

Sanctuary

Governance Document

March 2017

This document outlines the way in which Sanctuary – and outreach to the homeless living in Gravesend – is run and managed. There are two secondary documents (Sanctuary Volunteer Handbook and Sanctuary Coordinator Handbook) and associated forms that outlines the roles and responsibilities of volunteers/coordinators and the way in which guests are treated.

Sanctuary is a project of City Praise Centre CIO (CPC), registered as a Charitable Incorporated Organisation in England and Wales, No. 1160677 in partnership with Gravesend Methodist Church (GMC) and in association with Gravesham Churches Together.

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Contents:

1. Overview	3
2. General Management, Roles and Responsibilities	3
3. Volunteer Management	4
4. Rota Scheduling.....	5
5. Financial Administration.....	6
General.....	6
Banking arrangements	6
Expenditure controls	6
Budget	6
6. Health and Safety	6
7. Working in partnership	6
Appendix I: Risk Assessment	8
Appendix II: Guest Information Form.....	11
Appendix III: Project Manager Specification	13
Appendix IV: Coordinator Specification	14
Appendix V: Shift Team Member Specification.....	15
Appendix VI: Incident Form.....	16
Appendix VI: Sample Coordinator Report	18
Appendix VII: Financial Budget for 2016-2017	23

1. Overview

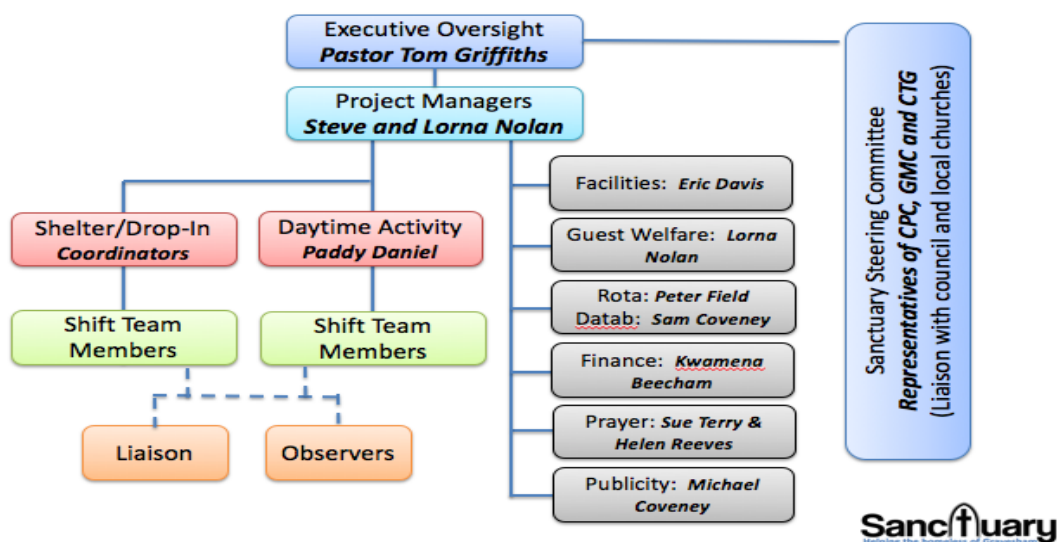
Gravesend has a sizable community of people who are homeless. Many are malnourished and in need of medical help, but are unsure of who to turn to. Much of this goes unseen, but becomes apparent at night as uncovered by members of the Street Pastors and Foodbank teams. Although there are local government and charitable organisations seeking to address this problem, the reality is that some will fall between the cracks.

The aim of this project is to support and befriend the homeless community, including those facing the prospect of homelessness and those re-entering accommodation. We do this by:

- Helping them to become part of a community
- Taking care and looking after their needs through direct help in providing:
 - A safe, place to sleep
 - Hot food and drinks
 - Showers
 - Clothing
 - Laundry
 - Help in getting paperwork ID
- Signposting them to agencies who can help with:
 - Accommodation
 - Employment
 - Physical and mental health
 - Repatriation to their home country
- Helping them take responsibility in making something of their life as a disciple of Jesus Christ.

2. General Management, Roles and Responsibilities

The following management structure has been set up to oversee and run the project:



The **Steering Group** has responsibility for the smooth delivery of this project through the integration of the various churches involved, bringing valuable insight and direction as the project develops, and ensuring the project meets its legal obligations. They meet regularly to pray and plan for future

developments to ensure the project maintains good relations with statutory bodies. The group currently consists of:

- Pastor Tom Griffiths (Executive Oversight)
- Steve and Lorna Nolan (Project Leaders)
- Paddy Daniel
- Eric Davis
- Michael Coveney
- Dave Webster

The day-to-day running of the project is the responsibility of the **Project Leaders (Steve and Lorna Nolan)**. They are directly accountable and overseen by an **Executive Oversight (Pastor Tom Griffiths)**. They have a number of individuals directly involved with the running of the shelter:

Paddy Daniel who leads the daytime activities at GMC

Shelter/Drop-in Coordinators: These lead the team serving each night and are responsible for ensuring that all runs smoothly and safely. A full breakdown of their role is given in the coordinators handbook.

Other individuals involved include:

Eric Davis – who provides the facilities at Gravesend Methodist Church

Lorna Nolan – who leads a team that looks after guest welfare and follows up with individual guests during the day as well as liaising with health/ homeless agencies as appropriate.

Peter Field – who manages the drop-in/night shelter volunteer rota

Sam Coveney – who manages volunteer and guest database, follows up volunteer references and training arrangements

Steve Nolan – who manages the recruitment/training of volunteers and coordinators. A full breakdown of their responsibilities is given in the Volunteer Training handbook.

Kwamena Beecham – who manages financial administration and reporting

Helen Reeves and Sue Terry – who manage the prayer team to provide prayer cover while the shelter is running and prays for specific requests coming from the project leaders.

Michael Coveney – who manages weekly newsletter, leaflets and publicity.

Other administration functions include:

- Arranging special clinics for guests e.g. health clinic; hairdressing, etc. (Steve and Lorna Nolan)
- Maintaining stocks of clothing, bedding, shower/washing items. (Lorna Nolan)
- Ordering food; setting menus, liaison with supermarkets to get support. (Lorna Nolan)

3. Volunteer Management

Recruitment

Volunteers are recruited through leaflets, advertisements, Sanctuary website and facebook pages. They informed of the criteria which is currently set at:

- A good reference from their church pastor / leader, or business professional
- Are aged 18+ (there is no set upper age limit)
- Completed all appropriate training as required by Sanctuary

- Have a heart for the homeless, vulnerable, poor and needy
- Sensitivity to issues relating to homelessness, mental health and substance misuse
- The ability to respond calmly but quickly in an emergency
- A judgement of when to call for help
- Basic knowledge of the venue especially the location of fire exits
- Willingness to follow instructions from the Coordinator and Project Manager
- Ability to work as part of a team, with varying strengths and weaknesses
- Familiarity and ability to work within the Safeguarding and Volunteer Policies of City Praise Centre

Observers: These are people who would like to get involved as a team member but are not sure of making a commitment at the current time. They will be allowed to come and observe the night shelter in action and take part as directed by the Coordinator.

4. Rota Scheduling

Staffing will be sourced from people kept on the volunteer database. They will have had a suitable reference check, attended a training session and be in possession of the Volunteer Training manual. Observer's will be limited to a collective total of 2 people on any shift.

All shift staff will be chosen at the discretion of the project leaders and can be removed from the volunteer database at their request.

Among the volunteers will be people who are qualified and appointed for the following roles:

- Coordinators – These people are responsible for the running of a particular shift. They will be suitably trained; have access to a backup person while on duty, and have the contact details of a range of emergency support services.
- Cooks – Responsible for the preparation and serving of food. They will be in possession of a current health and hygiene certificate.
- Pastoral Team – from time to time, a member of the pastoral team may be present who can deal with specific guest issues.

Other volunteers will be there to support the above roles as outlined in the volunteer manual and to engage with the homeless through games, conversation and other practical activities.

Shifts will not run if the number of volunteers is below the stated minimum number as shown below:

Shift	Minimum no.
Daytime activities:	3
Drop-in / Evening Shelter	7
Overnight Shelter	4
Morning Shelter	5

Guests will not be allowed access to any premises where an activity is taking place if the ratio between guest and volunteer exceeds 4:1

5. Financial Administration

General

Funding for the shelter is sought from various sources, including churches in the Gravesham area. All funds received are acknowledged to the giver by Steve and Lorna Nolan, or a person nominated by them.

City Praise Centre (CPC) has committed to underwrite any costs that are not met from other sources. All income and expenditure will be monitored and reported separately from CPC. A copy of the financial status of the project can be had on request.

Banking arrangements

CPC administers all income and expenditure as a separate activity within its church accounts and from a dedicated bank account set up for the project under CPCs control. The bank details are:

Account Name: CPC Sanctuary
Account No.: 00028641
Sort Code: 40-52-40

Gift Aid is claimable on any gifts given, provided the donor has completed a CPC Gift Aid form.

Expenditure controls

Expenditure for the project is authorised by the project leaders provided it is within the budget category set by the steering committee and that funds are available. The project leaders may delegate expenditure to a team member but this must be agreed in advance of the expenditure taking place.

Payment for any item as well as expenses can be claimed by completing an expenses form detailing the expenditure. Expense forms must be signed off by the project leaders, or by the executive oversight in the case of project leader expenditure. These are then given to the CPC Finance Administrator (Kwamena Beecham) for payment.

Budget

Each year a budget is set for the forthcoming winter which covers the period October – September. This budget is agreed by the steering committee and a copy given to the CPC Finance Administrator.

A copy of this budget for the 2016-2017 period is shown in Appendix VI

6. Health and Safety

A Risk Assessment has been carried out concerning the project. The potential hazards and the actions to prevent/mitigate them are outlined in Appendix I.

7. Working in partnership

Sanctuary works in partnership with a number of agencies, both governmental and charitable. These currently include:

- Gravesham Borough Council
- Gravesend Job Centre
- Kent Social Services

Sanctuary Governance

- Kent Police
- Porchlight
- The House of Mercy
- Langley House Trust (Medway)
- Langar Seva (Homeless Catering)
- Kasbar
- Ashdown and Medway Accommodation Trust (AMAT)
- Caring Hands, Kings Church Medway

Appendix I: Risk Assessment

The following risk assessment has been made to ensure the safety and security of all those involved in Sanctuary:

Activity	Hazard	Who Harmed	Risk prior to control L/M/H	Control measures required	Persons responsible / implementing	Risk after control
Access to storage boxes	Injury to hands / fingers	General Public Team members	Medium	Ensure boxes are kept shut and stored away unless a team member is actively loading or emptying it Boxes should be stacked carefully and with consideration for those moving the boxes at a later point to avoid injury Broken items must be marked and not be stored with the normal equipment	Coordinators and Shift Team Members	Low
Movement of guests in and around the building	Collision/crush injuries Fire escapes blocked	Guests Team members	Medium	Team leaders and members are to actively consider the potential dangers of any given situation considering the venue and number of people present Access routes to be kept clear of obstructions, guidance issued to team at the start of each Night Team to remain in control of guests at all time Restricted areas to remain locked (normally coded) both the Night Coordinators MUST know these numbers	Coordinators and Team Members	Low
Movement around building (Toilets / Evacuation)	Trips on steps / fingers trapped in doors	Guests Night Coordinators Team Members	Medium	Significant issues caused by a building defect / other hazard will require the Night Coordinator to inform the Project Manager and Methodist team and source an alternative safe route	Coordinators and Team Members	Low
Slips and Trips	Liquid spills, loose and dangerous cable runs leading to falls	Guests Team members	Medium	Ensure all spills notified to the Night Coordinator and swiftly cleaned Building defect / other hazard will require the Coordinator to inform the Project Manager and Methodist team Annual training for team	Coordinators and Team Members	Low

Sanctuary Governance

Activity	Hazard	Who Harmed	Risk prior to control L/M/H	Control measures required	Persons responsible / implementing	Risk after control
Food and Drink	Allergic reaction to food / drink ingredient Inappropriate use of Kitchen equipment	Guests Team members	Medium	Any food offered needs to have the ingredients list available for people to check before eating Any potential allergens are to be notified to those distributing food to provide a quick guide to those with known issues Any food prepared must be done by, or under the authority of someone with a current relevant qualification The kitchen is only to be accessed by team members as required. At all other times the door is to be kept shut and on the latch	Coordinators and Team Members Kitchen Team	Low
Health and Hygiene	Risk of disease, infection	Guest Night Coordinators Team Members	Medium	Common sense measures such as regular hand washing / alcohol gel Use of gloves when handling dirty or soiled items Empty items from pockets or bags onto a tray to assess, DO NOT RUMMAGE !		
Access / operation / maintenance of electrical equipment	Electric shocks	AV Team General Public	Medium	Ensure that all equipment is in good condition and shows no signs of damage to electrical components before powering up All power cables and connections to be located away from public reach and safety sockets used if appropriate In addition, sockets to be kept away from risks of liquid spills and trip and connections to be secure If damage is suspected the equipment is to be withdrawn from use until checked thoroughly. All equipment is to PAT tested on a regular basis in line with the appropriate wear and tear (normally every 2 years for our equipment)	Project Managers Coordinators and Team Members	Low

Sanctuary Governance

Activity	Hazard	Who Harmed	Risk prior to control L/M/H	Control measures required	Persons responsible / implementing	Risk after control
Evacuation as a result of fire / alarm	<p>Injury through chaotic evacuation process</p> <p>Night Coordinators unable to give clear information to emergency services about those present in building</p>	<p>Guests</p> <p>Night Coordinators and Team Members</p>	Medium	<p>All Coordinators and Team Members to manage evacuation in an orderly manner via emergency exits</p> <p>The Wesley Hall and Foyer doors will be locked internally for security overnight and so evacuation routes use 2nd exit to Wilfred Street and West Crescent Road</p> <p>Coordinators are to sweep the used areas (Wesley Hall, Jubilee Room, Quiet Room, Toilets, Kitchen, Shower Room and Foyer) of the building during evacuation if safe to do so</p> <p>Coordinators have access to the Night Phone and office phone to make 999 calls if required</p>	Coordinators and Team Members	Low

All staff and volunteers MUST abide by the safety instructions, policies and terms of use of Gravesend Methodist Church.

Appendix II: Guest Information Form



Welcome to the sanctuary! Below are a few questions we need to ask and on the back are the Sanctuary rules that you will need to agree to. We are pleased to be able to spend the evening with you!

Name:	
Nationality:	
Date of Birth / Age: <i>(Guests must be 18+)</i>	Gender: M / F
Contact Details: <i>(Location / Phone)</i>	
Closest friend/family member: <i>(for emergency contact only)</i>	
Current Situation: Are you sleeping on the street: <input type="checkbox"/> Are you sleeping in a car: <input type="checkbox"/> Are you sleeping on a sofa: <input type="checkbox"/> How long has this been for: _____ What benefits do you currently receive: _____	
Medical information / medication:	
Clothing size: Collar size: _____ Waist size: _____ Trouser Length: _____ Dress Size: _____ General build: S / M / L / XL Shoe size: _____	
Other Information:	

Condition of Entry:

- You agree to allow us to conduct a voluntary search of bags and outer clothing.
- You agree to allow us to collect information on your situation, which will be kept confidential
- You agree to keep to the following rules;
 - No alcohol or controlled drugs to be consumed in or around the premises.
 - No offensive weapons
 - No violent, threatening, racist, sexist or other anti-social behaviour or language
 - No smoking inside the building. Provision will be made outside close to the premises, but this may be on the basis of periodic controlled sessions.
 - No pets
 - Any valuables left with staff must be taken off the premises in the morning
 - Sanctuary staff and volunteers can not be held responsible for the loss/damage to any property belonging to a guest
 - Any reserved place is forfeited if not taken up by 8.00pm.
 - The Shelter is for those aged 18 years and above.

Consequences:

- Failure to meet the above conditions will result in a first warning, which may be in the form of a one-night ban from the shelter.
- Two warnings or a serious incident will result in either a month's ban or a ban from the shelter in the current season. Such action will be taken by the Project Coordinator in consultation with the Night Coordinators.
- Guests agree to observe these rules prior to being offered a place at the Shelter.

<p>Agreement:</p> <p>I agree to the Sanctuary rules and consequences as a guest.</p>	<p><i>Name:</i></p> <p><i>Signature / Mark:</i></p> <p><i>Date:</i></p>
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Appendix III: Project Manager Specification



<p>Role:</p> <p style="text-align: center;">Sanctuary Homeless Shelter Project Manager</p>
<p>Normal Commitment:</p> <ul style="list-style-type: none"> - Daily (background admin tasks) - 3 Nights a week (venue open / close checks with Night Coordinator's)
<p>Normal Times / Location:</p> <ul style="list-style-type: none"> - Gravesend Methodist Church and Community Centre 5-6pm venue check - On call - Shift 1 6pm-10:30pm / Shift 2 10:15pm to 7am / Shift 3 6:45am-8:45am
<p>Tasks Outline:</p> <ul style="list-style-type: none"> - Opening up the building with Night Coordinator and ensuring that the venue is safe - Closing the building with the Deputy Night Coordinator, ensuring venue is fine - Overseeing the team strength / rota - Vetting of team applications - Scanning and uploading Guest Info - Processing the Night Reports and briefing to Night Coordinators as required - Overseeing the health, safety and security of all guests and team members - Ordering resources as required, operating within budget - Liaising with other agencies on a case by case basis - Working under the CPC leadership to run the project - Briefing steering group on the project progress
<p>Ministry Leaders: Pastor Tom Griffthis / PastorTom@citypraisecentre.com</p>
<p>Agreed:</p> <p>Volunteer Ministry Leader</p>
<p>Date:</p>

Appendix IV: Coordinator Specification



Sanctuary Job Specification

Role: Sanctuary Homeless Shelter Coordinator
Normal Commitment: <ul style="list-style-type: none">- Serving three or more times a month- Night Coordinator covering Shift 1+2, arriving at 5:30pm- Deputy Night Coordinator covering Shift 2+3, leaving at 9am
Normal Times / Location: <ul style="list-style-type: none">- Gravesend Methodist Church and Community Centre- Shift 1 6pm-10:30pm / Shift 2 10:15pm to 7am / Shift 3 6:45am-8:45am
Tasks Outline: <ul style="list-style-type: none">- Opening up the building and ensuring that the venue is safe with Project Manager- Allocating tasks to the team members- Final vetting of guests and leadership of team- Completing the Night Report and Incident Forms- Ensuring the health, safety and security of all guests and team members- Handing back building to Project Manager along with paperwork at end of morning
Ministry Leaders: Steve & Lorna Nolan / Sanctuary@citypraisecentre.com
Agreed: Volunteer Ministry Leader
Date:

Appendix V: Shift Team Member Specification



Sanctuary Job Specification

<p>Role:</p> <p style="text-align: center;">Sanctuary Homeless Shelter Team Member</p>
<p>Normal Commitment:</p> <ul style="list-style-type: none"> - Serving two or more times a month - Volunteering for one or more shift on each occasion
<p>Normal Times / Location:</p> <ul style="list-style-type: none"> - Gravesend Methodist Church and Community Centre - Shift 1 6pm-10:30pm / Shift 2 10:15pm to 7am / Shift 3 6:45am-8:45am
<p>Tasks Outline:</p> <p>Shift 1</p> <ul style="list-style-type: none"> - Setting up the shelter sleeping and relaxation areas - Preparing food and serving food - Welcoming in the homeless and making them comfortable - Serving hot drinks throughout the evening - Ensuring that the facilities are kept clean, safe and ready to use - Serving the homeless by spending time with them, talking and getting to know them <p>Shift 2</p> <ul style="list-style-type: none"> - Making sure everyone is settled down for the night - Ensuring that the facilities are kept clean, safe and ready to use - Spend half the night awake to deal with any issues that might arise <p>Shift 3</p> <ul style="list-style-type: none"> - Making sure everyone is awake and packed - Ensuring that the facilities are kept clean, safe and ready to use - Preparing and serving food - Clearing up after the guests' leave
<p>Ministry Leaders: Steve & Lorna Nolan / Sanctuary@citypraisecentre.com</p>
<p>Agreed:</p> <p>Volunteer Ministry Leader</p>
<p>Date:</p>

Appendix VI: Incident Form



Sanctuary Incident Form

Any incident that results in the use of resources from the First Aid box, personal injury or significant damage to the fabric of the building is required to be recorded here.

<p>Date and approx. time: <i>(eg. Tuesday 9th Jan 11:45pm)</i></p>	
<p>Person in charge: <i>(Night or Deputy Night Coordinator)</i></p>	
<p>Location of incident: <i>(eg. Jubilee room, toilets, etc)</i></p>	
<p>Names of all those involved: <i>(inc. Guests and Team Members)</i></p>	
<p>Incident specifics: <i>(NB. Details of injury, damage, factual info)</i></p>	
<p>Explanation of incident: <i>(eg. Disagreement between 'Bob' and 'Terry' about the whose turn for the shower, turned into a heated argument and 'Terry' hit 'Bob' before the Night Coordinator separated them)</i></p>	

Sanctuary Governance

<p>Action taken:</p> <p><i>(eg. Details of first aid treatment given, guest barred, damaged equipment removed, etc)</i></p>	
<p>Contact made:</p> <p><i>(NB. Guest left the venue quietly, taken to hospital, etc)</i></p>	<p><input type="checkbox"/> Project Manager called</p> <p><input type="checkbox"/> Police / Ambulance / Fire called <i>(delete as appropriate)</i></p> <p><input type="checkbox"/> Other <i>(please specify)</i> _____</p>
<p>Resolution of incident:</p> <p><i>(eg. Guest left the venue quietly, taken to hospital, etc)</i></p>	
<p>Signed:</p> <p>This represents a true record of the incident.</p>	

<p>Return to:</p>	<p>Sanctuary Project Coordinators – Steve and Lorna Nolan c/o City Praise Centre, Lower Higham Road, Gravesend, Kent, DA12 2LY Tel: 01474 356773 Email: Sanctuary@citypraisecentre.com</p>
<p>Office Tasks</p>	
<p>Incident reviewed:</p>	<p>Date: / / By:</p>
<p>Scanned and Uploaded:</p>	<p>Date: / / By:</p>

Appendix VI: Sample Coordinator Report



Coordinator Report

This report consists of the following pages:

- Sign-in and out sheet for team members
- Sign-in sheet for guests we know about and a blank sheet for guests not registered
- Clothing request form to record any clothing given to guests during the session
- Session report to record any issues/activities that went on during the session.

Please complete the boxes on each page to ensure that we keep everyone informed of attendance, pre-booked places and any issues that arise.

Date: <i>(e.g. Night of Tuesday 23rd Dec)</i>	Tuesday 20th December 2016				
Coordinator:	Tom Griffiths - 5.45pm to 10.30pm Tom Griffiths - 10.15pm to 6.45am Michael Coveney - 6.45am to 8.45am				
Team: <i>(Name, initials when signing in/out)</i>	Name	Role	Session	Sign In	Sign Out
<i>Team 1 1800 to 2230</i>	Paul Issacson	K	1		
<i>Team 2 2215 to 0700</i>	Claire Baldwin	K	1		
<i>Team 3 0645 to 0845</i>	Mike Collins	Gen	1		
	Paul Bradley	Gen	1		
	Philip Wilde	Gen	1		
	Rachel Uttridge	Gen	1		
		Gen	1		
	Craig Gibson	FA	2		
	Babs Acott	Gen	2		
	Ozzie Hall-Osman	Gen	2		
	Vacant	Gen	2		

K = Kitchen Staff
 Gen = General Duties.
 OBS = Observer

Guest on Page 2 & 3
 M = Meal Only
 N = New
 F = Female

	Katy Hanks	K	3		
	Linda Brereton	K	3		
	Ann Leggatt	Gen	3		
	Paul Leggatt	Gen	3		
	Stephen Brereton	Gen	3		
		Gen	3		

Guest information: *(Please tick the service accessed during the session)*

KIT BAG No.	Name	Sleeping Overnight plus meals	Request Next Night	Evening Meal only	Next Evening Meal	Shower only	Laundry only	Time if guest leaves early
9	Andrew Izdebski							
11	Armarjit Bungar	M						
13	Ben Penkert							
22	Bogunil Kusiga							
16	David Jensen							
25	Denys Shevchuk							
2	Gabriella Fakova	F						
18	Ian Saunders	After 10pm		Save Meal				
1	Janusz Zajac							
12	Jacek Beze							
10	John Monita							
3	Ondre Kore							
20	Przemyslaw Kret							
23	Scott Brooker							

Please use the blank form on next page to continue recording guest details

Guest information: *(Continued)*

KIT BAG No.	Name	Sleeping Overnight plus meals	Request Next Night	Evening Meal only	Next Evening Meal	Shower only	Laundry only	Time if guest leaves early

Clothing Request Form:

(Use this to record clothing items given to guests)

Guest Name	Item issued	Item size	Replacement item or new

Session report:

(Use this to record how the session went. For any guest incidents, use the separate Guest Incident Form)

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Return to:	Sanctuary Project Coordinators – Steve and Lorna Nolan c/o Sanctuary Office, Methodist Church, Milton Road, Gravesend, Kent, DA12 2RE Tel: 01474 356773 Email: Sanctuary@citypraisecentre.com
Scanned and Uploaded:	<i>Date:</i> / / <i>By:</i>

Appendix VII: Financial Budget for 2016-2017

	<u>Actual Last Year</u>	<u>Budget</u>
<u>EXPENDITURE</u>		
Not attributed	£3,285	£0
Admin (telephone, printing, paper, postage, etc)	£1,122	£0
Office expenses: paper, ink etc		£1,200
Sanctuary office / mobile phone		£600
Total Admin	£4,407.00	£1,800.00
Promotion (leaflets, adverts, etc)	£837	
Website		£120
Planning Centre software		£300
Clothing for Sanctuary office staff		£250
Lanyards + inserts		£250
Promotion: Leaflets and cards		£500
Total Promotion	£837	£1,420
Supplies (sleeping bags, sheets, beds, etc)	£2,771	£0
Sleeping bags for shelter - 30		£900
Sleeping bags for street use - 20		£600
Linen		£350
Kit bags - 20		£220
Blowup beds 20		£120
Wash bags - 20		£120
Cleaning sleeping bags		£500
Guest undergarments - 15 pairs		£100
Total Supplies	£2,771	£2,910
Catering (food, drink, etc)	£3,018	£3,650
Volunteer expenses (petrol, etc)	£514	£1,500
Staffing	£0	£0
Premises	£721	£0
Cleanup Kit and gloves		£100
Venue Cleaning materials		£300
Sanctuary venue utility costs		£2,000
Total Premises	£721	£2,400
Other: Cash to support Guest needs	£357	£1,000
Total Expenditure	£12,625	£14,680
Balance at bank		£3,239
Deficit / Surplus for year		-£14,680
Amount to be funded	£0	-£11,441