

Sanctuary

Coordinators Handbook

September 2020

This document contains the procedures for coordinators of the Night Shelter. It builds on the procedures covered in the Volunteers Handbook and is in addition to them.

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1. Introduction

Some of the procedures in this document may be subject to change at short notice. As a result of the Covid-19 pandemic, this season, 2020-2021, will look very different. Guest sleeping will be in a different venue, chosen by the council and unknown at the time of writing. Longferry can still be used for meals, with covid secure measures in place.

It is imperative that Coordinators make themselves aware of the Covid policies and instructions that relate to both buildings, found in Appendix 1.

2. Shifts Available

The night shelter has 2 shifts:

- **Evening, Longferry Court** (7.00 – 9:00pm) where guests are welcomed and served a hot meal.
- **Overnight Sleeping, Venue Awaits** (10:00pm – 7:30am) where guests sleep

Coordinators are requested to come in **30 minutes before a shift**, so they can familiarise themselves with any notes.

Evening shift Cooks are requested to come in **30 minutes early** to start preparing meals.

Other Volunteers are requested to come in **15 minutes early** to help with the handover between volunteers and for roles to be allocated.

Emergency Night Shelter may be called at any time, although more likely between December - March, should the weather become extreme and threaten the life of those sleeping on the street. On these occasions the council will typically make sleeping arrangements via their Severe Weather Emergency Protocol (SWEP), which will include the use of Sanctuary.

3. Services Available

For all *Evening sessions*, guests will have access to:

- Hot drinks and food (possibly over two shifts if numbers increase).
- Limited Showers, depending on numbers.
- Provision of some clothing such as under garments, socks etc.
- People to talk and pray with.
- Games (may be restricted by Covid measures).

A member of the Pastoral Support team, if available, may be on duty during the first part of the evening to deal with any guest issues.

Meals: Generally, Sanctuary will only be providing meals for those intending to use the night shelter for sleeping. If there are circumstances where an exception is made to this rule, it will have been agreed by the pastoral team and the guest's name will show on the Coordinator's Report as booked for a meal.

For the *Night Shelter*, guests will have access to a safe place to sleep and in the morning will be offered tea/coffee, cereal and toast.

4. Volunteer Arrangements

All volunteers must go through the new General Training session and be approved by the Volunteer Manager.

No 'volunteer' other than those on the rota should be allowed into the building on any shift.

If someone would like to observe an evening shift, they should get in contact with the Project Manager who will assess and make the appropriate arrangements for a particular session.

Night Shelter sessions will only operate if there are sufficient volunteers. This has been set at:

Evening sessions at Longferry Court: 7 people will be on the rota, although these sessions will run with 6 as a minimum. This will consist of

- 1 Coordinator
- 2 Kitchen staff
- Pastoral Team member where available
- 3 General helpers

Overnight session of the Night Shelter: 4 people will be on the rota; we won't generally run with fewer than 4 but may do on occasions when there is limited volunteer availability and a low number of overnight guests make it safe to do so. This consists of:

- 1 Coordinator
- 3 General helpers

This session will adopt a '2 people on', '2 people off' cycle for general helpers. There must always be 2 people able to observe the sleeping area, although 1 person may leave for a very short period.

5. Expectations of Coordinators

It is expected that Coordinators will:

- Ensure that the Night Shelter sessions run smoothly and safely
- Ensure Covid 19 requirements are complied with.
- Lead the team and allocate tasks to volunteers according to their experience and capabilities.
- Be consistent with their approach to guests and volunteers
- Keep to the guidelines outlined in this document and of those in the Volunteer Handbook as they help with maintaining a consistent approach
- Use their discretion in emergencies
- Complete all relevant paperwork and return to the Sanctuary Office including:
 - Volunteer 'sign-on' and 'sign-off' after each shift
 - Signing in of guests
 - Coordinator report – all pages
 - Incident reports if required
 - Complete a Logbook of how the session went and any relevant minor incidents. These incidents should have a time and be signed by you or by the volunteer who witnessed them.

- Be aware that the purpose of Sanctuary is to show God's love and concern for both their physical and spiritual state
- Pray with guests as required and with volunteers before the start of a shift
- No specific First Aid cover is provided; however, training is offered to all volunteers in association with the British Red Cross

At both Shelter venues, Coordinators must be familiar with the building layout, its facilities and in particular:

- Know where the fire exits and fire extinguishers are
- Know where the First Aid box, Bodily Fluids kit and list of emergency numbers are
- Make sure that fire exits are accessible and not blocked
- Know the evacuation procedures in the event of a fire
- Advise the volunteers where guests can and cannot go
- Make sure that any areas barred to guests are secure
- Ensure volunteers leave their belongings in the drawers/lockers provided for this purpose
- Only kitchen staff may enter or use the kitchen. These volunteers will have had separate training and their own set of procedures that they must follow.

6. Fire Procedures

6.1 *General*

It is essential that all volunteers are familiar with the following procedures concerning fire and its risks:

- All should know where the fire call buttons are and fire exits. These are all clearly marked.
- Make sure that all fire exit routes are kept clear – e.g. no bags or guest possessions on those routes.

6.2 *Actions to be taken in the event of a fire*

If a volunteer spots a fire they should:

- Lift the cover of the nearest fire call button **and** press the black call button.
- Inform the Coordinator if they are nearby.
- Start evacuating guests to the nearest fire exit. There are five exit doors out of Longferry. The preferred route will be determined as to where the fire is located. At Longferry, everyone should then make their way to the car park area outside.
- The coordinator should:
 - Check how bad the fire is - call the fire brigade if necessary, giving the location as Longferry Court Tenants Hall, Terrace Street, Gravesend. Kent. DA12 2DF
 - Check the rooms are clear if it is safe to do so, including the toilets, storeroom, volunteers' room and office; close doors to stop fire spreading

- When they are satisfied that the building is empty, they should make their way to the Fire Assembly point outside in the car park.
- Leave the alarm running
- Take the sign-in sheet for both volunteers and guests – the Fire Brigade will want to talk to you to know exactly where the fire is, who was in the building and who has been evacuated.
- Once at the Fire Assembly point, check the names of people on the Coordinator's report to ensure everyone is accounted for. If anyone is missing, inform the Fire Brigade when they arrive.

6.3 Other things to note:

- The Fire Extinguishers are there to keep fire exits clear – only use if you are sure that the extinguisher is the right one for the type of fire.
- The Coordinator should contact the Project Manager to establish the next steps.
- Everyone is to stay at the Fire Assembly point until given the all clear by a fire officer.
- In the event of a false alarm activation (usually because the fire point cover has been lifted), refer to the red Fire Folder for instructions to de-activate that alarm.
- It's **essential** in this case that no one presses the black alarm button as this will trigger the fire alarm in the whole building.

7. The Coordinator Binder

To help Coordinators in their role, a Coordinator's Binder is provided at the start of each session, containing key information on how the session is to run. This is kept in the office at Longferry Court and awaits for the other building. It contains confidential information that should be used by the Coordinator. It must not be left around and should be locked up in the office when not being used. This binder contains the following information:

1. Coordinator's report for current session:
 - Allocated pod/ cubicle numbers (overnight venue only)
 - Any guest notes (both venues)
 - Emergency contact numbers (both venues)
2. Master guest list
3. Menu for the current session (Longferry only)
4. Check lists for all sessions (both buildings)
5. Fire alarm procedures (both buildings)

8. Key Coordinator Forms

During any session, Coordinators will be expected to complete the following forms:

Coordinator Report: This form contains information on volunteers and guests expected for the evening and overnight sessions.

Incident Report: This report is to be used to detail any serious incident that occurred during a session. This includes any situation where the emergency services had to be called out, significant incidents between guests or guests and volunteers as well as circumstances described in our Drugs and Alcohol procedures. Blank forms can be found in the Office.

9. Tasks Common to all Shifts.

9.1 *The Checklists*

To ensure shifts are run in a consistent manner and that guests are treated fairly, we have produced a series of checklists that are kept in the Blue Binder along with the procedures outlined in this booklet.

Please ensure these checklists are followed by Volunteers and that you assure yourself that the actions have been completed satisfactorily. If you spot an error or there are areas where we need to improve the overall running of Sanctuary, please do let the Project Manager know.

9.2 *Guest Search*

- Please be aware that these search conditions will apply to both buildings; there is a time lapse between guests leaving Longferry Court and arriving at the night shelter.
- It is a condition of entering Sanctuary that all guests are subject to a search of their clothes and possessions; guests will be asked to open the front of any outdoor clothes and other jackets, to check inside pockets and to turn each pocket inside out.
- Guests will be asked to show that there are no banned items in any bags they are bringing in. They can do this by taking out and showing the different areas in the bag. Do not put your own hands into guest belongings.
- There is a list on the front door of items that are not allowed into Sanctuary; this includes offensive weapons, needles, drugs and alcohol. Except for prescribed drugs and those that can be bought over the counter at a chemist, guests are not permitted to bring these items in on their person or in their bags.
- Used needles must be placed by the guest in the sharps box with the needle stored safely.
- Unused and packaged needles may be kept in a locked drawer with the guest's name. This **MUST** be returned to them on departure.
- At the coordinator's discretion, small sharp items such as scissors, swiss army knives may be stored in a locked drawer with the guest's name for return on departure.
- See section on Alcohol and Drug issues for further Information.

9.3 *Guest admissions*

- All Guests must register at Longferry Court by midday to gain access to the shelter on that night, otherwise access will be denied. Registration is open Monday to Friday at Longferry, 10am to 12midday. Guest forms will be completed by the daytime team and the name added to the overnight guest list.
- Expected guests for each night will be listed on the coordinator's report.
- Guests who have not slept at the shelter for some time are likely to have been removed from that list.
- If the shelter is not full, these guests may be admitted, as long as they are on the Master Guest List and marked in the final column as 'Accepted' for the shelter.
- If there is a reason why these guests may not be admitted again, you will be informed.
- **No one else should be admitted to the evening meal or overnight.**

9.4 Guests leaving the building

- Once a guest has booked in, if they leave, **except for smoking** (see below) they will **not be allowed to re-enter** the building until the next evening session.
- This is to ensure that we always know who is in the building and to stop guests bringing in alcohol and other banned goods.
- Guests should be warned of this rule as they enter the building – if they need to buy cigarettes, etc. or see someone outside of the building, then this should be done before booking in.

9.5 Outside the building.

- **Smoking:** No smoking is allowed anywhere within the confines of Longferry Court or its immediate circumference. Guests must go into the public road. There is a risk they can access hidden alcohol/ drugs or obtain from passers-by. It is essential that smokers are accompanied by a volunteer whenever possible. Where this is not possible, you will need to re-search guests on re-entry. Two or three guests may go out to smoke at a time. Smoking is not allowed between 11pm and 7am.
- **Alcohol:** Coordinators should be aware of the potential to hide alcohol/ drugs outside the premises at Longferry - under parked cars or low-level shrubs.

9.6 Clothing Requests

- We will keep a limited supply of under garments and socks etc at Longferry; otherwise guests are encouraged to access the daytime homeless hub at Gravesend Methodist Church during Mondays, Wednesdays and Fridays 10am to 12midday.

9.7 Outside Sleeping Bags

- These are normally issued by the Pastoral Team during the day, Monday to Friday at Longferry 10am to 12 midday. The green sleeping bags must remain in the building
Note, these are quite high cost items; whilst the needs of the guest are paramount, we cannot justify handing these out to those who don't need them or to those who lose them on a regular basis. Please check the list of bags issued before giving out.

9.8 Interacting with Guests

This is perhaps the most important part of any Volunteer's role – making guests feel welcomed and part of our family. They can do this by talking with them, playing games, doing jigsaws and so on.

Try to ensure that Volunteers don't spend the time talking with their colleagues – they should focus on our guests. Guests often tell us that it's this interaction that they appreciate the most.

10. Running the Evening Shift.

10.1 *Allocating tasks to Volunteers*

When Volunteers arrive, it's important for them to know what roles you would like them to play. These roles will include (although not all roles will occur at every shift):

- **Pastoral Support:** This person is appointed by the Guest Welfare Manager, in this case Lorna Nolan, and will typically know about any existing guest issues. They have the authority to ask a guest to leave at any time and can prevent guests from entering the building.
- **Kitchen staff:** These people will also be identified on the volunteer list. It is important that only the identified people can enter and serve in the kitchen as food hygiene regulations require us to give additional training and procedures for these people.
- **General duties:** These will now need to take account of our Covid 19 procedures. Coordinators must ensure guests and volunteers are safe and the guidelines within our policy in Appendix 1 strictly followed. Additional tasks will include serving drinks and meals to guests, managing access to washrooms, cleaning of frequently touched surfaces and showers and making sure social distancing is being observed.
- Volunteers will need to check outside the venue if guests are gathering as we are in a residential area.
- A volunteer will need to accompany guests who wish to smoke. Please choose someone who is confident in doing this.

All volunteers will be expected to interact with guests but only within the guidelines of the Covid 19 policy, to make them feel welcomed and to report any issues that threaten their (and other Volunteers') welfare.

It is the coordinator's role to welcome in each guest and conduct a search; this can be delegated to another volunteer who has done this previously.

10.2 *Showers*

There is a shower in each of the male and female toilets. This is a separate cubicle to the toilet facility and will need to be cleaned between guests. Toiletries will be handed to each guest in a basket before their shower and returned for cleaning. Razors will be locked away in the office and must be requested for use. Towels are in the storeroom. A linen basket with a black sack will be available in each room for dirty linen (towels).

If there are female guests, you will need to assign a male and female volunteer to clean the showers between each guest use.

Guests can also take a shower during the day at the Gravesend Methodist Hub. However, a limited number of showers may be taken during the evening on a 'first come' 'first served' basis. Note that no showers are to be taken beyond 8.30pm

10.3 *Laundry*

However, this is only for washing linen (bed sheets, pillows, tea towels and towels). Guests will need to use the Laundry service at Gravesend Methodist Church via the daytime homeless hub on Mondays, Wednesdays and Fridays 10am to 12 midday. Washing of linen above will normally be done during the day.

11. Running the Night Shift

This shift is primarily concerned with ensuring our guests have a peaceful, safe night's sleep. With this in mind:

11.1 Welcoming guests

- It is likely that kit bags will no longer be used. Guests will, instead, be allocated to a numbered sleeping pod/ cubicle with a sleeping bag already in place.
- Once a pod is allocated, it will remain with that guest until they are no longer accessing Sanctuary or until the coordinator is informed of changes.
- New guests: look up the next available pod/ cubicle on the Master List and record the number given against the guest name.
- Explain that sleeping bags must not be removed from the pod.
- Information regarding how to deal with sleeping bags and any clothes left by guests no longer attending the shelter will be given separately.

11.2 Overnight

- No guest may enter the sleeping cubicle of another guest at any time; this includes before lights out, during the night or in the morning..
- Lights off in the main hall will be at 11:00pm.
- There should be absolute quiet in the main hall from 11:00pm. Any guests/volunteers should keep noise to an absolute minimum.
- There should be 2 volunteers on duty in the main hall throughout the night.
- The night rota should allow for volunteer sleeping sessions of at least 4 hours at a time.
- Lights on 7am where tea/coffee, cereal/toast should be ready on offer, guests should be prepared to leave by 7.30am.

All items are to be cleaned and returned to their designated area as detailed in the checklist.

12. Dealing with Particular Guest Issues

12.1 General:

- All guests sign a 'code of conduct' concerning behaviour and the use of banned items that states that keeping these rules is a condition of entry.
- Anyone breaking these rules should be asked to leave and then a note of their name and the reason why written in the logbook (see section on Alcohol and Drugs issues).
- During the evening session, a member of the Pastoral Support team may be on duty. Members of this team typically know individual guest backgrounds and any medical/mental health issues. For this reason, any serious issue should be handled by them with the Coordinator backing up any decisions or actions they deem necessary.

12.2 Behavioural issues

- Sanctuary operates zero tolerance of any form of aggression towards volunteers and guests and anyone involved will be asked by the Coordinator to leave the building immediately
- Most trouble starts out with verbal abuse or threats. This can often come in the form of raised voices and swearing. The first signs of this should be countered by a volunteer with calm but firm advice that it is against the Guest Agreement. They should let the coordinator know of the situation and, if present, the Pastoral Support volunteer.
- If the behaviour continues, the Coordinator should use the skills and procedures from the training on De-escalation (see Appendix 2) to try and create a way for the offending guest to back down without losing face.
- If the verbal violence persists, the offending guest will be asked to leave the building and a note made in the Logbook.
- If the coordinator judges that additional support is needed to exclude an offender, they should contact the designated person on a number to be given and, in extreme situations, Kent Police should be called for support (101 / 999 as appropriate)

Note, we try to avoid the using the words “being banned”, we just asked them to leave; any type of ban will be a decision for the Project Manager/Guest Welfare Manager to make.

12.3 Mental and Health Issues

- Many of our guests do suffer from drug or alcohol related problems. If a guest becomes ill, separate them from the rest and try and find out what the problem is. You should not be alone with them or offer them any form of drugs such as aspirin. You can seek medical advice by calling the NHS non-emergency line on 111. Guest health issues and medication, where known, are recorded in the confidential Medical Folder and can be checked by coordinators.
- If the condition becomes worse, they are sick or collapse whilst at Sanctuary, the Coordinator will call an ambulance or paramedic by telephoning 999.
- If the guest is taken to hospital, please ask the paramedic for a copy of the health report they produce as this will be required for our records. They can normally do this before they leave.
- People with complex needs and complex trauma often find it difficult to manage their emotions in the face of perceived adversity. This can exhibit itself as challenging behaviours and poor compliance with instructions.
- If you suspect someone has a mental health issue, make a note in the Logbook of who it is and why you think that way
- If a guest starts to behave in any way that puts either themselves or others in danger, call the Project Managers for advice or in extreme cases call 999.

12.4 Bodily Fluid Kit

If someone is sick, it needs to be cleared up using the Bodily Fluid kit kept in the Office. Be sure to follow the instructions carefully and to take care of your own personal hygiene.

12.5 Alcohol and Drug Issues

Upon arrival at the venue

- Guests deemed to be unable to manage themselves or displaying anti-social behaviour due to being drunk or under the influence of controlled drugs are not to enter the premises. The first step should always be to send them away for an hour to sober up. When the guest returns the coordinator will decide whether the guest is able to be admitted.
- Volunteers are not to be under the influence of drink or controlled drugs when arriving for their shift. If they are, they will be asked to leave.
- Alcohol or controlled drugs must not be brought into the shelter by any guest, volunteer, visitor or staff.
- They may, in certain circumstances described below, be removed on entry with the guest's consent and dealt with as described.

Alcohol found on entry

- Where guests arrive at the shelter and alcohol is discovered during the search they will usually be admitted if they are willing to hand over the alcohol. It should be kept in a locked cabinet in the Sanctuary office with the guest's name for return on departure.
- If alcohol is found in an opened container, this must be poured away before the guest can enter.
- If the person is reluctant to hand over the alcohol, take them to one side away from the group to reduce the risk of conflict; be firm but polite and reinforce how welcome they are BUT the drink must be handed over. If they refuse to comply there is no access to the shelter.

Prescription drugs

- Where possible, coordinators will be informed about a guest's medication when this is disclosed at registration. It will also be recorded in the medical folder.
- Medication brought into the shelter must be stored in an individual guest locker. The guest is responsible for placing it there and for removing it when they leave.
- Each guest who needs to store medication will be allocated a numbered locker and this will be recorded on a log sheet.
- The locker keys will be held in a designated secure store, accessed only by the coordinator or pastoral team and the log sheet must be checked for the correct key before retrieving it from the store.
- The coordinator or other designated person will unlock and lock the locker at the request of the guest.
- All medication must be removed each day on leaving the night venue.
- Any medication that needs to be stored in a fridge, such as insulin or antibiotics, will be accepted for storage; it must be placed in a clean, clearly named bag and a note made in the coordinator's logbook. It should be handed, at the request of the coordinator, directly to the guest.

Prescription drugs with another person's name

- Check the name on the packaging of the medication to see if it matches the guest's name. Where there is no name, the medical file can be checked.
- If the packaging shows a different name to that of the guest, the guest will be advised that they cannot bring it into the shelter.
- In this case, the guest has a choice between leaving or handing in the medication, which **cannot be returned**. The conversation should be handled as in the section on alcohol above.
- If the guest chooses to hand over the medication, it should be stored by the coordinator in the designated secure place and this should be witnessed by a second volunteer.
- Whether the guest hands in the medication or leaves, the coordinator should complete an incident report as soon as possible with details of date and time and the name of the witness if drugs were confiscated. The Project Manager should be informed at an appropriate time. A brief note must also be made in the coordinators' logbook.

Illegal drugs found on entry

This policy includes any solids, loose tablets or powders that cannot be identified. If found during a search they should be dealt with as follows:

- The guest will be advised that they cannot bring it into the shelter and will be given the choice of leaving or handing it in. The substance cannot be handed back to them.
- See guidelines above in the alcohol section for how to approach this conversation.
- If the guest chooses to hand over the substance, it should be stored by the coordinator in the designated secure place and this should be witnessed by a second volunteer.
- Whether the guest hands in the drug or leaves, the coordinator should complete an incident report as soon as possible with details of date and time and the name of the witness if drugs were confiscated. The Project Manager should be informed at an appropriate time. A brief note must also be made in the coordinators' logbook.

Alcohol or controlled drugs must NOT be consumed on or in the immediate vicinity of the premises by any guest, volunteer, visitor, or paid staff.

If a guest is found with alcohol or drugs after being admitted to the shelter they will usually be asked to leave and the Project Manager will make a decision concerning future access to the shelter.

Anyone found dealing drugs will be asked to leave immediately and the police will be informed.

At no times are we to give out any medication, including paracetamol.

Smoking is not permitted inside any building and anyone breaking this rule will be asked to leave.

Volunteers who suspect that someone is violating the smoking, alcohol and controlled drugs policy must inform the shift coordinator immediately. Even if you can't find any evidence this must be noted in the logbook and the Project Manager informed.

13. Safeguarding

These notes should be read in conjunction with the safeguarding procedures outlined in the Volunteers' Handbook. All staff and volunteers have a responsibility to make sure that Sanctuary is a safe environment and to report concerns and disclosures to the Safeguarding Officer. Such concerns will usually need to be kept confidential and should not necessarily be disclosed to the shift coordinator, except in the circumstances below. The coordinator

- may need to act to resolve a concern relating to a shift. Examples could be a volunteer speaking or acting in an inappropriate way or a guest intimidating another guest or volunteer
- may need to call emergency services where there is an immediate risk to someone inside or outside Sanctuary
- should ask someone to cover the volunteer while they complete a record of their concern at the earliest opportunity
- may need to reassure a volunteer who is distressed over a disclosure and needs to talk with someone before leaving; detail shared needs to be kept to a minimum and the volunteer reminded that they could talk with the Safeguarding Officer or Deputy.
- can access a phone number for the Safeguarding Coordinator and Deputy in the emergency numbers folder; these can be disclosed to volunteers when needed.

14. Contact Details

Contact in emergencies and for advice: phone number to be advised

Other contact numbers are:

Email: sanctuary@citypraisecentre.com

Longferry venue Phone: 01474 328383

Venue address: Gravesham Sanctuary, Longferry Court Tenants Hall, Terrace Street, Gravesend, Kent DA12 2DF

Daytime Hub: Gravesend Methodist Community Centre, Wilfred Street, Gravesend, DA12 2HA

Appendix I: Procedures at Longferry Court for Covid-19

1. Preparation of venue

- Sanitiser and tissues on entry table and tables around venue
- 2 packs of anti-viral wipes on entry table (one for additional cleaning)
- Perspex screen in place on entry table
- Plastic bags in waste bins
- Disposable gloves on entry table
- Black sacks in laundry baskets for used towels
- Clean towels for guest use in main room ready to hand out
- Toiletries in baskets by door to corridor
- Open windows for ventilation

2. Entry to Longferry

All people entering Longferry

- 2m apart at all times when queueing and entering Longferry.
- Temperature checked before entry with non-contact thermometer. Red indicates a raised temperature. People with a raised temperature can be given time to cool down outside if there may be an alternative reason for the raised temperature and the temperature taken again. Any with a raised temperature cannot be admitted.
- Check before entry that no one has experienced covid symptoms or been in contact with someone with a positive test within the last 14 days (high temperature, shortness of breath, new, continuous cough, change to/ loss of sense of smell or taste) or tested positive for covid within the last 10 days
- No entry for those in this category.
- Alcohol hand gel on entry, followed by handwashing with soap and hot water (at least 20 seconds) as soon as possible.

3. Entry to Longferry: staff and volunteers

- Give staff and volunteers a single use mask to be worn throughout the shift due to the frequent face to face interaction with guests. Alternatively, staff and volunteers may bring their own, clean, re-useable mask.
- Observe social distancing – 2m where possible - during preparations for the shift and briefing.
- Wipes on reception desk to clean thermometer if used by different people.

4. Entry to Longferry: guests

- Depending on numbers attending, guests may be given different arrival times to manage socially distanced queueing outside the building.
- Open promptly.
- Monitor queueing outside the building.
- Reception desk will have a Perspex screen.
- Bag search will be done by observing from behind the screen. Mask may be removed at this point for ease of communication. Clean table between each guest.
- Charging of phones: phones will only be charged in the office. The guest must place the phone in a basket. The volunteer must put on gloves to remove it and place it on charge, and then dispose of the gloves. Gloves must also be worn to hand the item back. Gloves should be removed correctly and hands sanitised/ washed afterwards. Phones must be labelled with guest's name, basket cleaned between guests.
- Masks will be given to any guests who wish to wear them while not eating.
- Guests use alcohol hand sanitiser on entry but should then follow the one way system to wash hands as above and to find a seat at a table.
- The number of showers will be limited. Guests wishing to have a shower will be given a ticket with a number or time slot. Time allowed for showers will be 10 minutes with 10 minutes between showers allowed for cleaning.

5. Procedure during the evening

- Guests and volunteers must maintain social distancing – ideally 2m wherever possible.
- Seating will be at the end of each table, 2 guests per table.
- Open windows to increase ventilation.
- Alcohol hand sanitiser placed on tables.
- One-way system will be observed for all movement round the room, indicated by signage and floor markings at 2m distance
- Drinks will be made and served by volunteers to reduce movement.
- Music, if used, will be kept low in volume to avoid voices having to be raised.
- Only games that can be cleaned easily will be used. Guests may borrow books but any books handled by guests or volunteers must be returned to a 'used books' box and left for 72 hours before being returned to the shelf.

6. Management of 'pinch points'

- A volunteer will need to manage access to the toilets and showers, making sure there is a clear route.
- This should be on a 'one in, one out' basis, although the toilet/ wash basin may be accessed while another guest is in the shower.
- If there are no female guests, the lady's washroom should also be used by male guests and female staff/ volunteers advised of this.

7. Smoking Routine

- Guests follow one-way system to exit and re-enter building, observing social distancing.
- Social distancing must be maintained while smoking in designated area.
- On re-entry guests and volunteer must use alcohol hand gel and wash hands as soon as possible.

8. Volunteer teams

- 6 volunteers are needed for each evening team.
- The coordinator has overall responsibility during the evening for ensuring covid secure measures are implemented and for allocating tasks to the team.
- Guests or volunteers who are not complying with covid secure measures should be given a reminder. If they refuse to comply, they will then be asked to leave.
- As guests arrive, one volunteer will focus on the outside and entrance to the building to ensure guests are maintaining social distancing.
- This volunteer will ask all guests whether they have symptoms of Covid-19 (see above) or have been in contact with someone with symptoms and take a temperature with non-contact thermometer.
- One volunteer will make drinks for guests and serve food at their table from the shelf in the kitchen doorway. This person will also check that social distancing and the one-way system are being maintained within Longferry. If confident, they will remind any who are not observing this or will otherwise report this to the coordinator.
- One volunteer will manage access to washrooms as described above. Guests will be given a small basket of toiletries, such as shower gel, shampoo and asked to return it after showering. It will be cleaned before re-use.
- One volunteer will chat with guests, assist other roles as needed and manage the cleaning.
- Two cooks may work in the kitchen as long as masks are worn and a distance of at least a metre is observed. No one else should go into the kitchen at any time.

9. Cleaning

- 'Touchpoints' – i.e. surfaces that are touched regularly – must be cleaned every 30 minutes. These include door handles (kitchen, washroom and external doors), door plates, hot water jugs, taps, toilet flushes, keys etc.
- The showers must be cleaned after each use.
- After the guests have left clean tables, all parts of chairs, games pieces, light switches and touch points as listed above. Sinks and toilets should also be cleaned.

10. Guests/ staff/ volunteers with coronavirus symptoms

- No one who has symptoms/ contact with someone with symptoms can be admitted to Longferry. Advise guests to follow the testing procedure agreed with the RSI coordinator/ local council or to book a test on the NHS website or by phoning 119. They should follow the procedure for isolating agreed with RSI/ council. They can be admitted in future after a negative test.
- Staff/ volunteers who develop symptoms while at Longferry should be sent home immediately and a note made in coordinator's log. They should let us know the result of any test taken and those at the shelter that evening will follow the direction of NHS Test and Trace.
- Any guest who develops symptoms while at Longferry should be given a mask to wear and isolated in the volunteers' sleeping room. Other guests and volunteers will need to be asked to move away so that a distance of 2 metres can be kept. They should avoid touching people, surfaces and objects. Information should be given as above.
- **Cleaning:** all surfaces that the symptomatic person has come into contact with should be cleaned and disinfected. Disposable gloves, apron and mask must be worn and hands washed after removal.
- Use disposable cloths or paper roll to clean all hard surfaces, floors, chairs, door handles and sanitary fittings – think one site, one wipe, in one direction. Any cloths/ paper towels used must be disposed of as below.
- Incident report to be completed.

11. Waste

Personal waste from individuals with symptoms of COVID-19 and waste from cleaning of areas where they have been (including PPE, disposable cloths and used tissues):

- should be put in a plastic rubbish bag and tied when full
- the plastic bag should then be placed in a second bin bag and tied
- this should be left in the isolation room, dated and marked for storage until the individual's test results are known
- this waste should not be placed in communal waste areas until negative test results are known, or the waste has been stored for at least 72 hours. If the individual tests negative, it can be disposed of immediately with normal waste.

Appendix II: De-escalation Notes

These notes are based on a training session by Terry Gore, General Manager, Catching Lives

Some of the basic skills are

- Simply listening
- Distraction
- Try to re-focus the other person on something positive
- Changing the subject
- Use humor to lighten the mood (be very careful with this!)
- Empathy with the other person
- Giving choices
- Setting limits

Be a listener

There is a difference between simply 'hearing' and truly 'listening'. Active listening skills involve

- Giving your physical and mental attention to the other person
- Using eye contact and non-intrusive gestures (nodding your head, saying okay, asking the occasional question.)
- Paraphrase to reflect back what you think they are saying, using the feelings of the other person.

Be an empathetic listener

- Try to establish a rapport
- Don't be judgmental
- Listen to what the other person is really saying
- Clarify their message
- Repeat it
- Re-state it
- Validate what they are saying: "I understand why ...". This is not the same as agreeing with them.

Be aware of body language

You may be trying to de-escalate the situation by talking to the other person, but your body language may be saying something else. It's important to be aware of what your body language is actually saying. It is also important that we recognize and understand the other person's non-verbal cues. When people are angry they may not listen to the words that are being said but they will see and react to what your body language is saying. **Be very careful with the message your body is giving:**

- Avoid finger pointing
- Shoulder shrugging may seem uncaring or unknowing.
- Rigid walking may seem unyielding or challenging.
- A natural smile is good. A fake smile can aggravate the situation.
- Use slow and deliberate movements – quick actions may surprise or scare the other person.
- Make eye contact but don't stare or maintain it for too long.

Observe personal space

- Invading or encroaching on another person's space can increase anxiety. Maintain half a metre to a metre.
- Avoid touching a hostile or angry person as they could interpret that as an aggressive action.
- Keep your hands visible so that your physical actions are not misinterpreted.

Use your voice

- *Tone*: Think about how you are speaking to the other person. Don't talk down to them. Always be respectful – firm and calm. Be polite, using 'please' and 'thank you.'
- *Volume*: a raised voice may escalate and be interpreted as an aggressive signal but make sure your voice is loud enough to be heard.
- *Speed*: speak slowly. A controlled voice will sound calm and firm and will convey and promote confidence.
- *Inflection*: you can convey a different meaning, depending on which word is emphasised.

Things to avoid

- Avoid becoming drawn in emotionally; always keep control of your emotions.
- Avoid getting involved in a power struggle.
- Avoid telling the other person you know how he or she feels.
- Avoid becoming rigid in how you deal with situations.
- Avoid raising your voice and using swearing/ offensive or abusive language.
- Avoid aggressive spoken and body language.
- Avoid attempts to intimidate the other person.

Follow up

Be clear about what is acceptable. Actions have consequences. Complete an incident report. If necessary, if there is a threat to guests, staff or volunteers, follow our Violence Policy to call the police or exclude for that night if necessary. The incident will be followed up in a conversation with the guest the following day at Longferry.

Appendix III: Boundaries

These notes are based on a training session by Terry Gore, General Manager, Catching Lives

Boundaries are the limits on that make it possible for Sanctuary staff and volunteers to engage safely in a caring and supportive relationship with our guests. These boundaries are based on trust, respect and the appropriate use of power. Boundaries define what is acceptable in our relationship with our guests and help us avoid either being too detached or over-involved.

We need to remember that our guests place trust in us, that we often know a lot of information about them and that we have the ability to profoundly affect their lives. This places us in a position of power. Boundaries help us to ensure that power is not abused and to maintain our role. Our guests' needs are the reason for our relationship with them. It is the job of staff and volunteers to maintain boundaries, no matter how much our guests might challenge them. Although our staff and volunteers benefit from working with our guests, the benefits in the relationship should be greater for our guests.

We value accountability and transparency by

- promoting an open, learning culture where difficulties, complexities, differences of opinion are acknowledged, regardless of role or status.
- seeking and listening to client feedback.
- recognising that abuse can and does happen and intervening or passing concerns on if we become aware of it.

Benefits of boundaries

- Many of our guests lack clear boundaries or have backgrounds with few boundaries or where boundaries were violated
- Warmth, creativity and authenticity can exist within boundaries but make sure we are always serving the best interests of our guests.
- Boundaries create safe places for supportive relationships to flourish.

Appropriate boundaries

Many of these are outlined in our volunteer's handbook. In addition

- Staff/ volunteers should not enter into a romantic/ sexual relationship with a guest
- Touch (eg a hug or touch on the arm) is often appreciated by guests and is often appropriate but should be initiated by them and care should be taken to avoid such gestures being misinterpreted.
- Self-disclosure (sharing of our personal information/ past experiences) is not often appropriate.
- Any boundaries crossed by mistake or inexperience should be discussed and clarified with the guest to avoid the possibility of misunderstanding.

Boundaries can be violated by

- using the relationship with a guest to meet our own needs
- self - disclosure, inviting a guest to care about our own needs; this is a reversal of roles.
- an ambiguity in our role – inconsistent in our caring role, being authoritarian and needy at the same time.
- feeling that a particular client is special and hiding such feelings from other staff/ volunteers
- giving/ receiving gifts
- inappropriate use of language or physical contact
- meeting guests outside of Sanctuary (unless by arrangement with the Project / Guest Manager)
- sharing personal address, phone number, email address, social media
- continuing a relationship with a guest after they have left Sanctuary (unless by arrangement with the Project / Guest Manager)
- not managing your attraction to a guest
- not observing other points listed in the volunteer handbook

Guests should be encouraged and, where appropriate, helped to make connections and develop relationships outside of Sanctuary.

Be aware that acts of kindness and attempts to compensate for what you see as lack in a guest's background may come from your need to be special rather than from a guest's needs. Our guests value the sense of family and community found within Sanctuary but beware of feeling that your relationship with them or uniqueness as a person is the key to their moving on or resolving their issues. Boundaries also need to be considered carefully where you have known a guest in a different context, outside of Sanctuary.

Appendix IV: Equality, Diversity and Unconscious Bias

These notes are based on a training session by Terry Gore, General Manager, Catching Lives

Equality and diversity

Equality is about making sure people are treated fairly and given the possibility of equal outcomes as well as equal opportunities. Equality is not about treating everyone in the same way but recognising that people's needs are different and that they need different levels of assistance.

Diversity is about valuing difference. It means recognising, valuing and managing difference to give everyone the opportunity to contribute and achieve their full potential.

There are characteristics protected under the 2010 Equality Act: age, disability, gender reassignment, marriage and civil partnership, race, religion and belief, sex and sexual orientation. Public bodies have responsibilities to guard against discrimination, harassment and victimisation in relation to these and to promote equality of opportunity.

Unconscious bias

The human brain is able to process information very quickly; much of this is done by our 'unconscious mind' as our 'conscious mind' is slower, logical and requires effort. Our 'unconscious mind' prevents overload and helps us to form judgments quickly, based on what we see and hear as well as other people's behaviour. However, this means we can jump to conclusions and easily misread cues, sometimes leading us to label and stereotype people and therefore to prejudice and discrimination. We all develop an unintentional preference for certain kinds of people.

We might respond in this way to the protected characteristics listed above, as well as the following: education, social class, height/weight, attractiveness, piercings/tattoos, accent, clothing.

Our perceptions and preferences can be shaped family, media, education, friends and peers, personal experiences and work culture.

What can we do about these biases?

- Recognise that we all have bias
- Stop and think. Learn to review your first impressions
- Don't ignore difference – be curious about it
- Challenge negative assumptions and stereotypes, in yourself and others
- Seek positive examples and role models
- Keep processes simple
- Don't consciously try to suppress bias
- Look after yourself. You're more likely to rely on your unconscious processing when you are tired and exhausted

Appendix V: Coordinator/Team Leader Session Report

This report consists of the following pages:

- Sign-in and out sheet for team members and guest.
- 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:	Monday 9 th November 2020				
Team: <i>(Name, initials when signing in/out)</i> Eve 1900 to 2130 Night 2200 to 0730 C = Coordinator K = Kitchen Staff Gen = General Duties. OBS = Observer PT = Pastoral Team Volunteer Staff Page 1 Sleeping Guest Page 2 Report on Night Page 3 but please use Dated Logbook first.		Role	Session	Sign In	Sign Out
	Evening Coordinator				
	Name:	C	Eve		
	Kitchen Staff				
	Name:	K	Eve		
	Name:	K	Eve		
	General Volunteers		Eve		
	Name:	Gen	Eve		
	Name:	Gen	Eve		
	Name:	Gen	Eve		
	Name:	OBS	Eve		
	Pastoral Team				
	Name:	PT	Eve		
	Name:				
	Name:				
	OverNight Staff/Coordinator	C	Night		
	Name:				
	General Overnight volunteers				
	Name:	Gen	Night		
	Name:	Gen	Night		
Name:	Gen	Night			

Session report: Please use the Logbook Provided which is dated for each day. If you need to write extra notes, then you can use this page. If Police or Ambulance are called, then you must complete and use the separate Guest Incident Form

Return to:	Sanctuary Project Coordinators – Steve and Lorna Nolan Sanctuary Office, Longferry Court, Tenants Hall Terrace Street, Gravesend, Kent, DA12 2DF Tel: 01474 328383 Email: sanctuary@citypraisecentre.com
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Sanctuary

Longferry Court

Tenants Hall

Terrace Street

Gravesend

Kent DA12 2DF

email: sanctuary@citypraisecentre.com

Tel: 01474 328383 Mobile: 07496 832228

www.graveshamsanctuary.uk