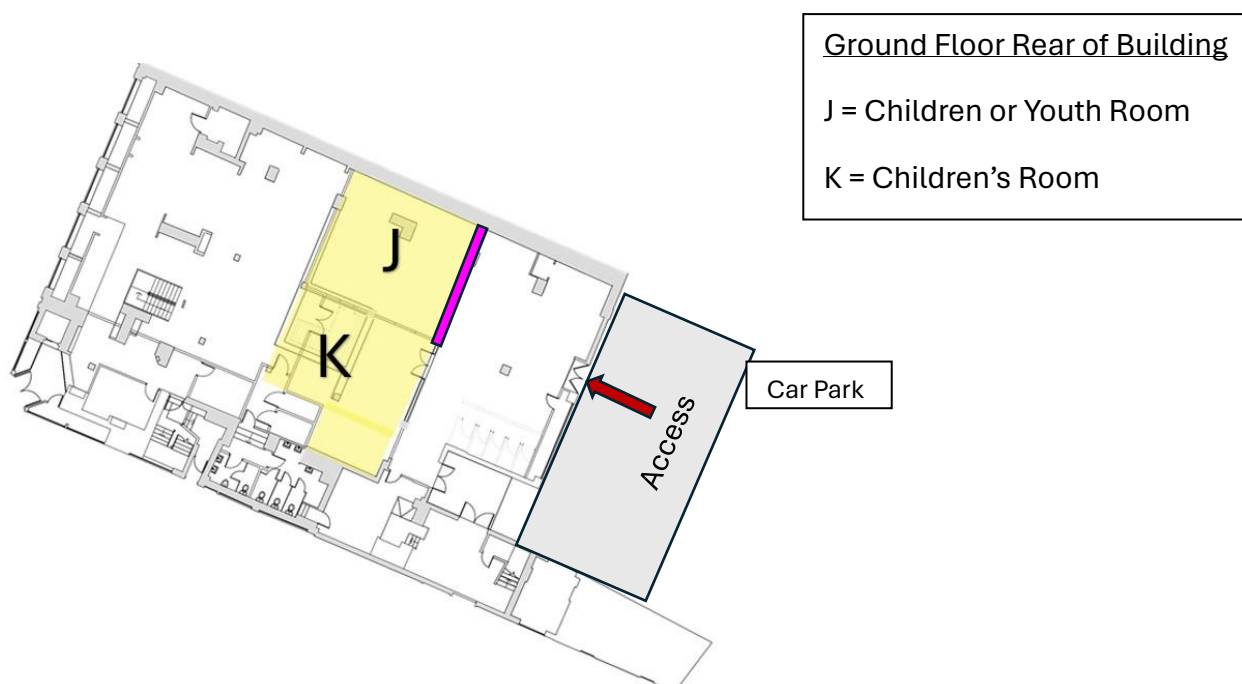
Area of the building in operation:

Areas J and K.

Anticipated noise level:

Internal: Low-medium (limited amplified music such as children's sing along CDs)

External: None



9. Coffee bar

Purpose:

To serve as an additional facility for refreshments. Separate from the bespoke children's soft play café, for adults without children.

Managements and delivery:

Managed by our Senior Leader and delivered by volunteers.

Target audience:

Local community.

Hours/process of operation:

Weekdays, times adapted according to demand.

Point of access:

The building would be entered through Main Entrance accessed from Broadstreet.

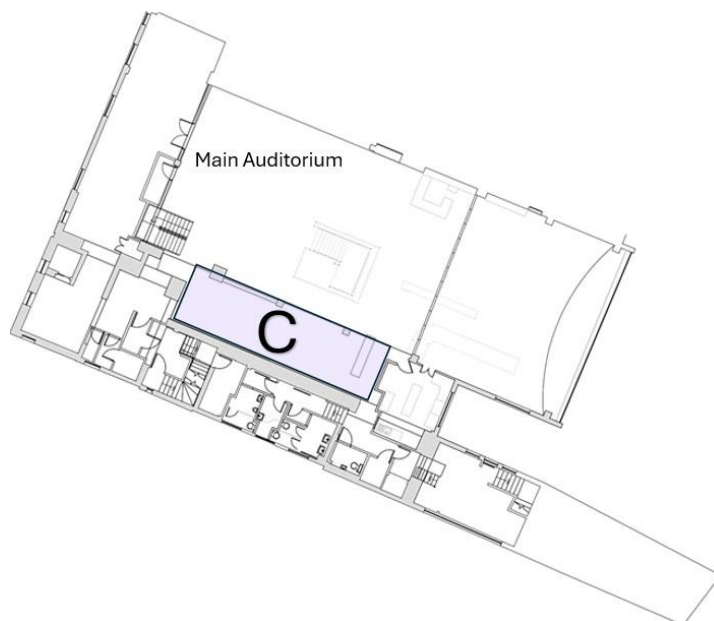
Area of the building in operation:

C

Anticipated noise level:

Internal: Low

External: None



10. Street Pastors Hub (Safe Space)

Purpose:

A refuge, safe environment for people to wait for taxis, get minor first aid help, a warm space with someone to chat with and access to Street Pastor provisions.

Management/Delivery:

Managed and delivered by Community Pastors and Street Pastor volunteers all of whom have safeguarding/first aid/conflict management training. The facility will be staffed by trained individuals with safeguarding experience. In a similar way to Street Pastors, the facility will be publicised at venues and work in support of local emergency services, easily accessed along Broad Street from the late night pubs or the market square. Volunteers would oversee users accessing and leaving the premises to ensure they moved away quickly, quietly and safely.

Target audience:

Nighttime economy users/vulnerable individuals.

Hours/process of operation:

21:30 - 02:00 Friday to Sunday.

Point of access:

The building would be entered through Main Entrance accessed from Broad Street.

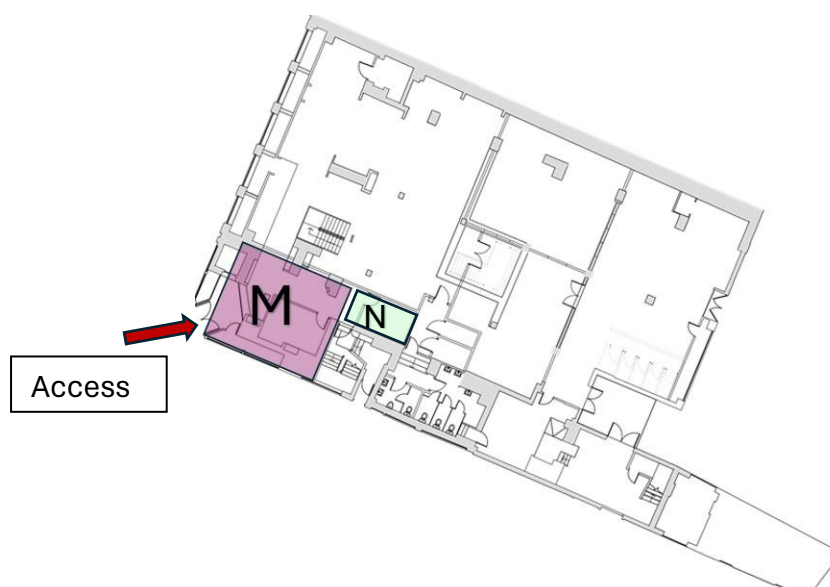
Area of the building in operation:

M, N a tightly restricted area, no access to anywhere else in the building.

Anticipated noise level:

Internal: Very low, no amplified equipment.

External: None



11. Livewire

Purpose:

Youth church with games, food, music, to provide an opportunity for young people to gather together outside of our Sunday service.

Management/Delivery:

Managed and delivered by our Youth Pastor and a volunteer team.

Target audience:

11-17 year olds.

Attendance:

Currently between 35-45.

Hours/process of operation:

Friday Night 18.00 – 21.00.

Point of access:

The building would be entered via the Rear Main Entrance accessed from car park.

Area of the building in operation:

Areas A, B, I, J

Anticipated noise level:

Internal: Medium

External: Low



12. Shining stars

Purpose:

To provide a mid-week toddler group, supporting parents/guardians and bringing them closer together in community.

Management/Delivery:

Managed and delivered by the Lighthouse Project and volunteer team.

Target audience:

Parents and young children

Attendance:

Currently 15-20 per session

Hours/process of operation:

Wednesday and Friday morning, 10.00 - 12noon

Point of access:

The building would be entered via the Rear Main Entrance accessed from car park.

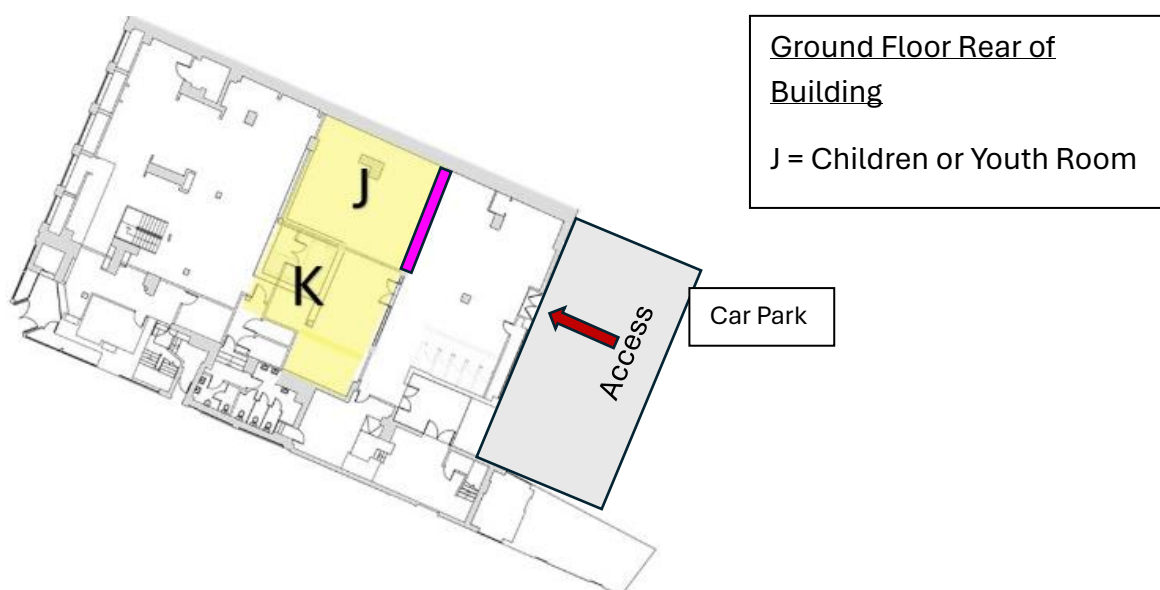
Area of the building in operation:

Areas J and K

Anticipated noise level:

Internal: Low-medium (limited amplified music such as children's sing along CDs)

External: None



13. Youth Zone

Purpose:

To give secondary school age youth a space to go after school that is free to access, safe and has facilities to relax if they are waiting for parents to get home from work or to socialise with friends. Opportunities to participate in homework club, crafts and other activities.

Management/Delivery:

Managed by our Youth pastor and delivered by youth team volunteers

Target audience:

Secondary school age 11-16

Attendance:

Attendance numbers will be maximised within legal capacity considering room size, equipment use and staff capacity following a risk assessment.

Hours/process of operation:

Thursday and Friday 15:30-18.00

Point of access:

The building would be entered via the Rear Main Entrance accessed from car park.

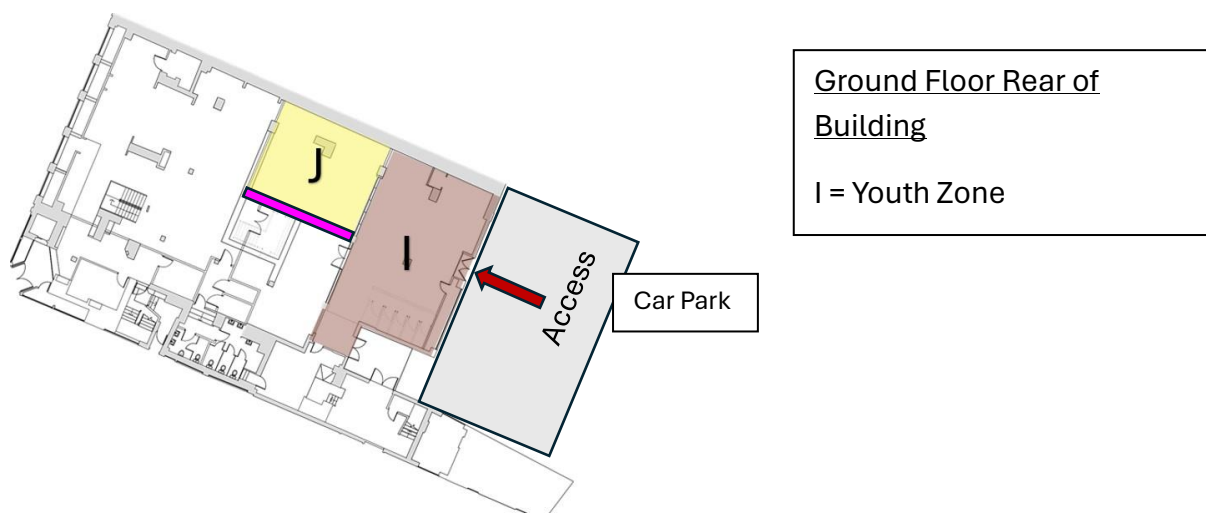
Area of the building in operation:

Areas I and J

Anticipated noise level:

Internal: Low, no amplified music which is louder than a CD player

External: Low -none, possible noise from youths coming and going in Double Street during a two-hour window at a busy time of day



14. Office functions

Purpose:

Management and administration of the Church.

Management/Delivery:

Managed by the Senior Pastor and delivered by Operations Manager and administrator.

Hours/process of operation:

The Church office and reception will be open and staffed from 09:00 daily and until all daytime activities cease, anticipated to be 18:00.

Point of access:

The building would be entered from the Front Entrance accessed from Broad Street and the Side Entrance accessed from Buttermarket Passageway.

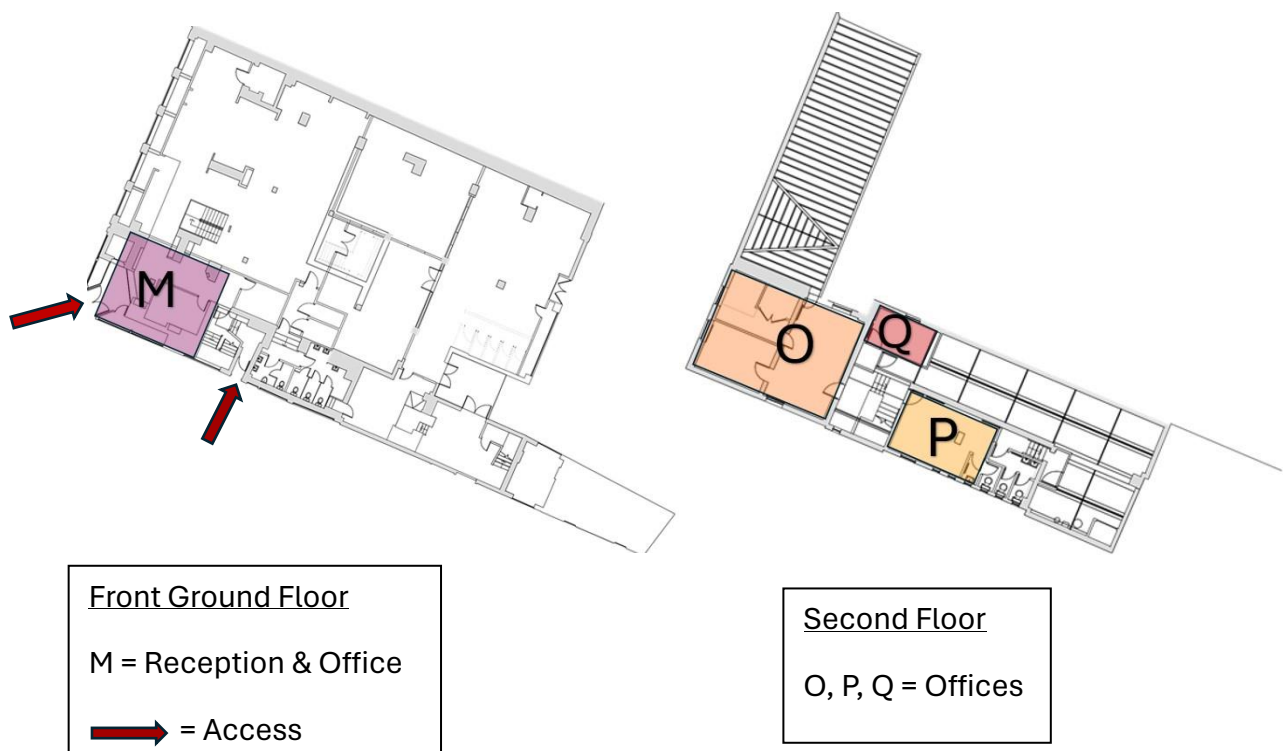
Area of the building in operation:

Areas M, O, P, Q, R.

Anticipated noise level:

Internal: Low

External: None



Summary table of anticipated use and activities:

Activity	Days	Hours	Area	Access	External Noise	Managed by
Church Services	Sunday	09:00-14:00	A, B, C, D,	Front Main Entrance	Low	Senior Pastor
Sunday School	Sunday	09:00-14:00	I, J, K	Front Main Entrance	None	Children's Team Leader
Agape Food Bank	Monday-Friday	12:00-14:00	F, G, H	Rear Side Entrance	Low-none	Foodbank Manager
Soft Play & Café	Monday-Saturday	09:00-16:00	L, M	Front Main Entrance	Low - none	Soft Play/Café Manager
Bookshop	Saturday, Sunday, Monday, Tuesday	10:00-16:00	D	Front Main Entrance	None	Operations Manager
Community Functions	According to need	As needed	I, J, K, A, P	Dependent on room used	None	Senior Pastor
Cherish	Wednesday	14:00-17:00	A, M	Front Main Entrance	None	Cherish Leader
Supaclub	Thursday	18:00-20:00	J, K	Rear Main Entrance	None	Childrens Team Leader
Coffee Bar	TBC	10:00-16:00	C	Front Main Entrance	None	Soft Play Café Manager
Street Pastors Hub	Friday-Sunday	21:30-02:00	M, N	Front Main Entrance	None	Community Pastors
Livewire	Friday	18:00-21:00	I, J	Rear Main Entrance	Low	Youth Pastor
Shining Stars	Wednesday-Friday	10:00-12:00	J, K	Rear Main Entrance	None	Lighthouse Project
Youth Zone	Monday-Friday	15:30-18:00	I, J	Rear Main Entrance	Low - none	Youth Pastor
Office functions	Daily	09:00-18:00	M, O, P, R	Front Main Entrance or Side Entrance	None	Senior Pastor

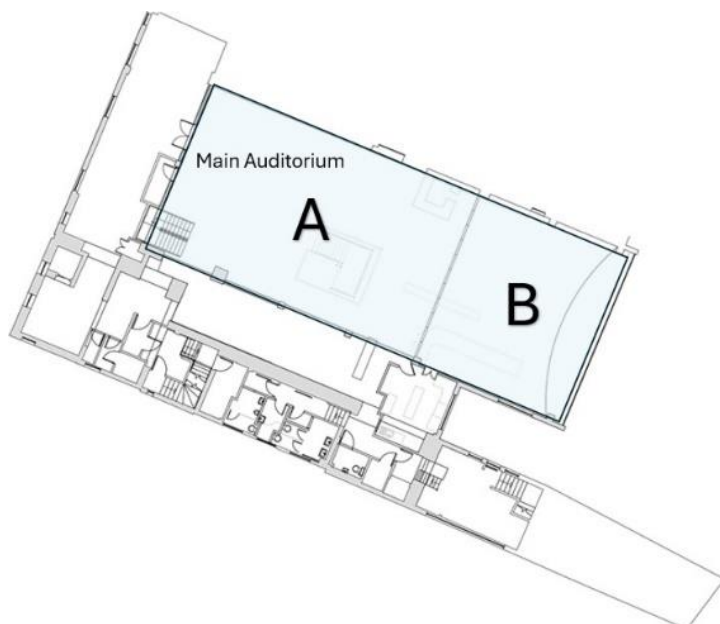
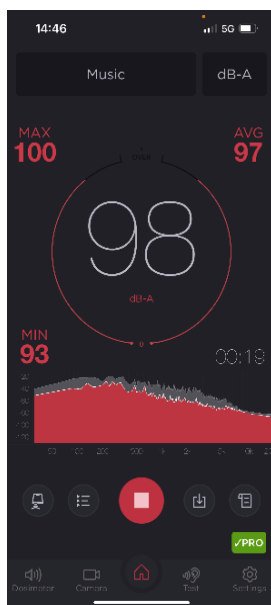
Sound management

Due to concerns from planning officers regarding noise levels, permission was gained from the current owner of the premises to set up a mock service on the First Floor of the building, the anticipated Main Auditorium (A, B).

First ambient readings were taken all around the outside of the property, see pictures below.

A temporary sound system was set up with an amplifier, two large speakers and a subwoofer where we would plan to hold services in the main auditorium, we played one of the louder and more upbeat services through the system. The sound was turned up to a maximum of 100db in the centre of the room, 10db higher than would ever be recorded during a church service.

The reading taken at A hit a maximum of 100db, a minimum of 93db and averaged 97db overall.



Main Auditorium

Recording taken at A =
100db

Sound System set up at B

While the service was playing at this level, readings were taken again around the outside of the property.

Below are pictures taken from our decibel measurements concerning sound, on the left is a measurement taken without music being played inside the auditorium and on the right is with sound being played in excess of 100 decibels (we would never go this high).

WITHOUT MUSIC	WITH MUSIC OF 100 DECIBELS
 70.7	 70.0
This was taken in the car park of the premises backing onto Double Street, a car had just driven past me as I took this reading.	It was obvious that no impact was being made, <u>minimal sound could be heard.</u>
 60.0	 56.4
This was taken across near the shops and apartments in the centre of the town.	No impact was being made in the centre of town.
 50.0	 50.2
This was taken outside the front across the road on Broad Street.	No real impact was made and <u>minimal sound could be heard.</u>

 55.1	 49.7
This is Buttermarket alleyway central positioning, which exits onto Double Street and Broadstreet, opposite the Civic Centre.	Again no impact was made with regards to general noise, <u>minimal sound could be heard.</u>
 74.3	NO READING
This was over the river near the residential flats, a car had just gone passed as I took the reading.	No measurement was recorded as it was apparent that no noise would have been heard.

As the pictures show, the sound levels outside the building do not register to any noticeable degree on the decibel reader. In reality the sound of a passing car was louder. We observed many passers by and watched for any response to the activity, no one even turned to look. We are confident that our services will not cause any environmental noise issue.

During any events/activities volunteers will oversee users accessing and leaving the premises to ensure they move away quickly, quietly and safely.

Building Plan of Zones and Access – Ground Floor

Access Points



Z = Front Main Entrance – accessed from Broad Street

Y = Side Entrance – accessed from Buttermarket Passage

X = Main Rear Entrance – accessed from car park

W = Rear Side Entrance – accessed from car park

Ground Floor of Building

F Agape Care Foodbank

J = Children or Youth Room

K = Children's Room

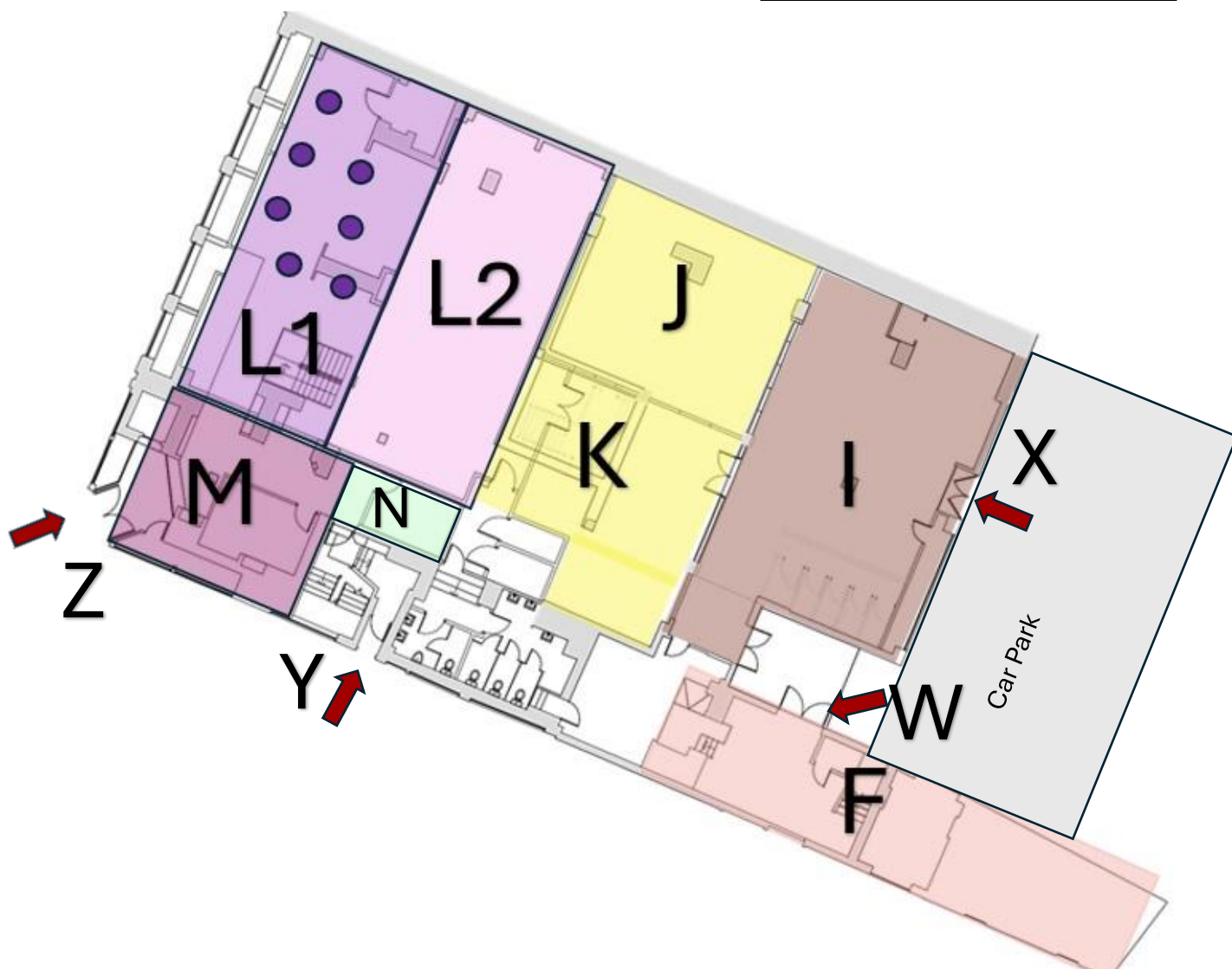
I = Youth Zone

L1 = Café

L2 = Children's Soft Play

M = Reception

N = Office



First Floor

First Floor of Building

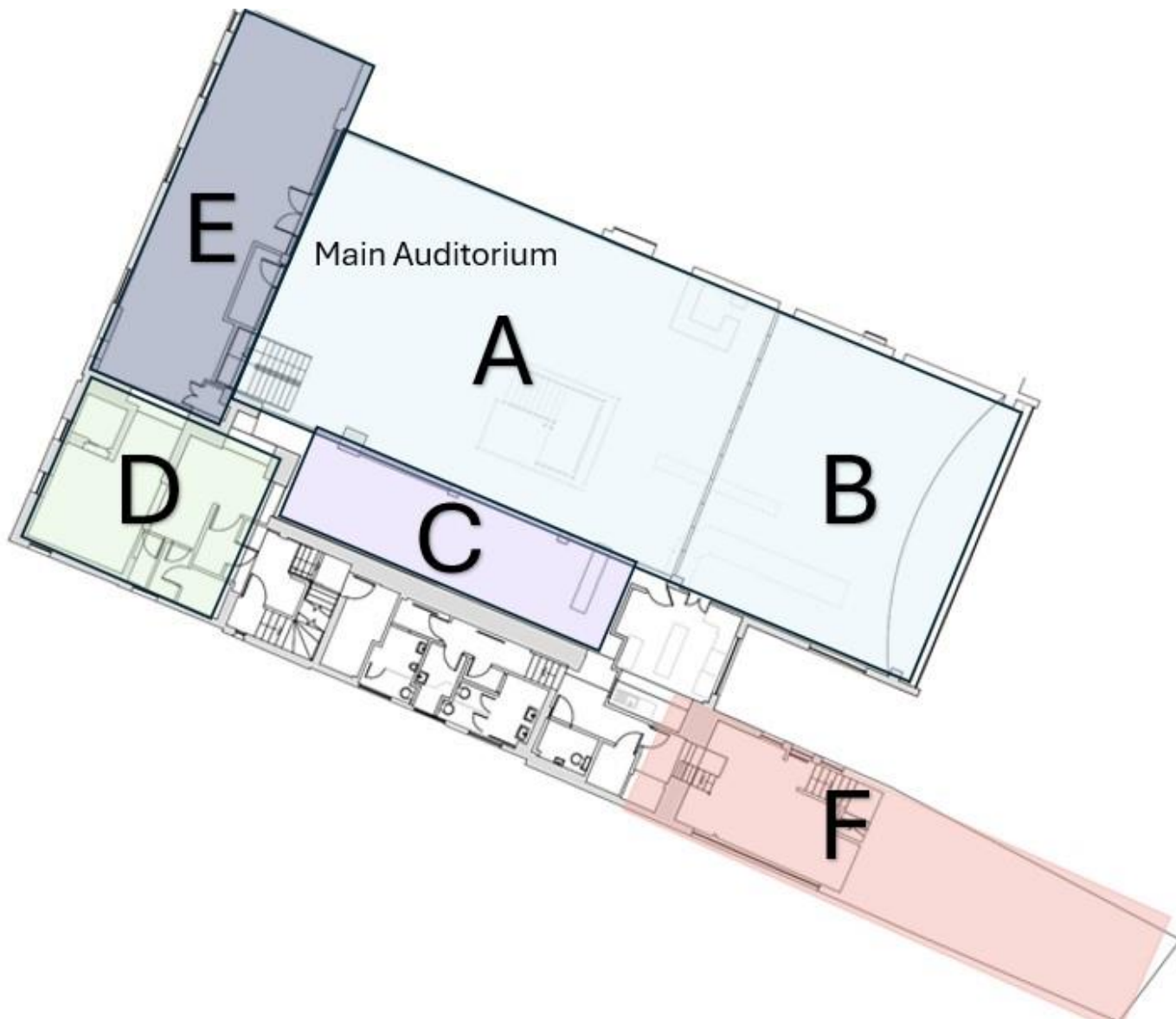
A & B = Main Auditorium

C = Café Area

D = Bookshop

E = Table & Chairs Storage

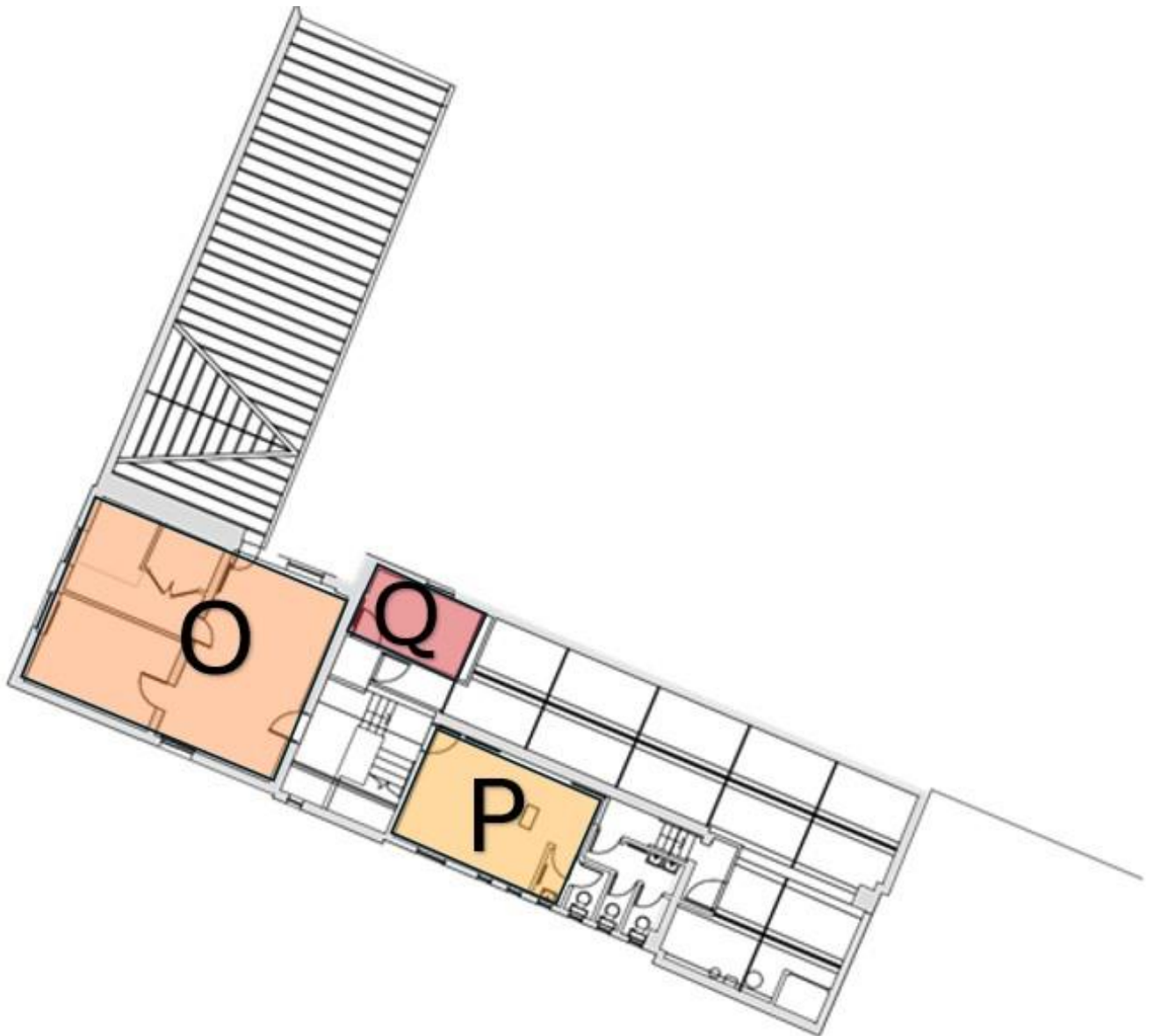
F = Agape Care Foodbank



Second Floor

Second Floor of Building

O, P, Q = Offices



Summary

This plan has attempted to demonstrate how the Trustees of The Lighthouse Church intend to deliver the services outlined in their Business Case of November 2023, which was submitted to South Holland District Council alongside the Planning Application for change of use at 18,19 Broad Street at this time.

This Management Plan has given a brief overview identifying that correct legal procedures are followed within the organisation now and will continue to be. It has listed the current and anticipated activities, and outlined the general responsibilities of the people who will be involved in these activities.

The next section gave more detail around the purpose of each activity, who will manage and deliver it and who the target audience is hoped to be. The projected hours of operation were suggested, alongside where it is believed participants will access the building, in which area it is expected each activity will take place, and the predicted noise generated both within the building and outside. Each activity page is laid out in the same order for ease of read and understanding, allowing quick and easy cross checking with a floor plan included.

There follows a table where all these facts are entered in a summarised format, again to support quick and easy cross checking.

The Trustees recognised a large concern of the Planning Officers centred around the potential for noise emanating from the building. The next section explained in detail how this concern was considered carefully. Equipment was set up in the building to create a mock service with sound being played higher than is ever reached in our current church services, which have never caused complaints despite being in a much more residential area on Haverfield Road. The readings showed that even when reaching 100db inside the building, the sound outside, even on the car park immediately outside the window, could only be heard lightly and not at all if a car was passing. Around the side and at the front of the building the sound could not be heard at all.

Finally, the floor plan of each floor of the building was shown in larger size than the original, with zone areas coloured and lettered for ease of identification, with a key panel provided to ensure clarity.

We believe this Management Plan answers all the questions raised both in the last Planning Meeting and subsequently from the Planning Officers Word document (Appendix 1) emailed to us on 18th March 2024, requesting further information.

While attempting to incorporate as much information as possible, it also must be recognised that this document needs to be of a size that people can realistically read and understand. If anything requires further detail or extra information this will gladly be furnished so as to provide total clarity before the next Planning Committee Meeting.

Appendix 1 – Document as received 18th March 2024

There appear to be two main issues which would require appropriate mitigation measures (conditions) if this application was to be approved by Planning Committee.

They are:

- **Floor plans - lack of detail** (i.e. what is within each zone/use type)
- **Lack of bespoke site related management plan** (the business case describes what the Lighthouse does – but it needs to be bespoke to the premises that you are seeking planning from. So the activities/courses that are ran by the charity need to be linked to what you are showing on the floor plans. I.e. where do the life skills courses take place, where is the safe space for refuge etc.

If the agent can provide some more detail on the proposed floor plans and a management plan describing in more detail (that is directly linked to the floor plans) how the uses across the building would operate it would give us a better ability to understand what externalities may follow and so possible mitigation.

The Agent needs to propose mitigation measures for consideration by Officers.

Notes:

Use

Late Opening Thursday – Saturday until 2pm.

We need to understand the in more detail how this will operate in practice. Also what parts of the building will be open and which room(s) will provide refuge, this needs to be shown on plan

F2 – Use - 9am-9pm, Saturdays 9am – 6pm and Sundays 10am-4pm,

We need to understand what activities will be taking place. Is there any amplified music for example, is there a cap on numbers that the building can accommodate, is the facility going to bring in groups (i.e. school classes etc) or is it a drop in/or done through appointment? As an F2 use it is open ended....we need to ensure that impacts through noise and disturbance can be mitigated.

How do the F2 spaces relate to the E class at ground floor – are they interchangeable i.e. can those in the use zone access soft play, can they all purchase products from the café etc.

F1 use – as a place of worship will operate on a Sunday 9am – 1pm

Will live music be played (if so is it amplified), congregational singing, how is the stage area beaning used, what happened to this space outside of the times it is being used