



**HANDBOOK FOR
SHIFT SUPERVISORS
OF THE
EAST SURREY WINTER NIGHT SHELTER**



SHIFT SUPERVISOR'S HANDBOOK

(To be read in conjunction with the Volunteer Handbook)

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1. MISSION STATEMENT

To work with Reigate & Banstead Borough Council and Tandridge District Council to provide a range of welfare and accommodation services for homeless and disadvantaged people from this area, in the name and with the love of Christ, seeking to bring new hope and new opportunity to rebuild damaged lives.

We work in professional partnership with relevant voluntary and statutory agencies while giving the maximum opportunity for volunteers to serve in all our activities.

We are inspired by Matthew Chapter 25:40 that 'whatever you did for one of the least of these brothers of mine, you did for me' and encouraged by Isaiah 58 to 'feed the hungry and shelter the homeless'.

*"If the hunger of others is not my own,
If the anguish of my neighbour in all its forms touches me not,
If the nakedness of my brother does not torment me,
Then I have no reason to go to church and to live.*

*Life is this: to love one's neighbour as oneself;
This is the commandment of God.
Love means deeds, not good wishes.
For this reason, I commit myself to working for the necessities of others."*

Javier Torres, Nicaragua

2. EAST SURREY WINTER NIGHT SHELTER RULES

1. Guests must sign a Guest Agreement prior to being approved for entry into the shelter. They are admitted on the basis that they abide by the signed agreement. Guests are expected to treat the shelter, those who use it and those who work there, in the manner in which they would like to be treated.
2. Guest are given a sheet with the location of the Winter Night Shelter venues, the opening times, the WNS mobile number (07943685660) and the details of where to catch the minibus to get to the venues outside of Redhill.
3. The Shelter opens to guests at 7:30pm. No one will be admitted into the shelter after 8pm except in an exceptional situation by prior arrangement with RHT Project Co-ordinator or the Shift Supervisor. Once admitted the guest must remain for the night. No one is allowed to go out of sight of the Shelter and return. The shelter closes at 8am the following morning.
4. If guests do not turn up at the shelter by 8pm, unless prior arrangements have been made with the RHT Project Co-ordinator or Trustee on Call, their place may be offered to someone else on the waiting list.
5. No drinking of alcohol, taking drugs or aggressive behaviour is allowed on or around the premises. No person may bring animals, unlawful drugs or weapons on to the premises, and no violence or abuse of any kind is allowed.
6. Anybody suspected of bringing unlawful drugs onto the premises will face exclusion and the matter may be reported to the police.
7. Any person found using illegal drugs or whom the staff have a reasonable suspicion is using illegal drugs on the premises may be asked to leave. Any person found dealing in drugs would be reported to the police.
8. Any violence, harassment, sexual or racial abuse, at the discretion of the Co-ordinator or Shift Supervisor, will be reported to the police.
9. There is no smoking inside the venues. Smoking is limited to the designated outside area. A minimum of two volunteers will be in the smoking area with the guests at all times when it is in use. **THIS IS NOT NEGOTIABLE**
10. No pets are allowed in the Shelter

IN SHORT: NO ANIMALS, NO DRUGS, NO ALCOHOL, NO AGGRESSIVE, RACIST OR SEXIST BEHAVIOUR

3. EAST SURREY WINTER NIGHT SHELTER ADMISSION CRITERIA

The East Surrey Winter Night Shelter is provided for men and women who have a Reigate & Banstead or a Tandridge Connection, are homeless and over the age of 18.

Our aim is to support and enable guests within the shelter and through their regular support workers to work to engage with external agencies and us until they are able to move on into more permanent accommodation.

Guests of the East Surrey Winter Night Shelter are welcome regardless of background or personal history, as long as they behave appropriately and adhere to the Shelter Guest Agreement. Everyone using the Winter Night Shelter should expect to be treated with courtesy and respect and with practical help insofar as it is possible to provide it.

A bed is only guaranteed for one night at a time. Anyone who manifests aggressive or violent behaviour that makes him or her disruptive or dangerous, may be refused admission.

Before they come to Shelter, they will have been interviewed by the RHT Project Co-ordinator or a Trustee and asked to sign a Guest Agreement. They are admitted on the basis that they abide by the signed agreement.

Prior to the shelter opening, a daily Referral List will be provided by the RHT Project Co-ordinator and accessed on the Tablet. However, the welcoming volunteers, in conjunction with the Shift Supervisor must decide if the guests meet the admission criteria when they arrive. Please bear in mind that the purpose of our project is to provide shelter to all those who need it as long as the safety of guests and volunteers is not compromised. The people who come onto Shelter may have difficult behaviours, so consider whether there are ways in which a disruptive person may be 'talked down' at reception, or given a cup of tea (not coffee) and asked to wait until they calm down.

Please feedback any concerns or incidents to your supervisor to record on the confidential Supervisor Briefing Notes of the guest list kept on the Tablet, which goes to the each host church in the Venue Box each night.

Guests can register as a volunteer once they have alternative accommodation. No favouritism can be shown to individual guests.

4. ROLE OF THE SHIFT SUPERVISOR

The Shift Supervisor is in charge of the volunteers and guests during his/her shift and ensuring the safe running of their shift. Key responsibilities are as follows:

- Making sure the East Surrey Winter Night Shelter rules are implemented and respected by both guests and volunteers.
- Liaising with the Venue Co-ordinator, RHT Project Co-ordinator and Shift Supervisor on the shift either side of their own and work as a core team to ensure that shelter practices remain consistent throughout its duration irrespective of venue.
- Making decisions as to the most appropriate course of action during the course of the Shift. The Shift Supervisor should make these decisions in consultation with any volunteers who may be more familiar with the guest having seen them on previous shifts or at the Drop-In. They could be as simple as when the smoking breaks should be or more difficult situations including whether a Warning should be issued to a Guest.
- Recording events of a shift by updating the Guest and Shift Summaries on the Tablet and verbally sharing any significant information on to the next Shift Supervisor and RHT Project Co-ordinator who will have to manage the consequences after Shift Supervisor goes off shift.

The qualities of the Shift Supervisor are:

SHIFT SUPERVISOR QUALITIES	ESSENTIAL	DESIRABLE
Some experience of managing teams	E	
Some experience of working with homeless people– ideally as a volunteer at a winter night shelter	E	
Understand and agree with the rules of the Winter Night Shelter	E	
Willing and able to follow instructions	E	
Willing and able to make consistent decisions	E	
Good interpersonal and communication skills	E	
Understanding of the need to be non-judgemental	E	
Ability to empathise with people from different backgrounds	E	
Resilient to setbacks and disappointments, anger and frustration		D
No impacting health/alcohol/drug issues	E	
Clear about the role of a Shift Supervisor (can be achieved through training)		D
Clear about own reasons for becoming a Shift Supervisor	E	
Commitment to attending supervisor training	E	
Willing and able to maintain shift records	E	

Venue Co-ordinators/Existing Shift Supervisors will recommend volunteers for selection to be Shift Supervisors. There is specific training for Shift Supervisors, but should anyone wish to try out the role before committing there are two supervisor slots on the evening shift. This can enable any new supervisors or people interested in becoming a Shift Supervisor to shadow the more experienced Shift Supervisor and have someone with whom to discuss any concerns as they gain in confidence.

Individuals interested in the role may put themselves forward to a Venue Co-ordinator, member of clergy or another Shift Supervisor. Please discuss the required skills with them. The RHT Project Co-ordinator will interview and assess the proposed Shift Supervisors. Appointed Shift Supervisors will sign the Shift Supervisor Agreement and ideally receive extra training prior to commencing their first shift as supervisor.

5. RESPONSIBILITIES OF A SHIFT SUPERVISOR

a) GENERAL POINTS (see also Section 8: Volunteer Management)

You will find information and equipment you need in the VENUE BOX.

Checklist of items you will need:

- Tablet and charger
 - First Aid kit
 - Sharps disposal kit
 - Copy of the Night Shelter Rules and the Admission Criteria – these are on pages 4 & 5 of this document
 - Sticky name labels/marker pens
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- Only people listed on the Volunteer or Guest Attendance should be admitted to the Shelter at any point during the session.
 - All volunteers and guests will be known by their first name only and each wear a name badge. 'Buddying up' new volunteers with a more experienced volunteer can be helpful.
 - No volunteer must be alone with a guest at all times. Two volunteers must accompany guests including in the smoking area when it is in use. **THIS IS NOT NEGOTIABLE**

Volunteer and Shift Supervisor Agreements

If it is their first shift of the season, any volunteer or supervisor must complete a Volunteer Agreement on the Tablet. A Shift Supervisor must also complete a Shift Supervisor agreement.

Handovers

Evening Supervisors must arrange with the Venue Co-ordinator to pick up the keys or meet at the venue to open up. Arrive at the venue by 6.45pm. Morning Supervisors should likewise liaise with the Venue Co-ordinator to arrange locking up.

Night and Morning Supervisors should arrive in good time to have an orderly handover from the Supervisor on duty before them.

Shift Supervisors will begin each shift by reading the Shift Summary and/or Supervisor briefing notes on the Tablet. The shift ends with them updating the Shift and Guest Summaries.

Building Safety

The Shift Supervisor must liaise with the Venue Co-ordinator to become familiar with the building, where the fire exits are, that they are not blocked, are unlocked, and where the fire extinguishers are located and that the volunteers know where they are too.

Ensure that any areas that are off limits to guests are secure. Ensure that volunteers know where guests can and cannot go. Identify a safe area where volunteers can leave belongings.

Begin each shift with an explanation of best evacuation procedures in case of fire for guests and volunteers.

Food

It is impossible to be sure how many guests will use the WNS on any given evening. The Evening Meal Supervisor is responsible for ensuring that the food for up to 20 people is organised for the evening. With up to 8 Volunteers on the Evening Shift it is wise to prepare 2 x 10 portions or 4 x 5 portions so that extra food can be frozen. If there is a problem on the evening, please contact either the Venue Co-ordinator or the Trustee on Call for advice.

Expenses

Volunteers can claim expenses for items such as food, extra labels or other stationary in the Venue Box. Advise them to contact the RHT Project Co-ordinator on info@rhtes.org for details on how to do this.

Accident Forms

Please ensure all accidents are recorded on an Accident Form and on the Shift Summary. Bear in mind a venue may also have its own accident reporting procedure.

Incidents - What is an incident?

An incident is something that you would have found useful to know had it happened during the day or on the previous shift. Please record them on the Shift Summary. Be

concise, state facts, do not offer opinions or 'blame', remember everyone about whom something is written has the legal right to request from RHT all such documentation about them. Record anything about a specific Guest in their Guest Summary.

It is very important for the safety of all volunteers that any major incidents are reported to the Trustees on Call out of office hours or the RHT Project Co-ordinator – both by calling 07943 685660.

Drugs and Alcohol Guidelines

Alcohol or controlled drugs must not be carried onto the premises by guests or volunteers.

Guests deemed *unmanageable* due to being drunk or under the influence of controlled drugs or 'legal highs' are not to be allowed to enter the venue. Tea or coffee may be offered to a guest who are thought to be under the influence of alcohol, to help him/her 'sober up'. **NEVER GIVE BLACK COFFEE to a person who may be on drugs, IT MAKES THE DRUGS WORK FASTER.**

Medication

During the interview process, guests advise the RHT Project Co-ordinator of their prescribed medication and are advised to update this information should their prescription be changed. It will be indicated on the Guest's summary on the Tablet if they are on meds.

Upon arrival at the Shelter, the Evening Shift Supervisor must ask those on medication to take out of their bag what they need for the whole session. If they do not need their meds for the rest of the night, they should be left in their bag and locked away. If medication is required during the night, they should request it from the Shift Supervisor at the appropriate times and be supervised as they take it.

There may be cases where Guests require alcohol for medical administration, for example if they are withdrawing. This will have been agreed with RHT in advance and be on their Guest Summary. As with any prescription drugs, the bottle must be handed over and labelled with their name. Mark the level with a marker pen and locked away until the guest asks. After they have the 'dose' mark the bottle again to be returned in the morning.

NOTE: WE MUST NOT TAKE MEDS TO GUESTS OR ADVISE THEM ON DOSAGE OR ANY OTHER MEDICAL MATTERS.

Health and Safety

If the toilets are out of sight of the main hall/venue someone needs to be in the doorway to check that no assignments take place in the toilets or/and guests stray into restricted areas of the building (play in the lift)! This may mean that smokers have to wait until sufficient volunteers are available to accompany them for a smoke.

Wearing Disposable gloves

If you have to carry out First Aid or have to clean up any spills of vomit, urine or other bodily fluid, please use disposable gloves contained in the Venue Box.

Check the shelter for hidden cans, bottles, hyper-dermic needles or substances and likewise use disposable gloves whilst removing them. On occasion volunteers have found bottles in toilet cisterns, sanitary bins and above the suspended ceiling! Try not make guests feel uncomfortable but be aware of your surroundings. If a guest entered the shelter sober and is becoming intoxicated – the chances are that there is a hidden bottle somewhere.

Female Guests

The RHT Project Co-ordinator will have explained to any female guests that it is a mixed Shelter and there is no provision for them to sleep in a separate room. Instead, they can have a 'modesty screen' of some chairs covered by a towel between the male guests.

The Night Shift volunteers must position themselves to be able to see the entrance to the room/space clearly at all times. They must also be able to see all guests.

Couples

Couples of whatever gender mix, who present for WNS will be advised that they will have the same gap between their mattresses as all other guests. THIS IS NOT NEGOTIABLE - contravention will evoke a warning. They will have been advised that the shelter is not a place for intimacy.

Guests brought to Shelter by the Police

In exceptional circumstances, the Police could bring a guest out-of-hours without them having first been interviewed by RHT. If this does occur and the Shift Supervisor feels the person is aggressive or will put the Shelter at risk, then they can refuse them entry.

If you choose to admit the person, please explain to them:

1. Entry only permits them to stay in the Shelter one night
2. They should report to us at Drop-In the following morning at 11am for details on how they can be referred to get a bed for ongoing nights. If it is a weekend, then this rule still applies and they must come to see us on the Monday morning.

b) Specific information for EVENING SHIFT SUPERVISORS

BEFORE OPENING

- **TURN ON THE WNS TABLET – charge if necessary.** You will be using the Tablet for most of the tasks you need to complete, including viewing the guest list and recording notes on attendance. All of the forms are set up and instructions will be on the device. You will also find on the Tablet who has signed up for each duty and their contact phone number next to their name.
- Read through any confidential information received from the RHT Project Co-ordinator via the WNS Supervisor email inbox accessed on the Tablet.
- Bring volunteers together before the shelter opens to discuss any events, allocate jobs for the evening, moving volunteers to best utilise their skills: welcoming, befriending, serving tea/coffee, serving meals, putting out tables, beds, introducing guests to the building etc.
- It is not necessary to discuss any past incidents with the volunteers nor confidential medication information you may know about the Guests unless it may require first aid eg epileptic seizures. If other problems are anticipated, discuss this possibility - not mentioning the name of the Guest. You may want to suggest that all volunteers are especially vigilant and as usual immediately report anything 'out of the ordinary' to the Shift Supervisor(s).
- You are heading the team; volunteers need to know that you have 'it covered'. If you are a Christian and feel comfortable, this can also be a quiet time to lead short intercessory prayer for the volunteers and guests on your own. If you would like to do this, be aware that not all volunteers are Christian.
- **The Shelter opens at 7.30pm.** If you feel that there are not enough volunteers (for the expected number of guests), delay the opening time. Talk to the guests waiting at the door for admission and explain what is happening. We have tended to have more than sufficient staff on the Evening Shift. As Evening Shift Supervisor you can take a view as to whether or not to contact a stand-by volunteer who will be on call to fill any spaces at short notice. If in doubt phone the Trustee on Call on 07943 685660.

DURING A SHIFT

Welcome

Between 7.30pm and 8pm guests arrive and allowed access and each signed in using the Guest Attendance Record on the Tablet. Give each of them a name label.

Ask each guest to take everything they need for the night out of their bags, including any prescribed medication (see Medication section below). All containers of liquid –

regardless of what you are told is in the bottle – must be handed on arrival to the Shift Supervisor. THIS IS NOT NEGOTIABLE. The guest should put it in their bag or clearly labelled with the guest's name and stored in the locked room with the bags until they leave the venue.

Once admitted, guests will usually have a cup of tea/ coffee and chat to the volunteers before dinner. They may also play games.

Guests who have not arrived by 8pm without first informing RHT Project Co-ordinator the Trustee on Call will automatically lose their place for the night. They will have been warned this on admission to the Shelter and as Supervisor you have authority to refuse them entry.

6. FORMAL WARNINGS AND EXCLUSIONS

A **Formal Warning** is essentially a yellow card.

Some reasons why a Formal Warning may be issued:

- Breaking any of the shelter rules
- Being undermining or dismissive of other guests, volunteers or the Shift Supervisor
- Failing to turn up on two consecutive evenings without informing the RHT Project Co-ordinator/Trustee on Call prior to 8:00pm – Guests have the WNS mobile number to text or drop call if they wish to negotiate a later arrival. If this happens out of office hours, the Trustee on Call will inform the Shift Supervisor
- Being inappropriate, verbally abusive or disruptive to other guests or volunteers
- Carrying or consuming alcohol after admittance

How to issue a Formal Warning

1. Remind the guest of the shelter rules and if necessary, show them the copy of the Guest Agreement they signed before admittance. This can be found on the Tablet.
2. Follow the instructions on the Tablet to issue a formal warning. This process involves the guests agreeing again to abide by the rules.
3. In the Log Book, you will find the Formal Warning form, which must be given to the Guest as a reminder of the warning. The Shift Supervisor must complete and sign a form, and also ask the guest to sign it.
4. Record the event on the Shift Summary on the Tablet.

A **Formal Exclusion** is essentially a red card. It will permanently ban a guest from using the Winter Night Shelter for the rest of the period of the shelter. Two Formal Warnings during a guest's stay will result in a Formal Exclusion.

Some reasons why a Formal Exclusion may be implemented:

- A guest has already received a Formal Warning
- Being found carrying or consuming illegal drugs or 'legal' highs on the premises
- Carrying offensive weapons (WEAPONS e.g. knives, guns, knuckle-dusters, etc. THIS **MUST** BE REPORTED TO THE POLICE IMMEDIATELY)
- Demonstrating aggressive, threatening or violent behaviour towards a guest or volunteer
- The inability to abide by the Shelter Rules i.e. being disruptive or uncooperative.

How to issue a Formal Exclusion

1. Remind the guest of the shelter rules and if necessary, show them the copy of the Guest Agreement which they would have signed before admittance. This can be found on the Tablet.
2. Follow the instructions on the Tablet to complete the Formal Exclusion form.
3. In the Log Book, you will find a paper copy Formal Exclusion form, which must be given to the Guest to take away with them. The Shift Supervisor must complete and sign a form, and also ask the guest to sign it.
4. Record the event in the Log Book, against which the Shift Supervisor must sign and print their name.

The guest must then leave the premises **immediately with their belongings**. Record it in the Shift Summary and inform the RHT Project Co-ordinator of the ban as soon as is practicable during office hours – Monday to Friday 9am the 4.30pm and text the Trustee on Call on 07943 685660. If it needs urgent attention then call them.

7. VOLUNTEER MANAGEMENT

Volunteers

It is important that the Shift Supervisor maintain good relationships with volunteers. There will be experienced people on your team. The Shift Supervisor should ensure that this expertise is shared and does not become the focus for conflict. For example, *it may* be advantageous to take a few moments to discuss a matter with volunteers before dealing with a disruptive guest.

Be aware of body language and conversation between all guests and volunteers. If a volunteer or guest looks uncomfortable, intervene in their conversation and if necessary remove the guest/volunteer from the situation.

If you feel a volunteer is un-reliable, not following the rules or is inappropriate towards other volunteers or guests, record your concerns in the Log Book. If the behaviour is 'extreme' you may want to inform the RHT Project Co-ordinator as soon as practical, and should it be necessary, the volunteer may be asked to leave the shelter immediately.

At the training sessions volunteers will be advised they must notify the RHT Project Co-ordinator in advance if they cannot make their shift. A shift being short-staffed may cause the Shelter to close for the night. If on starting the shift volunteers have not turned up, try calling them (numbers on the Tablet) and failing that call the standby volunteer for the shift. If the Shelter remains short-staffed call the Trustee on Call on 07943 685660.

8. SHIFTS – STEP-BY-STEP

Evening Shift (6.45pm to 10.15pm)

- Arrive by 6.45pm to be greeted by the Venue Co-ordinator.
- The Shift Supervisor is in charge of the Evening Shift including the evening meal team.
- The venue needs to be prepared (the Venue Co-ordinator may be at hand to assist). New volunteers need instructions of how to set up.
- The Evening Shift Supervisor is responsible for admitting and signing the guests into the shelter. With the help of General Volunteers they label and store guest's bags/alcohol and medication in the secure/locked area.
- If a confirmed guest fails to attend by the 8pm deadline, and has not made prior arrangements to be admitted late, the Shift Supervisor may elect to ring the first person on the waiting list to see if they would like to take the place of the confirmed guest who has failed to attend.
- The Evening Meal Supervisor is responsible for ensuring that the food for up to 20 people is organised/provided/prepared or/and cooked. They over-see the kitchen operations with the support of the Evening Meal Assistants.
- Volunteers chat to guests, play games and eat dinner with them. They are there to create a friendly atmosphere and offer help where needed.
- In the event of there being few guests and no reserves to take up the spaces, the Evening Shift Supervisor may choose to ask some of the Volunteers if they would prefer to go home early – **AFTER THE MEAL**. It is very important that their contribution to the success of the evening is made clear to all volunteers.
- Remember to end your shift by filling in the Shift Summary and Guest Summaries

Night Shift (10pm to 6pm)

- Arrive by 10pm and you will be greeted by the Evening Shift Supervisor, who will pass on any necessary information.
- We aim to recruit 4 volunteers for the Night Shift: Night Shift Supervisor, 2 Night Shift Assistants (who arrange between themselves how they take turns sleeping) and a Sleeper.
- The Sleeper is a person who arrives anytime during the evening and 'goes to bed' but is prepared and expects to be awakened should additional help be required. They should bring a sleeping bag or duvet and a pillow with them.
- As the rules of 2 people watching the guests and two with the smokers must be maintained throughout the whole time of the WNS, **the last smoking break is at 11pm**. The guests will then have to wait until morning when everyone is awake for their next smoke.
- Night-time is quiet time and anyone who wants to watch films on phones/tablets etc should wear headphones.
- Remember to end your shift by filling in the Shift Summary and Guest Summaries

Morning Shift (6am to 8.15am)

- Please arrive at the venue for 6am. You will be greeted by the Night Shift Supervisor, who will pass on any necessary information. Also read the Guest Summaries and Shift Summaries
- Unless there are notes to the contrary in the Log Book, the guests should be awoken in time to eat breakfast and wash before leaving the venue by 8am unless otherwise stated in briefing notes.
- Breakfast supplies will be at the venue. Please advise the Venue Co-ordinator if supplies are running low.
- The Venue Co-ordinator may be around to assist with the clearing/locking of the hall.
- The Venue needs to be returned to its original state, mattresses cleaned with disinfectant and stored away as instructed by the Venue Co-ordinator.
- Follow the specific instructions given in the Shift Supervisor Briefing Notes about what to do with Venue Box, sleeping bags & equipment. This may well differ at each venue.
- Encourage the guests to help to return the venue to its original layout, tables and chairs may need to be stored, mattresses piled up etc. The Venue Co-ordinator may be at hand to assist you. You may be following instructions or a diagram with the Shift Supervisor Briefing Notes.
- Check that Guest Attendance Record has been completed including whether the guest requires a bed the following night.

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- Remember to end your shift by filling in the Shift Summary and Guest Summaries
- Return labelled prescription medication. Guests do not get their bags until leaving. Remind guests that drinking close to the venue is an infringement of the Shelter Rules and could result in a ban.

IN SUMMARY

Seven Common Sense Rules for all Volunteers

- 1) Treat all guests as welcome guests
- 2) Don't share personal details, including your last name
- 3) Don't give money or gifts
- 4) Don't contradict or undermine your fellow Shift Supervisor in front of guests.
- 5) Don't be alone with guests – remember the value of staying in 2's and do not form relationships with guests
- 6) Don't search guests, their bags or clothing.
- 7) Don't give advice, make promises and administer medication.

Shift Supervisors 7 Golden Rules

- 1) Read and initial the daily Shift Supervisor Briefing Notes and keep these confidential/away from guests and volunteers.
- 2) Shift Supervisors must check the Fire Exits are unlocked, where the fire extinguishers are located and share this information with their team.
- 3) Evening Shift Supervisors only open the Winter Night Shelter after the setup and the volunteer briefing is complete.
- 4) Don't deviate from the agreed Winter Night Shelter rules regarding confidentiality, alcohol, drugs or medication
- 5) Don't compromise your standing with the guests by being too hard or too lenient. Remember it's a shelter not a barracks, please don't be dictatorial.
- 6) Don't relinquish control to the guests – ask for help if needed
- 7) Take time to make a good hand-over to the incoming Shift Supervisor