

Charity Registration No. 1002741

**OPERATIONAL GUIDELINES
FOR
GATEHOUSE
CO-ORDINATORS & STAFF 2020**

**These guidelines set out the duties of a coordinator.
They are supplementary to the Gatehouse Policies and
Procedures.**

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THE GATEHOUSE MISSION STATEMENT

OUR AIMS

To welcome the homeless and vulnerable and provide a place where companionship, dignity and refreshment can be found in a warm, safe and therapeutic environment.

OUR VALUES

Our values reflect our Christian tradition. We welcome staff, volunteers, benefactors and guests of all faiths and none. In the project we do not evangelise as this could exclude some of the most vulnerable.

Our values guide us in achieving our aims.

In our relations with each other:

- Exercise integrity
- Show respect
- Offer trust and earn trust

For staff and coordinators, in their relations with volunteers:

- Provide a clear direction each session
- Ensure a safe environment
- Foster teamwork
- Encourage development and growth
- Give support and training
- Treat everyone fairly
- Operate a no blame, forgiveness culture
- Give encouragement and recognition

With respect to benefactors:

- Display gratitude
- Give encouragement and recognition

And most importantly, in our relations with our guests:

- Act in a friendly manner
- Treat guests with dignity
- Treat guests with respect, honesty and humanity
- Actively reduce the stigma attached to homelessness
- The charity has a written ongoing safeguarding policy and the trustees affirm their commitment to this policy and its ongoing maintenance
- To support and advocate the cause of homeless individuals who might otherwise be unrepresented
(whilst recognising that charitable trusts are not permitted to campaign on political issues)

THE ROLE OF THE COORDINATOR

Gatehouse coordinators are experienced, trained volunteers who agree to take on the responsibility of organising and managing the general running of the session. They implement Gatehouse policy as determined by the Management Committee, and work in consultation with the Project Director, Operations Manager and Project Workers.

A coordinator is expected to be familiar with Gatehouse premises, staff volunteers and guests. He or she will take an active part in dealing with any problems that arise during a session and will, in consultation with the project workers, make decisions about opening and closing the Gatehouse, calling the emergency services or banning guests.

The co-ordinator will have the final word on all matters relating to the running of the session. Staff will have the overall responsibility for managing anti-social behaviour.

Co-ordinators' quarterly meetings provide the opportunity to discuss problems, express views, and learn from each other. We also stay in touch via email regularly.

SUPPORT FOR CO-ORDINATORS

Coordinators are accountable to the Management Committee for carrying out the services of the Gatehouse and adhering to its policies. Three coordinators sit on the Management Committee and bring to management any concerns put to them by co-ordinators.

It is the aim of Gatehouse to provide help and support for coordinators, who take on great responsibility by agreeing to look after the interests of volunteers and guests. If you feel over-stressed by the work, unhappy with certain practices, or troubled in any way, make the situation known. The Operations Manager and/or the Project Director are in a position to make adjustments and a colleague in whom you can confide may be most helpful of all.

It is often the case that difficult decisions must be made on the spot, without time to consider every option, and under extreme pressure. Every co-ordinator makes mistakes, but a co-ordinator's decision is the final word on the night, and it will not be overturned unless a breach of policy has occurred.

TRAINING

By agreeing to become a coordinator, a person takes on a great responsibility which includes ensuring the safety of guests, staff, and volunteers. It is therefore expected that coordinators will undertake the full range of training on offer, gaining new skills and enhancing those already learnt.

A further element of the job is to give on-the-job training to volunteers attending their session; during the briefing, by example, in giving instructions, and offering correction. Each coordinator will approach this task in his or her own way.

It is important that coordinators attend, from time to time, the various training sessions offered to volunteers (such as those dealing with door duties and mingling); such sessions provide an opportunity for coordinators to become familiar with the content of the training given to their team members, and also allow them to feed into the process by sharing their own experience and expertise.

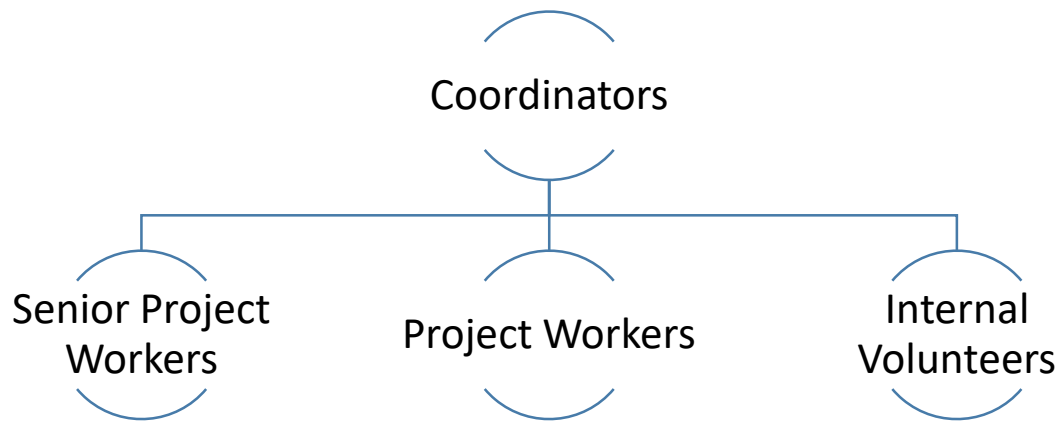
Each new coordinator attends a coordinator induction and given copies of the organisations policies and procedures. A new coordinator shadows one or more briefing sessions during which they become familiar with Gatehouse premises and operational procedures.

Coordinator meetings are a chance to exchange information and views with colleagues, become aware of policy changes, and update skills. Additionally, coordinators are encouraged to arrange for a colleague to shadow them during a session and to discuss afterward any issues that arise.

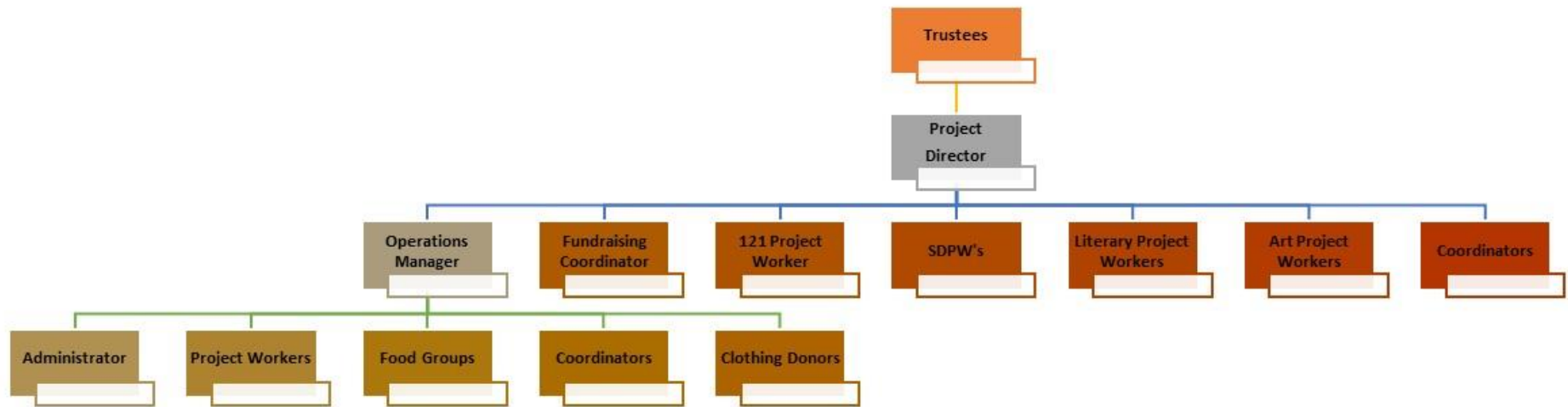
From time to time, volunteers are offered training workshops on practical issues. These are open to coordinators who can use them to refresh their own skills and to pass on their experience to newer volunteers.

We devise and deliver a package of training annually which is developed by coordinators and staff. Both are expected to attend this training but at the very least First Aid training and Food Hygiene training.

SESSION MANAGEMENT STRUCTURE



ORGANISATION STRUCTURE



ORGANISING THE TEAM

- ❖ Make yourself known to each volunteer as s/he arrives.
- ❖ Learn each volunteer's name and where that person can work most effectively. Establish a culture of team work.
- ❖ Record fridge temperatures and temperatures of hot food (if applicable).
- ❖ Allocate duties as volunteers arrive, or during the briefing. An absolute minimum of nine people (coordinator, project workers, and volunteers) is needed to open:
 - ❖ A minimum of 2 people on the door (must be experienced, and at least one will be a project worker) they should also complete the nightly **Door Log** so to monitor anti-social behaviour in the garden area
 - ❖ 3 people serving tea, sandwiches, and coffee/squash/soup in the serving area (behind the counter)
 - ❖ 1 runner hovering near the gate fetching and carrying and making bonuses
 - ❖ 2 people in the kitchen washing up
 - ❖ 1 staff member monitoring the hall and meeting room
 - ❖ A minimum of 1 person mingling with the guests and supervision of computers
 - ❖ 1 food hygiene volunteer ensuring we are complying with regulations. A food hygiene checklist can be found in the office.
 - ❖ Additional volunteers may mingle with guests or rotate food supplies in the lean to or tidy the clothes store cupboard
 - ❖ In June, July and August each year, a third project worker should be allocated to monitor the garden area
- ❖ If, at the opening time, there are an insufficient number of volunteers, a decision must be made as to whether to open. If the team is particularly strong and volunteers are due to arrive imminently, it may be possible to open with only nine volunteers, although this should be done with extreme caution. Otherwise, Gatehouse will not open, and any food that has been prepared can be distributed to waiting guests from the main Guest entrance. It is the co-ordinator's job to decide whether to open.
- ❖ See example **Coordinator Checklist below** for job allocation and briefing purposes.

COORDINATOR CHECKLIST

BRIEFING NOTES

OPENING

- Record fridge temperatures
- Newspapers
- Turn soup & urn on
- Read carry-on book, bans?
- Soup and sandwiches, allergens
- Check cleanliness, clean towels- -
- Name badges / new volunteers
- Complete fire log in register



Welcome, name tags
Co-ordinator, project workers, new people



First Aiders
Stomach trouble / contact with - no food service
Wash hands, cover cuts, keep surfaces clean
Label food allergens
Body fluids / sharps - notify project worker

CLOSING

- Debrief with volunteers if any issues
- Write up carry-on book
- Check toilet for signs of drug use
- Complete End of night cleaning checklist
- Turn off all lights and lock all doors
- Get soup out for the following day



Fire exits
Code word Flo - 999 details next to printer
Only coordinators / staff deal with conflict
First names only, retreat if threatened
Don't go home unhappy, come chat
Confidentiality - but report concerns / positive



Stick to post
3 behind the counter, no eating, keep gate shut
Keep metal objects behind and below counter
Tea Towels

Door & toilets	Sandwiches	Tea	Coffee	Runner	Kitchen	Mingling	PCs	Food Safety	Garden

FIRST

SECOND

THIRD

FOURTH

RUNNING THE SESSION

Some of the following may be delegated to volunteers or project workers:

On Arrival (no later than 4pm or 3pm on Sundays)

- Collect newspapers from the newsagent's opposite.
- Check that the project workers have checked the answerphone messages and emails and then deal with them as necessary.
- Turn on water heater behind the counter.
- Check both toilets are clean and have fresh towels, toilet paper and soap.
- Set up tables, chairs and newspapers.
- Prepare food and drink: lay out sandwiches, cups etc. If there are any insufficient donated sandwiches, make more.
- Table for "extras" set up across the doors of the table cupboard.
- Preparation for extra activities (if any) for each session.
- Ensure all food hygiene regulations are adhered to before opening **(please read the Food Safety Handbook)**. Including reheating homemade soup in the winter months.

Read the Carry-on Book and note recent events which may have an impact on the coming session. Note any guests who are banned, and satisfy yourself that project workers will be able to identify them if they should appear at the door. Consult with the project workers before the session begins, and discuss any problems or issues that are current.

The Briefing

Assemble volunteers and staff 10 minutes before opening. Welcome volunteers and introduce those who may be new and identify the project workers. Discuss all that is included in the example **Coordinator Checklist (above)**. Make sure each volunteer has a job and knows what it entails.

Review safety procedures, advise volunteers of guests who might be particularly troublesome and answer any questions.

DURING THE SESSION

- Welcome the guests
- Be alert to guests. Try to sense and defuse trouble before it happens.
- Be alert to volunteers. Is everyone doing their job? Is everyone at ease? Are they ready for a change?
- Liaise with the project workers always.
- Ensure that volunteers are working happily; they may move to other jobs during the session if there is a replacement person for their own duties. Reallocate jobs as necessary.
- Monitor food supplies throughout the session and food safety standards.

Handling Difficulties

- ❖ It is occasionally necessary to warn a guest about unacceptable behaviour. It is wise to do so with the back-up of a project worker.
- ❖ A guest who has broken rules or acted inappropriately may be banned. The co-ordinators should consult with the project workers and any other volunteer who might have observed the incident or have information to offer. Taking into consideration the suspected motive behind the behaviour, and the guest's history at Gatehouse, the co-ordinator uses his or her discretion in determining who will be banned and for how long.
- ❖ Length of ban: Is agreed by the coordinator and project worker/s. There is a mandatory two-week ban for any guest who has, in the judgement of the co-ordinator, used, prepared or dealt illegal drugs while on the premises. A second offence results in a four-week ban, and a further offence carries an eight-week ban.
- ❖ A letter will need to be written to the guest informing them of the ban and the reason for it. One copy is given to the guest and the second copy in the Carry- On Book.
- ❖ Guests should ideally, be notified of their ban as they are leaving the Gatehouse – but not when they are in the café, as the potential for disturbance is great. If possible, a banning letter should be completed in the office prior to notifying the guest, so that it can be handed to the guest when announcing the ban. If this is not practical, the letter may be left in the office for delivery to the guest on a subsequent evening.
- ❖ Project workers are to take overall responsibility for managing violent and aggressive behaviour **(please see the Risk Management policy)**.

CLOSING THE SESSION

Some of the following may be delegated to volunteers or project workers:

A session ends (no later than 7pm in the week or 6pm on Sundays)

- ❖ Discard any leftover food or drink (that has been opened).
- ❖ The kitchen and servery area is thoroughly cleaned, swept and mopped.
- ❖ The bathrooms are cleaned, mopped and thoroughly searched for any razors or sharps etc. (we get fined £50 a time when drug paraphernalia is found).
- ❖ The hall and meeting room are tidied and swept.
- ❖ All bins are emptied.
- ❖ Outside bin is changed (if over half full) and cigarette butts are swept up in the garden.
- ❖ All rubbish is put away on the area between the two coded doors and the exit is clear.
- ❖ Check all windows and doors (that need to be) are locked.
- ❖ Secure the whole building and shut the gate (outside the double red doors).

AFTER THE SESSION

Write a clear summary of the session in the Carry-On book; this will be extremely useful to other co-ordinators, and much appreciated. If drugs paraphernalia was found during or after the session, or if there was drug use or dealing; this must be recorded in the book, *otherwise a nil report should be entered*. Make sure that copies of banning letters have been filed in the banning book with a detailed physical description of the guest if they are not well known to us.

Volunteers and staff should be encouraged to report examples of “positive interventions” which should be recorded in the Carry-On book. These fall into four main categories:

1. Practical help (including first aid)
2. Advice and guidance to guests
3. Referrals to other agencies within the network
4. Emotional support

For the sake of confidentiality, we do not record the person’s personal details, but it helps to build up a picture of positive outcomes that can be reported to our stakeholders.

If the session has been contentious or traumatic, it will be necessary to have a briefing with volunteers immediately after all guests have left. If just one or two volunteers seem troubled, an individual debriefing may be sufficient. It may also be a good idea to telephone a volunteer later in the evening if s/he leaves unhappy. If you (the coordinator) are bothered or have any questions or concerns about the session, do telephone the Operations Manager or Project Director afterwards to debrief.

In any case, it is important, after each session, to thank volunteers for their work. A private word of praise to someone who has worked especially hard or shown particularly good judgement is a valuable.

A project worker is responsible for securing and closing up the building at the end of the night.

See example Carry On sheet (that can be found in the office) below.

CARRY ON SHEET

Day:		Date:		Co-ordinator:	
Session:					
	Opening checks	<input type="text"/>	Time opened	<input type="text"/>	
	Closing checks	<input type="text"/>	Time closed	<input type="text"/>	
	Evidence of rodents?		Yes/No		
	Temperatures recorded at the beginning of the session				
	fridge 1	large	<input type="text"/>	C	
	fridge 2	small	<input type="text"/>	C	
	Temperature of cooked food		<input type="text"/>	C	Signature
Evidence of drugs?:	(please explain)	Issues with dogs?	Problems:	(please explain)	
	None:	(tick)	None:	(tick)	
No shows:			Action points:		
Food comments:			Accidents:		

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