



DRAFT Building Uses and Management Plan

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1. Introduction

The Lighthouse will be a multi-use Church and Community Centre.

The Lighthouse will host or provide a range of holistic opportunities and services promoting the improved health and well being of all people living locally or frequenting the area.

All the proposed activities will fall into the description of being faith based social action.

Faith based social action happens when people of faith work together, often with others outside their faith community, in order to achieve real and positive change within their local community, or in wider society.

Faith based social action springs from a value base emanating from respective spiritual and religious traditions. These values of respect for other people, the value of human life and the need to help others, lead to positive social action.

Most often this is expressed in the provision of services, support and practical help to communities, and campaigns for improvements in the life of the poorest in society.

One of its [faith based social action] characteristics is that it aims to change individuals and communities to become more engaged in the life and improvement of society. <http://www.fbrn.org.uk/what-faith-based-social-action-1>

It is envisaged that levels of use of the building will grow over time and as resources to manage this use safely and effectively allow.

2. Description of the flexible spaces

Much of the internal space will be designed to be flexible for multiple use by a range of user groups. Most Lighthouse Church activities will be open to the general public.

This includes the Café, which will be available for group use at times when it is not open to the public.

The overall aim is to provide subsidised access to affordable community services to families, children and young people who otherwise would not take up the opportunities available.

G+0 Lighthouse Café

The Café will run as a Social Enterprise Company Limited by Guarantee, with charitable status.

Staff will be trained to provide excellent customer service and hospitality to the very high number of local people passing this transport hub: residents, students, business owners, employees, commuters, teachers, school parents and families, O2 Centre users and other shoppers. The cafe will offer special rates to students.

The menu will promote healthy eating and first class fairly traded coffee.

Light House Cafe (LHC) will be designed to be a place of welcome and hospitality. It will be a meeting space for people from the local community, for those meeting a member of staff and for all those entering and taking part in any of the activities within the building.

G+0 A fitness and general activity studio.

Open six days per week providing space for health and fitness activities such as Pilates, Zumba and Yoga, a soft play area for children with their parents and drop-ins providing, for example, debt counselling and advice, level one occupational therapy through arts and crafts, use by user-led self help recovery groups and other meaningful activity.

Each of these activities is likely to occur once or twice per week.

On two afternoons per week, the studio will be used by Holy Trinity Church of England Primary School for gymnastics, PE or dance classes. The school is linked to the church.

The church will run a youth club open to all local young people aged 11-18 on one evening per week.

Other children's mid week activity may develop as resources allow; for example an early evening kids club open to the public.

The Lighthouse Church will run Christian based children's and youth programmes every Sunday. These are open to everyone in the community.

On ten Saturday nights between November and January the studio will accommodate people sleeping rough as part of the C4WS Emergency Winter Night Shelter provision. The shelter will run from 20.00 to 08.00 on the Sunday morning.

The studio will be available at other times for community hire. The intention is to offer this at affordable rates.

Management

Access to all areas of the building will be managed through the use of a secure key fob system. Key fobs will be issued only to Lighthouse staff or approved user group representatives; all of whom will be DBS cleared and Safeguarding trained. This system will ensure that certain areas of the building will not be accessible to unauthorised users.

An Operations Manager will supervise user group use of the building. A Bookings system will be co-ordinated by an Administrator. A Receptionist will provide an initial welcome and signposting service. Some of these roles could be filled at times by trained volunteers. A Building Manager will oversee building security and maintenance.

User groups hiring will complete a Hire Agreement which will include a code of conduct, hirer responsibilities and liabilities statement.

G+0 Recording studio

The studio will be the part time base for Uppah music; training and developing the careers of young people in the music industry.

The studio will also be available for hire at a commercial rate for use by those in or attempting access to the music industry

On certain evenings each week the studio will be available for supervised groups of young people for their recreation and informal education; e.g. learning DJ or music production skills.

G+1 Flexible space (front)

Mid week as a mezzanine floor for the Café, or as break out space for large conferences using the Auditorium or as a small conference or meeting space for a community group or commercial hirer.

On Sundays as a crèche area.

G+ 1 Flexible space (rear)

Mondays to Fridays these two rooms will be for the exclusive use of the Spear Camden Trust's employment training scheme for young unemployed people aged 16-24.

The scheme works with groups of young people 'Not in Education Employment or Training', typically 12-15 in number to increase their employability and/or to regain access to education or training.

The award-winning Spear scheme currently operates in various shared-space areas in the church hall using out of date equipment and with poor facilities. There is no dedicated space for confidential one to one mentoring or coaching support sessions and the sessions have to relocate to allow other user group access to the building.

The four training staff are in a small room which is not fit for purpose as an office and have very limited storage space for confidential records or training materials. There is no room for the course to expand at a time of increasing demand.

G+2 Flexible space

The 'Sozo' rooms will be used mid week by the church for its prayer and pastoral ministry, and by Counsellors offering BACP approved counselling to adults and young people.

The 'encounter space' will be used as further conference break out space or by community groups, small business conferences or training and at weekends by the church running conferences two or three times a year.

G+3 Offices and flexible space

This will be mainly given over to office space for church staff, the Spear trainers and the Camden XLP area youth worker.

Current work space in the church building is inadequate with three seats available at two tables for use by ten staff in a small box room with one telephone landline and a shared photocopier.

This means staff have to use shared space areas and work on 'go-pak' tables in areas that are not fit for purpose. There is no dedicated office space or space for confidential one to one meetings with staff, professionals from other agencies or members of the public seeking support.

There may be capacity for hourly 'hot desk hire' for external agencies in the office space.

The flexible space on this floor will be used for small group meetings; perhaps by Spear to run extra sessions, otherwise mainly by internal staff but possibly also by community or commercial groups during supervised office hours only.

3. Auditorium

The current building does not have the capacity to accommodate the average weekly attendance of 160 adults and young people in worship, associated age related activity (for children and young people) and hospitality. It is envisaged that numbers attending on a Sunday will increase once the Lighthouse is open as there are currently some 300 people in close association with the church.

The 450 seat Auditorium will be at the heart of the building and used by the church for worship services, mid-week meetings and weekend conferences, for Christenings, weddings and funerals. Its design will be inspirational and uplifting. The Auditorium will be on two levels, the upper floor being a balcony.

It will be designed and equipped to a high performance and acoustic specification.

The auditorium will be available for use by voluntary and community sector organisations, agencies and groups and schools at a reduced or peppercorn hire rate. Uses will include as a performance or conference venue, for example for recitals or amateur dramatic productions and for school assemblies and end of term concerts or ceremonies.

The neighbouring British College of Osteopathic Medicine have indicated a desire to hold their annual graduation ceremony in the building.

The Auditorium will be used for the Spear end of course 'Graduation' celebrations with successful participants, their families and friends and supportive members of the public.

Favourable discussions with potential users indicate that the auditorium will host young people's Arts showcases as run by XLP (<http://www.xlp.org.uk/join/events/xlp-arts-showcase-final>) and the graduation ceremonies of the adjacent British College of Osteopathic Medicine (BCOM) (<http://www.bcom.ac.uk>).

The Auditorium and associated flexible 'break out' space will also be available for some commercial hire for business conferences and training events. This may increase in frequency if there is the demand.

Sundays

Auditorium and other flexible space will be given over to church activities. 300 – 450 attendees possible, including children and young people; mainly morning to mid-afternoon. Other possible use includes by community groups or the church hosting community events (for example, A Christmas Carol Concert or Gospel Choir) later in the day – maybe three or four per year.

If management resources allow and there is demand, the Fitness and General Activity Studio will be available on Sunday afternoons and early evenings for community interest group use/hire.

It is envisaged that from Monday to Saturday, all activity ends by approximately 22.00 hrs (except, perhaps on rare performance occasions) and on Sundays by 21.00 hrs. (again, with occasional exceptions).

4. Residential Provision

G+4 Accommodation on the fourth floor of the Lighthouse is currently designed to consist of two 2 bedroomed and one 3 bedroomed flats with communal laundry facilities, meeting space and a room for a member of staff.

The accommodation is intended to provide a 'move through' home for vulnerable young people aged 16-25 who are, or have been in local authority care and may include those with lower level mental health needs and/or learning difficulties. This provision is likely to be of the kind and have the level of visiting or floating support that will encourage young people to gain full independence and move on from this accommodation after a period of, say, between 6 and 12 months.

Management

It is anticipated that the accommodation will be managed by a Provider commissioned by Camden Council to run such services on their behalf and whose core values and practices are such that they can work successfully with the Holy Trinity Church through an appropriate partnership agreement.

The accommodation will only be accessible by residents and the Provider's staff in accordance with the Provider's Policies and Procedures. This will be managed by a fob system and, if affordable, by the lift not allowing resident access to other floors, or other users access to the accommodation floor.

The Provider's staff will manage relationships with residents.

Relationships between the Lighthouse and the Providers will be managed by the Partnership Agreement and by meetings between relevant staff and managers from both organisations.

Whilst the other facilities of the Lighthouse will be available to the young people resident in the home if they wish to avail themselves of them, resident places will be filled by agreement between Camden Council and the Provider on an "any faith or no faith basis."

It is anticipated that the Provider will have occupancy agreements and house rules that clearly state that nuisance and disruptive behaviours are unacceptable both in the home and the neighbouring community. These rules are likely to be revisited at house meetings and in key work support sessions routinely.

Staff will be trained in managing challenging behaviours and carrying out swift effective housing management action to rectify nuisance and disruptive behaviour.

The occupancy agreements with residents would be licences to occupy. This means the provider would be able to serve notice and carry out evictions without requiring a court order. It also means that they would reserve the legal right of entry to all rooms on the premises at all times.

However, as the residents are likely to be young people in the final stages before moving into independent living, it is not envisaged that they will cause a nuisance to their neighbours and that the clear majority will play an active and responsible part in their communities.

Holy Trinity will let the premises to the Provider through a licence or lease agreement (whichever is most legally apposite) and with appropriate break clauses to allow for timely review of the need for and success of the service.

Camden Council will nominate the young people via the Children and Families Social Services Team as part of the commissioned services Pathways framework.

The proposed Lighthouse has so far attracted donations and pledges totalling approximately £3 million. Much of this funding has come in support of and to facilitate, provision of a home for this client group, within a setting that offers a range of additional synergistic educational, training and support opportunities aimed at promoting young people's human flourishing.

Such opportunities include:

- on site employment readiness training provided by the Camden Spear Trust
- apprenticeships and/or employment in the proposed Café run as a social enterprise
- engagement with the XLP youth work organisation who will be based on site
- access to a proposed Chaplaincy and an envisaged counselling service
- use of health and wellbeing services run by community organisations on site
- access to the church's spiritual development services and social groups

The church recognises that changing priorities in social need are hard to predict and that, therefore, some flexibility in this proposal is required.

However, much future funding is likely to continue to come in response to the desire to support this group of vulnerable young people and further attracted by the continuing synergy mentioned above. Without both these factors, the required funding for The Lighthouse is unlikely to materialise.

In the longer term, it may be that Camden no longer has a need for provision of 'move through' or similar accommodation for vulnerable young people.

In that situation, the church would be willing to discuss ways it might alter its provision to meet Camden's changed priorities. But the church also reserves the right to seek to change the use of the floor for some other charitable purpose that responds to social need and/or to identify another charitable provider of such services.

G+5

Two top floor flats will provide affordable accommodation for trainee Christian ministers and workers whilst completing their studies at London based Church of England training colleges. The residents will be supporters of the ethos of the Lighthouse and the Lighthouse will be their placement organisation through study and possibly beyond. Residents will, therefore, be integral to the devising and delivery of Lighthouse services.

• A day in the life of The Lighthouse – Monday to Saturday indicative

	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200
Café																
Kitchen													Healthy Eating/ Learn to cook			
Studio			Parent and Toddler Soft Play / Family support groups		Pilates		Arts and crafts				Community Hire					
					Community Hire		School PE				Recovery self help programme					
Recording studio			Uppah Music								Commercial Hire					
											Youth Group use					
Prayer room		Morning prayer	Available as quiet space – open to the public													
G+1 flexible Space			Commercial let (or church run) Conference breakout space								Lighthouse Church Prog					
											Spear Celebration					
Auditorium			Commercial let (or church run) Conference space								Performance space/ Young people's showcase					
			School Assembly													
G+1 Training Rooms			Camden Spear Employment Training for young people aged 16-24													
G+2 One to one rooms			Counselling service				Lighthouse Church Programme									
			Church pastoral and prayer													
G+2 Auditorium			Commercial let Conference space													
G+2 Flexible space			Commercial let small group break out space								Lighthouse Church Programme					
G+3 office	Lighthouse Church, Lighthouse Trading, Lighthouse Community Trust, Spear, XLP operational space															
G+3 Meeting Room			Staff meetings		Professional networking				Staff supervision and support							
G+3 Flexible/training space			Lighthouse and Partner training delivery													
			Commercial Training/small group/small conference hire													
G+4 The Ark	Accommodation for vulnerable young people															
G+5 Flats	Accommodation for trainee Ordinands															
Education/Training	Health, Fitness and Wellbeing			Lettings			Arts and Culture			Community/Social Action			Church			

A day in the life of The Lighthouse – Sunday indicative

	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200
Café			Lighthouse Church use – open to the public													
Kitchen																
Studio			Lighthouse Church children’s and Youth programme – open to the public						Available for Community Hire							
Recording studio													Youth Group use			
Prayer room			Available as quiet space													
flexible Space			Lighthouse Church Programme								Community Event					
Auditorium			(Sunday worship) Open to the public													
G+1 Training Rooms			Lighthouse Church Children’s and Youth Programme – open to the public													
G+2 One to one rooms			Counselling service - by appointment													
G+2 Auditorium			Lighthouse Church Programme – open to the public								Community Event					
G+2 Flexible space																
G+3 office																
G+3 Meeting Room																
G+3 Flexible/training space																
G+4 The Ark	Accommodation for vulnerable young people															
G+5 Flats	Accommodation for trainee Ordinands															
Education/Training	Health, Fitness and Wellbeing			Lettings				Arts and Culture			Community/Social Action			Church		