



**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 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. This includes ensuring **guests are always supervised** and accompanied by at least 2 volunteers on all shifts.
- 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 do this in consultation with any volunteers who may be more familiar with the guest having seen them on previous shifts or at the Drop-In. It 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 or Trustee will then speak to them and clarify the role and expectations of them. Appointed Shift Supervisors will sign the Shift Supervisor Agreement and receive extra training prior to commencing their first shift as supervisor.*

### 5. RESPONSIBILITIES OF A SHIFT SUPERVISOR

#### a) GENERAL POINTS (see also Section 7: 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
- 
- 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 Supervisors 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](mailto: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 (more in Appendix)**

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 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.

### Night Shifts

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 and at least 2 volunteers should be awake at any one time to ensure volunteers are never alone with one guest. **THIS IS NOT NEGOTIABLE**

### 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.

### Couples

Couples of whatever gender mix 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 AN EVENING 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 above). All containers of liquid – regardless of what you are told is in the bottle – must be handed to the Shift Supervisor on arrival. 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.

**THIS IS NOT NEGOTIABLE.**

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 8pm – 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 to 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 – A STEP-BY-STEP GUIDE**

#### **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.

Christian concern for the homeless, disadvantaged and marginalised in East Surrey  
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- 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.

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- 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.
- 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

## **APPENDIX**

### **RENEWED HOPE TRUST VOLUNTEER GUIDANCE**

The guidelines outlined in the next few pages apply across all our projects – Drop-In, Real Meal and the East Surrey Winter Night Shelter.

#### **1. GUIDANCE NOTES FOR SUBSTANCE MISUSE**

This information is meant as a starting point and a guide. If you find yourself in any situation that you are not sure how to deal with, withdraw and speak to the Shift Supervisor.

Some of our guests at our projects misuse substances. Alcohol and heroin are the two that you are most likely to come across, although there may be others. Taking any drug, unless prescribed, or drinking alcohol is against the rules of the Winter Night Shelter and by accepting a place, Guests have agreed to abide by this.

IF YOU SUSPECT THAT A GUEST IS USING ANY ILLEGAL SUBSTANCES WHILST ON THE PREMISES YOU SHOULD INFORM THE SHIFT SUPERVISOR IMMEDIATELY.

#### **Alcohol**

Alcohol is a depressant drug. It slows down the heart, breathing and reactions. Too much in one go can slow the body down so much that it stops working altogether.

Alcohol also affects judgement and causes people to become uninhibited. This makes them more likely to behave in a way that they wouldn't normally. This can lead to people being overly friendly or, at the other extreme, aggressive.

Alcohol is physically addictive. A person's tolerance to alcohol increases and so more is required to achieve the same effect. It is life threatening for a heavy drinker completely to stop drinking alcohol without medical supervision.

Drinking alcohol on the Project's premises is against the rules (unless with prior agreement as outlined in the 'Guidelines for Reception'. If you know someone is drinking alcohol, you must inform the Shift Supervisor immediately.

#### **Heroin**

Heroin is a depressant drug. It is the same as diamorphine, the very strong painkiller given in hospitals. It reduces reactions to pain and slows down breathing and heart rate. It gives people a feeling of warmth and a sense of wellbeing. It relieves feelings

of anxiety and fear. Heroin bought on the street is often mixed with other things. That is why it is difficult to tell how big a dose has been taken. Overdose is a real risk, which can result in coma and death.

Heroin can be smoked on tin foil, swallowed in a bag or injected.

Tolerance to heroin does develop so more is required to have the same effect. Although coming off heroin is unpleasant, it is not usually life threatening. It is difficult to stay off. Medical supervision and detox usually involves the use of methadone. Methadone is a similar drug to heroin but the doctor prescribes it. It is green syrup that is swallowed. Selling and even sharing methadone is illegal.

Using heroin at the on site is against the rules. If you know someone is using heroin at the venue or if you find any needles, syringes or foils, inform the Shift Supervisor IMMEDIATELY.

### **First Aid**

Both alcohol and heroin can cause a person to become drowsy and/or lose consciousness. They can also both cause people to vomit.

If someone becomes drowsy or unconscious in the Drop-In, Real Meal or Winter Night Shelter:

1. Inform the Session Leader/Shift Supervisor who can assess if medical assistance is required. Call 999 if in doubt.
2. Put them in the recovery position.
3. Loosen tight clothing.
4. Keep warm with a blanket.

**Never give black coffee to try to “sober up” a person. It makes the drugs work faster.**

## **2. GUIDANCE NOTES FOR DEALING WITH MENTAL HEALTH PROBLEMS**

### **What is mental illness?**

Mental health problems can affect us all at some point in our lives. We all have times when we feel stress, depression and emotional distress. Usually these periods are short and we recover without outside help. But sometimes these reactions can become prolonged and unusually intense, which may affect our ability to cope with the demands of everyday life. Our thinking, our perceptions and mood may be affected and we may temporarily lose touch with reality.

Mental illness is not well understood and it may frighten people. All too often it carries a stigma. People who suffer from mental illness are vulnerable and most present no threat to anyone but themselves.

Not all mental health problems fit into these more common descriptions. It is simply meant as a summary of mental illnesses which may affect our guests.

### **Some common mental health problems:**

- **CLINICAL or SEVERE DEPRESSION**

This involves a constant feeling of despair, with very low self-esteem and the feeling this mood will never lift. The patient finds it hard to care about anything, for example your personal hygiene or physical surroundings. They may, at times, have thoughts that involve harming themselves.

- **MANIC DEPRESSION or BI-POLAR REACTIVE DISORDER**

This involves extreme mood swings from intense elation to severe depression, with periods of ordinary functioning in between. Whilst feeling “high” they may have immense drive and energy but it can accelerate into a more chaotic state, causing disruption in their relationships, in managing your affairs and intense turmoil in their life. When feeling “low”, they suffer the same symptoms as depression.

- **ANXIETY**

Anxiety involves feelings like worry, fear, apprehension or dread. They may find it hard to make simple decisions about daily life. They may have sleepless nights; experience panic attacks or physical sensations of nausea, palpitation and difficulty in breathing.

- **OBSESSIVE COMPULSIVE DISORDER**

This involves an irresistible compulsion to carry out certain actions many times, such as checking that things are in their place, washing hands or counting. The person may feel extremely anxious if the routines of checking, washing and so on are not

carried out, or are interrupted. They may feel distressed they are unable to control these compulsions.

- **SCHIZOPHRENIA**

This involves a wide range of experiences and symptoms. The most common are:

- Hallucinations, such as hearing voices
- Delusions about themselves, others or something controlling them
- Paranoia: believing someone is trying to harm them

- **PHOBIAS**

This involves fear of a particular situation or of things such as enclosed spaces, heights, spiders or snakes. This can be so severe that it may lead to panic attacks. The person's life may become ruled by fear and trying to avoid these situations may make it almost impossible to carry on daily life.

- **EATING DISORDERS**

Anorexia involves a person depriving themselves of food, sometimes to the point of starvation. They tend not to recognise how thin they are becoming, concentrating instead on feeling in control of themselves and their body.

Bulimia involves bingeing on large quantities of food and then making themselves vomit or taking laxatives to regain a sense of control.

### **3. GUIDELINES ON BOUNDARIES**

The following information gives background on some of the points in the RHT Volunteer Agreement, which every volunteer is required to sign on their first shift.

*The aim of these guidelines is to make explicit to staff and volunteers what is expected of them in respect of their relationship to guests and to highlight that which is specifically not allowed.*

To ensure the smooth running of the Drop-In, Real Meal and Winter Night Shelter and the safety of volunteers, Drop-Inners and guests, we need to establish a framework of boundaries. Service Users need to know where they stand and volunteers must not do something that jeopardises their own or a colleague's ability to deal appropriately with a person in any circumstances. For example, **if we are too friendly, we may have trouble when an unpleasant action has to be taken such as giving a warning.** Conversely, if we are angry or authoritarian, we will not gain the trust of our service users and will not have the goodwill needed to calm down a challenging situation.

#### **Consistency**

To the best of our abilities we must be consistent in our approach to guests and work as a team. It is important not to forget that our project operates over a large number of venues and has many volunteers.

Consistency also means that all involved need to adhere to the guidance of this handbook and of any training you have received from Renewed Hope Trust, even if you disagree as an individual.

#### **Respect**

Everyone engaging with any of our Projects should be treated with respect; to show disrespect can have far reaching consequences. If we don't treat them with respect, there is no reason for him/her to show any respect for us or to pay any attention to what we have to say.

In all our dealings with them, it is important that we are aware of our own attitude, the use of language and endeavour not to be abusive, contemptuous, flippant, authoritarian, judgemental or critical.

#### **Expectations**

Our expectations of guests and Drop-Inners need to be realistic. Many guests are extremely vulnerable and we don't wish to make them more vulnerable through our

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actions. We also need to be aware of guests' expectations and take care not to raise their expectations of us unless these can be reasonably met.

**Please don't make promises that you cannot keep.** It may be more sensible not to make any promises at all.

### **Money, goods and services**

**It is imperative that you stick to the basic principle of not loaning or giving money to any Guest or Drop-Inner of RHT. There are NO exceptions to this.** Neither should you become involved in any monetary dealings.

Aside from it being against RHT Volunteer rules, it can have unintentional consequences. Other guests may get jealous, the transaction may go wrong or the relationship with the guest might change and the guest may present difficult behaviour.

If the person needs help with budgeting or finance suggest that they book an appointment with Community Debt Advice and they can find out more information about this from the office.

### **Self-disclosure**

A good rule of thumb is *"do not tell anyone anything that you would not be prepared to announce to the church hall or staff room"*. This can include volunteers as well as clients. If someone persists in asking for your personal information, leave the situation and decide whether you want to inform whoever is supervising the session. It is inappropriate to give any person your address or phone number.

### **Gifts**

From time to time guests will want to give gifts to staff or volunteers. Small gifts may be accepted particularly if they can be shared. As a rule all gifts should be shared with the rest of the team. Gifts must be reported to your session leader or supervisor and recorded in the Incident Form. Any gift deemed to be too expensive or in some other way inappropriate should be gently returned to the guest. No member volunteer should encourage a guest to give gifts.

### **Collusion with guests**

The lifestyle of street homeless and other vulnerable people means that we may suspect that a guest or guests have done something that is illegal, or that we disapprove of in some way. It is not necessarily the case that we should inform the police every time this happens or that we should lecture guests on their morals. However, we should not help guests in what they have done nor should we turn a blind eye. You should inform your Shift Supervisor/session Leader of such an instance and they should inform the RHT office. For Drop-In and Real Meal this should be by email or in person and for Winter Night Shelter the Tablet can be used.

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### **Collusion with volunteers**

We should not collude with a colleague in doing something that is unethical or unprofessional. Such instances are difficult to deal with and you may feel you have to be loyal to your colleague; however, turning a blind eye will not help the situation and will put the rest of the team in a difficult situation. You should speak to your Shift Supervisor/Session Leader about any such concerns. If your concern regards their conduct please the RHT Project Co-ordinator directly at the earliest opportunity.

### **Physical contact & relationships**

As part of our work we will get to know people at meaningful levels and may build affections for certain guests in all our Projects. Intimate relationships and contact with guests outside of the Projects inevitably create difficulties for everyone and are in conflict with the Volunteer Agreement. **Your safety and theirs is of paramount importance.**

However, some physical contact is reasonable and inevitable. For instance, a guest may reach to shake your hand. An arm on a shoulder or hand on an arm could be read by another as an intimate gesture so be aware of your body language and be careful not to initiate such contact. **Remember to never be alone with a Guest or Volunteer.**

### **Volunteer support**

If you have any concerns about relationships or boundaries within the Drop-In, Real Meal or Winter Night Shelter, please speak in the first instance to the session Leader or Shift Supervisor. If you are still unsure, don't hesitate to contact a staff member via the office on 07943 685660 or email [info@rhtes.org](mailto:info@rhtes.org).

### 4. CONFIDENTIALITY

Confidentiality is important in order to build trust with persons using the Drop-In, Real Meal or Winter Night Shelter. **However, it is not about keeping secrets.** In your discussions with guests and Drop-Inners this should be made clear. You should never promise to keep secrets.

It will seem obvious that we should not breach confidences, but there are some exceptions for the following reasons:

- a) To protect Volunteers.
- b) To protect Guests.
- c) To ensure consistent good practice in the different places in which we work.

#### Guests and Confidentiality

Before sharing any information given to you by anyone, you should consider whether you would want other people sharing your private information. If you learn anything from a guest that concerns you, please immediately share it with whoever is in charge.

The **RULE** is that:

Personal information given to you by a guest may be shared only with people with specific areas of responsibility: your Shift Supervisor/Drop-In Leader/Real Meal Leader, WNS Venue Co-ordinator and RHT staff member. It should not be shared other guests or other outside agencies.

Guests can have access any information that RHT holds that relates to them personally by contacting the office staff directly. As a volunteer you do not have to disclose this information there and then. They have no right to read any information that does not relate to them.

**All entries made in an incident book, WNS Tablet or on the guest list should be factual and not based on personal opinion.**

The **EXCEPTIONS TO THE RULE** are:

- 1) On occasions when you have a concern for the safety of a guest, for the safety of another guest or the safety of yourself or a colleague.

- 2) Where you feel that the integrity or safety of the Renewed Hope Trust and its projects are at risk. For example, this may be where you discover that a guest is dealing in drugs or that a guest has stolen from the Winter Night Shelter. In such circumstances always inform the RHT Project Coordinator or other staff member in the office the next working day. For Night Shelter, inform the Trustee on Call.

In each of these cases, which are not exhaustive, always inform the session Leader/Shift Supervisor.

### **Volunteers and Confidentiality**

The **RULE**:

Volunteers should not give personal information regarding themselves or others to guests. This includes surname, telephone number, address, email address and any online social media details.

Under no circumstances should any volunteer share personal information of another volunteer with a guest.

Volunteers should also not share personal information of another volunteer with another volunteer. This is for the person concerned to share themselves.

**VOLUNTEERS WILL BE KNOWN BY THEIR FIRST NAMES ONLY.**

### **5. HEALTH AND SAFETY**

This information has been drawn up to assist volunteers to operate in safety within the Shelter. It is designed to complement common sense rather than replace it.

#### **Awareness of the environment**

Be aware of the potential hazards.

Become familiar with the premises and its hidden areas.

Become familiar with your team. Does somebody know where you are? Do you know where your colleagues are?

Take time to think about what you are going to do rather than react hastily.

#### **Your Health**

Are you in good health? If not, you may be susceptible to illnesses that others bring in or you may infect others.

If you have been suffering from sickness or diarrhoea in the last 48 hours, you are kindly asked not to come to your shift, but please let us know by calling 07943 685660 or email [info@rhtes.org](mailto:info@rhtes.org) so we can enlist the help of others.

The risk of catching or passing on a mild infection whilst volunteering can be minimised by the provision by RHT of appropriate first aid equipment including wash proof/water proof plasters, gloves and a resuscitation face shield, and the application of some common sense rules as follows:

- If you have a cut, sore or open eczema you should cover it with a wash proof or water proof plaster.
- Washing your hands with warm water and soap, if time available before giving assistance, but certainly afterwards
- Using the alcohol hand gel provided.
- Always wearing the gloves provided when dealing with blood, vomit, spit, urine or any other body fluid.

The first aid bag is fully equipped and regularly checked and each venue will have alcohol hand gel available.

#### **General Cleanliness**

Kitchen and toilets should be kept clean and disinfected as necessary. Unnecessary clutter can be a hazard to mobility, a fire hazard or a place where vermin can congregate. Food should be kept secure from infestation.

### **First Aid/Disposal Kit**

All Project venues, including the Winter Night Shelter venues, should have a First Aid kit and there is also a first aid kit in the WNS Venue Box. It is ideal that a qualified First Aider administers anything that is needed. There is, however, a booklet on basic First Aid with the kit.

**ALWAYS WEAR GLOVES WHEN DEALING WITH INJURIES - EVEN IF YOU THINK IT MAY BE UNNECESSARY.**

### **Sharps**

Do not expose yourself to harm, which can come from hidden 'sharps' (syringes, razors etc.) by putting your hand in bags, bins or sleeping bags. Where sharps are found they should be disposed of in the Sharps Box. **Do not pick up a sharp using only rubber gloves, as you will not be protected.**

The Session Leader/Shift Supervisor should record the incident as stipulated by the Project in hand – Shift Summary on the Tablet for Night Shelter, briefing in Drop-In and feedback on the Real Meal Google sheet. **This includes if any needles or drugs are found.**

### **6. GUIDELINES ON VIOLENCE, AGGRESSION and HARRASSMENT**

Renewed Hope Trust aims to ensure all its projects offer a non-threatening environment for the safety and security of guests, volunteers and staff.

On entry to the Project all guests and volunteers are reminded that no violence or aggressive behaviour will be tolerated in the Winter Night Shelter and/or Drop-In and/or Real Meal, and will be a cause for exclusion from the Project, with the right reserved to call the police. All are also reminded no objects that could be considered of use as weapons may be brought onto the premises.

Renewed Hope Trust opposes harassment and will take action against any guest or volunteer, who harasses another on any grounds, including race, gender, disability, colour, ethnic and national origin, sexuality or religion.

**Any rules, warnings and expulsions below apply to both guests and volunteers.**

#### **Violence towards persons**

Two strict **rules** apply with regard to the response to violence.

- 1) Automatic dismissal follows any incident of physical violence. This applies to the person who intimidates and the person who retaliates.
- 2) Anyone who sees any violence is required to report it to the Session Leader/Shift Supervisor immediately, thus preventing secrecy and collusion.

The police may be called by staff if there is a risk of subsequent violence in the neighbourhood or to any person at a later time, or if immediate assistance is required.

The Session Leader/Shift Supervisor should record the incident as stipulated by the Project in hand – Shift Summary on the Tablet for Night Shelter, briefing in Drop-In and feedback on the Real Meal Google sheet. For Night Shelter, be aware the Venue may have its own incident reporting procedure.

#### **Aggressive behaviour**

It is the judgement of the Shift Supervisor or session Leader as to their suitability to be allowed onto the premises and whether their behaviour is severe enough that they should be asked to leave.

In the event of aggressive behaviour from a person then they shall be reminded of their obligations as guests and given the opportunity to modify their behaviour (see pages 9-10).

All incidents shall be recorded to by actioned by RHT staff in accordance for the specific projects reporting procedure.

### **Violence against property**

Respect for property is required of everyone in the Winter Night Shelter; again the above procedures apply. All incidents should be recorded.

### **Harassment**

Renewed Hope Trust opposes harassment and will take action against any person, whether volunteer or guest, who harasses another (on the basis of race, gender, disability, colour, ethnic and national origin, sexuality or religion). Harassment offends human dignity and constitutes a violation of the basic human rights of respect and privacy.

Harassment is talking and/or acting in a bullying, intimidating, invasive, tormenting or taunting manner to someone relating to the above categories.

#### **Procedure for harassment**

- Tell the harasser to stop
- Walk away
- Report the incident immediately to the Shift Supervisor/session Leader.

### **Harassment by a guest/drop-inner**

If such an allegation is proved, then a warning will be given to the harasser. If the harassment continues then the harasser can be asked to leave by the Shift Supervisor/session Leader. Incidents must be logged for office information.

A member of staff will tell them that if their behaviour remains unchanged they risk being excluded from all RHT Projects.

In the case of harassment by a volunteer, the above procedure applies. If the case can be proven, the Project Coordinator and Trustees may ban the volunteer from all RHT Projects.

Guests & Volunteers are reminded of their right make a complaint. Any incident of harassment is to be reported in the incidents book along with the action taken.

## **7. COMPLAINT AND GRIEVANCE PROCEDURE**

This information is intended for any person involved any of RHT's Projects whether they are a guest, or a volunteer.

The following actions may be adopted in the event of a grievance or complaint arising during the course of the normal operation of the Project, which does not fall into the categories of normal discipline outline in details above. It may relate to how the rules and guidelines outlined are implemented or exercised or a grievance reported concerning working conditions.

- The complaint should first be raised with the relevant Shift Supervisor/session Leader for them to recorded and to be passed on to the RHT Project Coordinator.
- If it is inappropriate to write the nature of the complaint on an incident form, any complainant should make their complaint in writing separately and pass this to the Shift Supervisor/session Leader to pass on to the RHT Project Co-ordinator.
- If the complaint concerns the conduct of the Shift Supervisor/session Leader, then the complaint should be raised directly to the RHT Project Co-ordinator.

The RHT Project Co-ordinator and Trustees will seek to resolve the matter informally with those concerned. If the matter cannot be resolved informally, then the complainant will be invited to make a formal complaint in line with Renewed Hope Trust's Complaints Policy.

## **8. EMERGENCY PROCEDURE**

In the event of an emergency involving police, fire or ambulance, the priority must be to deal with the incident on site. In the rare event of an incident making the venue unsafe for sleeping, then call the Trustee on Call who will advise of further action to take.

If a volunteer has to leave the premises and there are not enough people to cover (this is more likely to be with the overnight shift), let the Trustee on Call know.