



Governance Document

September 2020

Gravesham Sanctuary is a Charitable Incorporated Organisation (CIO) registered in England and Wales (No. 1181817). It has developed out of a project started by City Praise Centre CIO in partnership with Gravesend Methodist Church (GMC) and in association with Gravesham Churches Together that seeks to bring comfort and hope to the homeless living in Gravesend.

This document outlines the purpose and the way in which Gravesham Sanctuary is governed.

There are two secondary documents (Sanctuary Volunteer Handbook and Sanctuary Coordinator Handbook) and associated forms that outline the roles and responsibilities of volunteers/coordinators and the way in which guests are treated.

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1. Purpose and Opening Times

Gravesham Sanctuary CIO is a Christian organisation that believes God cares for every person individually and in particular those who are homeless. This belief drives our objective to support and befriend the homeless community, including those facing the prospect of homelessness and those re-entering accommodation. We currently do this by:

- Providing a safe place to sleep along with hot food, drinks and showers during the evenings we are open
- Signposting them to agencies who can help with:
 - Accommodation
 - Employment
 - Physical and mental health
 - Repatriation to their home country

We partner with Gravesend Methodist Church who provide a range of daytime activities that also includes the provision of showers, clothing, laundry services, food and access to other homeless services, and Gravesham Borough Council who provide the buildings and some financial support.

For the coming winter period, we are looking to open 7 nights a week between November 2020 and the end of March 2021.

2. Management, Roles and Responsibilities

2.1 Board of Trustees

The trustees are responsible for setting the governance and its associated policies under which the operations of the charity are conducted. This group meets at least 4 times a year and currently consists of:

- Peter Field (Chair)
- Carol Webster (Safeguarding)
- Vicki Clarke
- Eric Davis
- Adrian Hopkins

2.2 Operational Management

The following positions are appointed by the trustees:

- **Project Manager** (Steven Nolan). This is a paid position that is responsible for the day-to-day running of the project. This role includes:
 - Ensuring the smooth running of the shelter scheme in line with the current governance agreed by the trustees.
 - Maintaining links between the participating churches & other faith communities and other community organisations
 - Raising awareness in the local community around issues of homelessness and as a way of recruiting volunteers
 - Encouraging cooperation between faith community, statutory and voluntary organisations and local businesses

- Management of the different team leaders to ensure that the structure and set responsibilities are working effectively
 - Developing and monitoring the approved budget
 - Highlight any issues to the Trustees and make recommendations
- **Night Shelter Manager** (Peter Oluwasen). This is a paid position to assist the Project Manager with the smooth running of the shelter on a day-to-day basis.
- **Guest Management** (Lorna Nolan). This is a volunteer position to ensure the accurate recording of guest details, authorises as to whether guests can stay overnight, establishes individual guest plans, meets with guests to resolve issues, and liaises with organisations who can help their situation.
- **Volunteer Management** (Mike Collins). This is a paid position responsible for the recruitment, training, and rota of volunteers at the shelter.
- **Food Management** (Lorna Nolan) This is a volunteer position with responsibility for:
 - Ordering of food and setting menus
 - Liaison with supermarkets who provide us with food support
 - Training of volunteer cooks
 - Ensuring we maintain our 5-star hygiene rating
- **Marketing** (TBA) This is a volunteer position with responsibility for:
 - Publishing of a regular supporters' newsletter
 - Managing interactions on social media
 - Website management
 - Developing and monitoring publicity materials
- **Fund Raising** (TBA) This is a volunteer position with responsibility for:
 - Maintaining a database and communicating with regular givers
 - Grant applications
 - Dealing with Corporate sponsors
- **Finance Manager** (Kwamena Beecham) This is a paid position with responsibility for:
 - Administering Sanctuary Banking
 - Setting up of on-line expenditure
 - Producing monthly finance status reports
- **Prayer Team** (Sue Terry). This is a volunteer position with responsibility for:
 - Connecting with those wanting to pray for Sanctuary
 - Providing prayer support when Sanctuary is operating
- **Evening Coordinators** (Various). These are voluntary positions that lead the evening teams, ensuring that these are run in accordance with the policies laid down by the Trustees.
- **Overnight Coordinators** (Various). These are paid positions that lead the overnight teams.
- **Chaplain** (Various). These people provide spiritual oversight and support to staff, volunteers and guests.

A full breakdown of the above roles is given in the **Appendix 1: Roles and Responsibilities**. All roles are backed up by suitable training/supervision.

3. Volunteer and Staff Recruitment

Gravesham Sanctuary only employs and works with adults. People under the age of 18 are not permitted to attend the shelter when in operation. In terms of recruitment there is no difference between a paid or voluntary position. The same process is applied to both, particularly in relation to background checks.

Like other organisations who work with vulnerable people we have appropriate arrangements in place to safeguard those we work with. These include:

- A designated lead for safeguarding,
- Safe recruitments practices for individuals permitted to work with vulnerable adults,
- Appropriate support for staff, including undertaking safeguarding training,
- A robust safeguarding policy in place.

Safe recruitment, selection and vetting procedures include checks into the eligibility and the suitability of all trustees, staff and volunteers. Depending on the role being performed, DBS checks will be carried out and used in the selection process.

The full policy is given in **Appendix 2: Recruitment Policy**

4. Safeguarding

As trustees we recognise the need to provide a welcoming, safe and caring environment for the adults we help, where all are treated with dignity and respect. We acknowledge that adults can be the victims of various forms of abuse and neglect. We uphold the right of all adults to live in safety, free from neglect and abuse, “without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status” (UN Universal Declaration of Human Rights). We believe that people are safest in a culture of openness and transparency and that healthy challenge of working practice leads to more effective and safer ways of working with ‘adults at risk’.

With guidance from thirtyone:eight we have adopted a number of procedures that meet statutory needs. We are committed to building constructive links with statutory and voluntary agencies involved in safeguarding.

Our full policy is in **Appendix 3: Safeguarding**.

We have also conducted a wide-ranging Risk Assessment that looks at how we can keep our volunteers, staff and guests safe. This can be found in **Appendix 4: Risk Assessment and Appendix 5: Health and Safety Policy**

5. Guest Management

5.1 Guest Admission to the Shelter

Sanctuary does not offer an ‘open-door’ policy. All guests wanting to access the night shelter will need to be interviewed for safeguarding purposes to evaluate their needs. Non-compliance or refusal to complete and sign the registration process would result in NO ACCESS to the shelter.

Generally, interviews will take place during the day at Longferry Court, typically Monday-Friday between 10am and 12 midday. Guests will need to make an appointment before coming to Longferry Court. Two people from the current Pastoral Team and others who are trusted volunteers will conduct the interviews.

A full breakdown of who we admit is given in the **Appendix 6: Guest Admission policy**.

5.2 Guest Pastoral Team

Sanctuary has a small Pastoral team who work with guests to point them to agencies who can help with accommodation and work. This team currently consists of:

- Steve and Lorna Nolan
- Vicky Clarke
- Carol Webster
- Emma Smith

To provide a consistent support to guests, Sanctuary uses a database system provided by Campaign Kent to record all interactions with guests, provided the guest has completed and signed the data consent form.

Access to this database is currently restricted to Lorna Nolan and Carol Webster. Contents are kept confidential and only shared with agreed partners as directed by the **Appendix 7: Data Governance policy**.

5.3 Support Plans

The Pastoral team will develop a Sanctuary Support Plan (SSP) for each homeless person who has attended the shelter regularly, typically after a period of 14 – 21 days, recommending the agencies and groups they should contact. This plan is regularly checked with them to ensure they are making steps to solve their issues.

If a guest shows no willingness to change his/her own lifestyle, then access to the shelter could expire after a period of 28 days since the start of the SSP.

The Pastoral team meet on a regular basis to discuss particular guest issues and to contact agencies where deemed necessary.

5.4 Dealing with Guests

We have a range of policies that deal with the conduct of guests and how we interact with them. These policies include:

Appendix 9: Alcohol and Drugs policy

Appendix 10: Violence policy

Appendix 11: Equality and Diversity Inclusion policy

These policies are reflected in the training given and in the published Volunteer Handbook and Coordinator Handbook, that is given to the people conducting those roles. It is the role of the senior members of staff and the Safeguarding Coordinator to check that these policies are being adhered to.

6. Covid 19

At the current time, there is much concern over Covid19 and the need to protect staff, volunteers and guests from infection. We have a plan that is regularly checked and updated in accordance with current government guidelines that is communicated to all staff, volunteers and guests.

Full details is given in **Appendix 12: Covid 19 Policy**, with a risk assessment for Longferry Court in **Appendix 12a: Covid 19 Risk Assessment**.

7. Financial Administration

7.1 General

Funding for the shelter is sought from various sources, including churches in the Gravesham area. All funds received are acknowledged to the Project Manager or the Fund-Raising Manager.

All income and expenditure will be prepared by the Finance Manager and monitored by the Project Manager. A copy of the financial status of the project can be had on request.

7.2 Banking arrangements

Sanctuary has its own bank account with CAF bank. The bank details are:

Account Name: Gravesham Sanctuary CIO
Account No.: 00032523
Sort Code: 40-52-40

There is an overall account holder who acts as the Authorised Person and Authorised Contact, who cannot authorise or enter payments. They can only view banking activity, make enquiries and set up new persons. At the moment the authorised person is Michael Coveney.

All on-line expenditure, including the setup of Direct Debits, is entered by the designated Finance Manager and authorised by 2 appointed signatories. Any invoices that need paying should be sent to the Finance Manager.

At the current time, the Finance Manager is Kwamena Beecham.

The authorised signatories are Steve Nolan and Peter Field

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

7.3 Expenditure controls

All expenditure for the project should be authorised by the Project Manager who will ensure that it is within the budget category set by the Trustees and that funds are available. The Project Manager 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 Manager or the Chair in the case of Project Manager expenditure. These are then given, along with all relevant receipts, to the Finance Manager to initiate payment.

Authorised signatories cannot authorise their own payments.

7.4 Budget

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

8. Whistle Blowing

It is important that any fraud, misconduct or wrongdoing by staff or others working on behalf of the charity is reported and properly dealt with. We therefore require all individuals to raise any concerns that they may have about the conduct of others in the charity or the way in which the organisation is run. We also recognise that any workers who raise legitimate concerns about specified matters in the public interest are protected by law. These are called "qualifying disclosures".

Whistleblowing is for when those procedures have gone wrong and people feel that their concerns are not being taken seriously. It allows people to escalate their concerns. Escalating means reporting to someone more senior and eventually outside the organisation. For this purpose we have a policy that sets out the way in which individuals may raise any concerns that they have and how those concerns will be dealt with. The policy is in **Appendix 13: Whistleblowing Policy**.

9. Confidentiality

As people offering support to individuals who use the shelter we may have access to a range of personal information. This is a relationship of trust, which needs to be respected. Information gained about people must be treated as confidential.

Confidentiality is maintaining the security of information obtained from or about an individual, which has been gained through a professional working relationship.

This information can only be shared in restricted circumstances such as when there is a legal compulsion, or it is required to ensure the well-being or safety of the person or when there is a need to safeguard others.

Some information will need to be shared with people/ agencies who directly contribute to the provision of services and who are bound by the principles of confidentiality. Guests give signed consent for this at registration. They will also be encouraged to give permission for other agencies, such as DWP, to share information with Sanctuary.

Our full policy is in **Appendix 9: Confidentiality Policy**

10. Reporting

Coordinators are required to report on how each session ran. This includes completing which guests/volunteers attended, collecting background information on new guests, any items that were issued or services used and any incidents that may have occurred.

In addition, Kitchen staff are to report on food prepared and records kept as required to keep our 5-star rating.

These reports are completed at the end of every session and handed to the Sanctuary Office team.

At the end of each month a financial status report is issued.

Each year, a review of operations is to be produced by the Project Manager, copies of which are made available on the website, sent to Gravesham Borough councillors and to the national bodies for homeless shelters as agreed with the Trustees.

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