



**Crisis**

Together  
we will end  
homelessness

# Christmas with Crisis

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Our policies, procedures  
and you 2019



# About us

Crisis is the national charity for homeless people. We are committed to ending homelessness.

Every day we see the devastating impact homelessness has on people's lives. Every year we work side by side with thousands of homeless people, to help them rebuild their lives and leave homelessness behind for good.

Through our pioneering research into the causes and consequences of homelessness and the solutions to it, we know what it will take to end it.

Together with others who share our resolve, we bring our knowledge, experience and determination to campaign for the changes that will solve the homelessness crisis once and for all.

We bring together a unique volunteer effort each Christmas, to bring warmth, companionship and vital services to people at one of the hardest times of the year, and offer a starting point out of homelessness.

We know that homelessness is not inevitable. We know that together we can end it.

# Introduction

**A warm welcome to Christmas with Crisis.** We want our guests, employees and volunteers to experience this celebrated and life-changing event in a safe and healthy environment. Keeping to the policies and procedures outlined in this booklet will help us all achieve this.

We need all our dedicated Christmas volunteers and particularly our Senior Volunteers – with their demanding responsibilities – to be clear about our policies how to comply with them. Lack of understanding and non-compliance puts our guests, volunteers and employees at risk.

Non-compliance can also invalidate Crisis' insurance policies; which in turn means we could not support the more than 3,500 homeless people that we welcome to our Christmas centres annually.

Please take the time to read this booklet carefully.

Thank you for everything you do to support our work.

**Ian Richards**  
**Head of Christmas**



# Glossary

**AA** Alcoholics Anonymous

**ASL** Assistant Shift Leader

**CA** Cocaine Anonymous

**C@C** Crisis at Christmas

**CCSG** Crisis at Christmas Steering Group

**CC Online** Our online platform that holds relevant information and documents to refer to. It is available on all shift office computers

**CHAIN** Combined Homelessness and Information Network

**Online Community Portal** The online volunteer portal where you can manage your volunteer account

**GA** Gamblers Anonymous

**Green Badges (GBs)** Shift Leaders and Assistant Shift Leaders

**Hub** Operations Centre

**KV** Key Volunteer

**NA** Narcotics Anonymous

**NSNO** No Second Night Out

**PNC** Police National Computer









**Senior Volunteers** Shift Leaders, Assistant Shift Leaders, Service Organisers, Deputy Service Organisers and Advice Managers

**Shift Team** Shift Leader, Assistant Shift Leaders, Key Volunteers and Specialist Roles Volunteers in a centre

**SL** Shift Leader

**SMT** Senior Management Team

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# General Policies

## 1.1 Confidentiality

### Our policy

All Christmas guests and volunteers have a right to privacy and to not have their personal details disclosed. This is required by the Data Protection Act.

Information about our guests and volunteers must be kept confidential except in the instances below.

- 1 Where the person has given permission for the information to be shared.
- 2 Where we have an overriding lawful basis or a statutory duty to share information without someone's consent. These instances typically involve safeguarding situations or formal police requests. Information regarding such situations must never be discussed or made available to anyone else without the permission of the person concerned.

Crisis is committed to compliance with the Data Protection Act 2018 (incorporating the EU General Data Protection Regulation) and takes the responsibility of handling personal information seriously. We endorse the Data Protection Principles and will ensure that all appropriate procedures and staff training are in place. This will mean that all personal data obtained, held or used by Crisis is protected and managed in accordance with the Data Protection Act and General Data Protection Regulation.

### Our procedures Recording information about Christmas guests and volunteers

All information we record about any person must be factual, accurate and not based on anecdote or rumour. An allegation – meaning something which may or may not be true – must be clearly recorded as such and state who made it.

### Our guests' information

- Guests do not have to give us their names or personal details.
- However, we may need names to provide guests with our Christmas services. The Medical Service may, for example, need personal details related to health, health history and use of year-round services. Personal details are also needed to allow the Advice Service or senior volunteers to verify a guest's current housing situation through CHAIN.
- Guests surveyed for their views about Christmas with Crisis and other research and monitoring activities (for example regarding service use and rough sleeping) have the right to remain anonymous.
- Incidents, accidents or near misses involving guests must be recorded in the accident book or the shift book, as appropriate.
- Misconduct leading to an exclusion is recorded on an exclusion form found in the shift office.

### Our volunteers' information

- We record electronically our volunteers' personal details (addresses and telephone numbers) and some details regarding occupations and qualifications to process applications.
- Volunteer misconduct details leading to exclusions are recorded electronically and held for 10 years after the incident.
- Details of shift/ training/ events attendance are recorded electronically and held for four years from the volunteers' last login to their records online.

- Incidents, accidents or near misses involving volunteers are recorded in the accident book or the shift book, as appropriate.

### Where we record information about our guests and volunteers

#### Our guests

- Personal records of guests using services are filed in each specific service operating area. These records are kept in a secure location when not in use or when volunteers or staff are not present. Information relating to exclusions are held in centres during Christmas. Afterwards they are held at Crisis Head Office for at least two years.
- Data relating to guests may also be stored or processed on electronic systems. Further guidance on this appears on page?
- Information given for monitoring or research purposes may be recorded on either a manual or electronic filing system. Manual files are stored in a secure location.

#### Our volunteers

- We store our volunteer personal details on the Christmas database. We never sell them or share them with third parties without a volunteers' consent unless there is an overriding lawful basis to do so.
- Details of incidents or accidents involving our volunteers are recorded in the shift and/or accident book. These are kept in centre Shift Offices or in the Logistics Office. They must be kept secure when not in use or when volunteers or staff are not present.
- We destroy copies of information relating to incidents or exclusions for necessary internal communication (for example, the next shift or gate team) immediately after use. We keep originals at Crisis Head Office.
- We record details of excluded volunteers on the Christmas database and keep them for 10 years after the excluded person's last date of volunteering.

- We record information shared with us for monitoring or research purposes on either a manual or electronic filing system. Manual files are stored in a secure location. The ways we store, manage and protect electronic data are described below.

#### Storing and processing electronic data – our guidelines

- Our guests' and volunteers' personal data will only be stored in a designated secure area on the Crisis servers. We keep the servers in a locked and secure area.
- Each person using the network must have a password for log in. They must log out when they are not using their computer or leaving it unattended. After Christmas, collected data will be securely transferred to the main Crisis computer as soon as possible and by the end of January at the latest.
- All equipment used by for administration by our employees and volunteers is wiped of data by the end of January at the latest.
- The temporary, or personal data of guests using any centre's IT facilities is removed automatically at the end of each login session.

#### Why we need the information we gather

We use the information to:

- record and monitor how guests use our services
- understand how Crisis services meets the needs of our guests and their views on what we offer
- gather information about how our policies affect guests – e.g. exclusions
- record Christmas shift allocations and other necessary daily record keeping.

#### Who can access the information?

All recorded information is confidential to Crisis. It is accessible to people involved Christmas centre management. These will include Senior Volunteers selected Key Volunteers and Crisis staff. Volunteers working with data regarding guests or other volunteers are guided and trained in the same way as Crisis staff.

- Volunteers must ensure sensitive information – including that relating to someone's personal details and the overall business of Crisis remains confidential. Breaches of confidentiality by a volunteer could result in their Crisis role being terminated.
- Data regarding guests or volunteers must not be used for any purposes outside the parameters of our Christmas project or our wider work.
- Information about a guest or volunteer should only be passed on to a third party (i.e. an organisation or person outside of the group just listed) in the following circumstances:

- When the person concerned gives explicit permission.
- In major emergencies (for example, a matter of danger, safety or personal harm to the guest or another person).
- In special circumstances (for example, an appeal against a decision to exclude, and the guest or volunteer should be informed that this is happening).
- The sharing of a Senior Volunteer's contact details with other Senior Volunteers to help the project run smoothly.
- A formal request made by the police to support the prevention and detection of a serious crime.

#### Christmas Centre Healthcare Service – confidentiality, data collection and management

Our Christmas Centre Healthcare Service involves team's doctors, nurses, pharmacists and receptionists visiting all centres on a rota.

Guests using the healthcare service must expect the same level of confidentiality everyone expects when seeing a doctor or visiting a GP practice or hospital. Anything a guest discusses with the Healthcare Service and the advice and treatment given is confidential. If a guest has, or has had, a Healthcare Service appointment this is confidential information too.

There are some limited exceptions to patient confidentiality rules. In an emergency or if the guest or other guests/volunteers are at risk, the Healthcare Service will pass on relevant and proportionate information, to Senior Volunteers, where necessary.

Any information shared under these circumstances must be documented, with the date and time that the information is shared, and with whom.

A list of Healthcare Service rules is available on the Crisis website and displayed outside all clinics during the week.

#### Rights of guests and volunteers to inspect information held about them

Guests and volunteers have a legal right to access computerised records and in certain situations, written records about themselves. Please use the following guidelines.

- Ensure that making the records available will not breach another guest's or volunteer's confidentiality. To stop this happening, a copy of the record should be taken and relevant details about other guests or

volunteers deleted or obscured.

- Requests for information to be amended or erased must be issued to the relevant Crisis staff member. These staff members are the Volunteer Manager for information about volunteers and the Guest Services Manager for information about guests.
- If an excluded volunteer asks for the removal of all held data about them we would remove unnecessary personal data. However, we will keep their name and email address for operational purposes for 10 years.
- If volunteers or guests want to make a wider or formal request for access to records under the Data Protection Act, it must be registered as a 'Subject Access Request' with Crisis' Data Protection Officer (DPO). A request can be made orally, but the request recipient must contact the DPO on **data.protection@crisis.org.uk** as soon as possible. In responding to formal requests, we must provide the information as soon as possible and within one calendar month.
- For more details of handling Subject Access Requests visit here? And Full details of the Code of Practice for handling Subject Access Requests can be found in the Information Commissioners guidance (<https://ico.org.uk/media/for-organisations/documents/1065/subject-access-code-of-practice.pdf>).
- If uncertain of procedure, volunteers receiving a request should contact their Senior Volunteer or Volunteer Manager for help.

**Handling outside enquiries about our guests**  
**Enquiries from people claiming to be family or friends...**

- We never divulge any personal or sensitive information about any guest.
- We do not indicate in any way that they are staying with Crisis at Christmas.
- We only ever agree to take a message in the context of: 'if the person appears' and we ask for contact details so that the guest can get in touch if they want to.
- Such requests must be recorded in the shift book.

**Enquiries from external agencies...**

Some volunteer work with our guests involves sharing information with other agencies, for example, referral into hostels. It is important to ensure the guests clearly understand that this is happening and that they give explicit consent.

**An enquiry from the police or another authority that relates to an emergency...**

Police work must never be obstructed in an emergency. Shift teams should, wherever possible, consult and discuss any matters of confidentiality relating to the police or other authorities with The Head of Christmas.

**Handling enquiries about our volunteers**

We may sometimes need or be required to share data about volunteers with external agencies. These requests may come from authorities such as the police or simply relate to reference requests, etc.

In emergencies, Crisis employees and volunteers should not obstruct the police or other authorities. Shift teams should, wherever possible, consult and discuss any matters of confidentiality relating to the police or other authorities with Crisis staff.

If requested by authorities, information about volunteers will be disclosed by the Crisis at Christmas Volunteer Manager accordingly.

The Volunteer Manager is expected to take reasonable care and provide information that is true, accurate and fair and that does not give a misleading impression. Any opinion expressed must be evidence based and documented as their opinion. The Volunteer Manager is expected to protect a volunteer's personal information. They should try to get the volunteer's consent to disclose information about their volunteering or obtain proof of the volunteer consenting to the third party requesting the reference.

**Information disclosure and special situations (such as guests with a current warrant for arrest or 'jumped' bail)**

A guest trusting a volunteer with private and personal information about themselves is a significant matter. If the person receiving the information is a doctor, nurse or lawyer, the guest has a right to believe the information, given in confidence, will only be used for the purposes for which it was given.

They also have a right to believe that it will not be released to others without their permission. The death of a guest does not give us the right to break confidentiality even though the Data Protection Act ceases to apply.

As a general guide, the guest's explicit consent must be obtained before specific information about them is disclosed to a third party. The guest must be able to fully understand what they are consenting to.

Confidentiality should only be broken in exceptional circumstances. It should only occur after careful consideration about whether the action can be justified.

Disclosure of information should only occur **without** the consent of the guest:

- when the disclosure is required by law or by order of a court
- when the disclosure is necessary in the **public interest**
- when the disclosure is in the **vital interest** of the guest, or another person.

**Public interest** means the interest of a person, or groups of people or of a society. It covers matters such as serious crime – those defined as against the person, for example, rape or murder, child abuse, drug trafficking, arson or other activities putting others at serious risk.

**Vital interest** means that the guest, or another person, is at a risk of serious and immediate harm (including self-harm) if the information is not disclosed.

There is no statutory right to confidentiality, but an aggrieved individual can sue through a civil court alleging that confidentiality was broken.

If you suspect a guest may be a threat to other people because of a serious violent crime disclosure (the crime was not at Crisis Centre), the information should be discussed with the shift team and the Head of Christmas (or Duty Crisis at Christmas Staff Member).

The Head of Christmas (or Duty Crisis at Christmas Staff Member) will decide whether evidence is strong enough to notify authorities. Where there is the possibility of disclosing confidential information related to a service, the Service Organiser should always be involved in that decision.

Our Crisis Data Protection contact details are:

Data Protection Officer:  
 Bev Adams-Reynolds  
**data.protection@crisis.org.uk**

Address: 64-66 Commercial Street,  
 LONDON, E1 6LT  
 Telephone: +44 (0) 20 7036 2663

## 1.2 Diversity and inclusion

### Our policy

We are an inclusive organisation. We promote diversity and support equality of opportunity. Many people face discrimination and disadvantage preventing them from fulfilling their potential. We challenge barriers contributing to this both within and outside Crisis.

Our diversity and inclusion policy applies across the following areas:

- delivery of services to our members
- recruitment, employment, training and development of staff
- recruitment and support of volunteers
- recruitment and activities of our Board of Trustees.

### Our principles

- We ensure equality of access to our services by homeless people and those at risk of homelessness.
- We work to enable people experiencing discrimination and disadvantage to fully engage with our services
- We aspire to a culture where people feel confident to suggest new ideas or raise issues or concerns relating to diversity, equality and inclusion
- We protect members, staff and volunteers against harassment, discrimination and intolerance and will ensure that employees, volunteers and applicants for employment are protected from unlawful discrimination. Definitions of the types of discrimination, harassment and victimisation can be found in the Equality Act 2010.



Caption here



- We provide training for staff and volunteers in equality, diversity and inclusion to ensure clarity of the standards expected Crisis and the legal frameworks designed to protect against discrimination
- We give full consideration of diversity and inclusion in the design of new projects, services and other initiatives, seeking the views and opinions of others, particularly those from minority groups
- We operate fair and transparent recruitment and selection procedures ensuring that all appointments are made based on fair and objective criteria
- We put measures in place so that everyone working or volunteering for us is treated fairly and equitably, keeping policy and practice under constant review and challenging inappropriate, unfair or discriminatory behaviour
- We monitor the demographics of our members, staff, volunteers and job applicants to identify any issues or trends and challenge ourselves to overcome and suggestion of bias or prejudice.

#### **Our procedures**

- Any volunteer or guest who feels our diversity and inclusion policy has been breached should raise this through our complaints procedures.

#### **Feedback**

We want our members, employees and volunteers to give feedback on their experiences and to make suggestions for new initiatives to promote diversity and inclusion. Feedback can be given to the line manager, volunteer supervisor or coach who will forward it to the Diversity Project Board for further consideration.

## 1.3 Media

### **Our policy**

All media activity regarding Crisis' Christmas work and all other Crisis work must always be authorised by Crisis' Marketing and Communications Team. This protects our reputation, our guests, volunteers and ensures consistency and cohesion of our messages. All volunteers and staff, no matter how senior, must have Marketing and Communications Team approval to speak to the media.

During Christmas, Crisis staff, Shift Leaders and Service Organisers are responsible for ensuring compliance with this policy. Any policy deviation – which may sometimes be needed in a fast-moving media situation – can only be done with the agreement of the Head of Marketing and Communications.

## Our procedures

### **Media access**

All media access to Crisis Centres must be overseen by the Crisis Marketing and Communications Team; their top priority is our guests' safety and comfort. There will always be a team press officer on call throughout the Christmas period. Contact details will be provided.

## Before the centres open on 23 December

- Pre-opening media visits to Crisis' Christmas centres or the Warehouse Hub are organised by the Crisis Marketing and Communications Team.

- These visits are arranged in advance with the Head of Christmas and relevant Senior Volunteers. As much notice as possible is given.
- All visiting journalists must be accompanied by members of the Crisis Marketing and Communications Team.

## Opening and media day – 23 December

- The Crisis Christmas centres opening media event date is decided by the Crisis Marketing and Communications Team which informs relevant staff members and Senior Volunteers.
- The media (photographers, film crews, journalists) are invited to a pre-arranged centre or centres.
- The Head of Christmas and relevant Senior Volunteers are advised in detail of media plans for the media event. Their support and advice is vital to ensure the media event is achieved keeping our guests' safety and privacy the utmost priority.
- Every journalist at the designated Christmas centre must be accompanied by a Crisis employee unless waiting in a pre-arranged room.
- The Marketing and Communications team arranges processes in advance so that guests not wanting to be filmed or photographed can avoid the media.
- If a journalist is seen without a chaperone, the Crisis Marketing and Communications Team must be informed immediately.
- All media interviews must be arranged and overseen by the Crisis Marketing and Communications Team.

- Only Crisis staff designated as official spokespeople by the Crisis Marketing and Communications Team in advance may speak to the media on the record.
- Volunteers and guests will be interviewed on 23 December but their permission will be sought in advance, and with oversight from the Crisis Marketing and Communications Team.

## Media attending during Christmas week

Media members of the media are only invited to Crisis Christmas centres outside the opening media event in exceptional circumstances and through the Crisis Marketing and Communications Team.

## Dealing with media enquiries at the centres

All media inquiries must be forwarded immediately to the Crisis Marketing and Communications Team. No information or quotes are to be given to members of the media by anyone without oversight of the Crisis Marketing and Communications Team.

## Uninvited journalists arriving at centres

If a journalist comes to the centres or approaches a mobile service uninvited, they must not be given access and the Crisis Marketing and Communications Team must be contacted immediately. The Crisis Marketing and Communications Team only allows journalists into Crisis at Christmas Centres in exceptional circumstances.

## Volunteers who are working members of the media

Volunteers must not write or broadcast any details of their experiences as a Crisis at Christmas volunteer without prior permission from the Crisis Marketing and Communications Team. The exceptions are regular blogging and social media communications from individual volunteers. This is authorised (and encouraged) within specific guidelines (see below).

If you find a volunteer conducting interviews, photographing guests and/or writing up their experiences in any publication or other media, please advise the Marketing and Communications Team immediately.

## Major incidents or emergencies that may reach the media

- Major incidents, as defined in the Crisis Major Incident Policy, must be reported to the Crisis Marketing and Communications Team immediately by the Head of Christmas (or Duty Christmas Staff Member).
- The Marketing and Communications team will seek clarification from relevant parties on the situation (through the Head of Christmas).
- The Marketing and Communications team will then identify appropriate spokespeople and manage comments and liaison with the media.

## Photographing Crisis Christmas centres

- We employ photographers to capture images of Christmas centres throughout the week.
- These photographers will always be accompanied by Crisis Marketing and Communications Team members.
- Guests and volunteers will always be asked for permission before their photograph is taken. A member of the Crisis Marketing and Communications Team will always be available to explain how this image will be used.
- Guests will be asked to sign a media release form to ensure they have given permission.

## Gathering case studies

- Case studies are an important way of describing our work to the media, the public and our supporters. The Crisis Marketing and Communications Team will interview guests to use as case studies at pre-determined centres on selected dates.
- The Crisis Marketing and Communications Team will always explain to the guest how their case studies will be used.
- Guests interviewed as case studies will be required to sign a release form to ensure they have given permission for their story to be used by Crisis.

## Social media

We want volunteers to share their experiences on their own social media accounts and/or blogs. The hashtag is **#CrisisXmas**. But protecting our guests is paramount, so writers should never reveal:

- names, descriptions or areas lived in, nationality or any identifying features of any of our guests
- locations of our Christmas centres
- volunteers should only talk about their own experience; they should not identify or specifically mention details of our guests to protect them from risk.



## 1.4 Safeguarding

### Our policy

The welfare of our guests, volunteers and staff must be ensured. Some guests may be at risk of harm, abuse and neglect – whether Crisis Christmas centres or elsewhere – and be unable to act to protect themselves. Our policy and arrangements are designed to keep people as safe as possible while they are involved in our Christmas activities.

- Safeguarding means protecting people's right to live in safety, free from abuse and neglect. Safeguarding arrangements and actions throughout the UK are led and co-ordinated by Social Services which have statutory safeguarding responsibilities towards all children and adults at risk in their area.
- Our Christmas centres must have the contact details of the local Social Services children and adult safeguarding teams, including emergency duty desk numbers.
- Child safeguarding means the needs of a child are paramount over the needs of an adult. All children have the right to be safeguarded from harm and exploitation. Everyone has a duty to take steps to safeguard and promote the wellbeing of children.

## Who may need to be safeguarded from abuse?

**Children:** Anyone aged under 18 is legally a child and safeguarding duties apply to them.

**Adults at risk:** Safeguarding duties apply to any adult (a person aged 18 or over) who:

- has needs for care or support (whether these needs are being met) and
- is experiencing or is at risk of abuse and neglect and is unable to protect him or herself against the abuse or neglect, or the risk of it because of their care and support needs.

People who meet all three criteria may be considered "adults at risk". It may not always be clear to you if an adult may need safeguarding. But the question: "Is the individual able to protect themselves, despite having care and support needs?", can help decide if someone is an "adult at risk" who needs safeguarding.

### What is abuse?

- Abuse includes all forms of harm and mistreatment and can include physical, sexual, emotional or psychological, financial abuse, and neglect, including self-neglect.
- Abuse may be a single act or repeated acts.

## Our procedures

### What does safeguarding mean for Christmas volunteers?

It is everybody's responsibility to be alert to the possibility of abuse and be aware of the signs and indicators. Concerns may arise because of a single incident, allegation or disclosure; or an accumulation of indicators and/or signs over time.

It is not a volunteer's (or a Crisis employee's) responsibility to decide whether an adult or a child is being, or has been abused or whether someone poses a real risk to a young person's welfare. It is also important not to "investigate" allegations of abuse yourself. This needs to be done by professionals.

However, all Crisis volunteers and employees must act to prevent adults at risk or young people suffering if information indicates abuse may have occurred, or could occur.

Even if you have heard only rumours of abuse or you have a suspicion but do not have firm evidence you should still raise your concerns appropriately with your shift leader and then follow the flow chart below. This will help guide you regarding when a referral concerning a guest might be needed to Social Services.

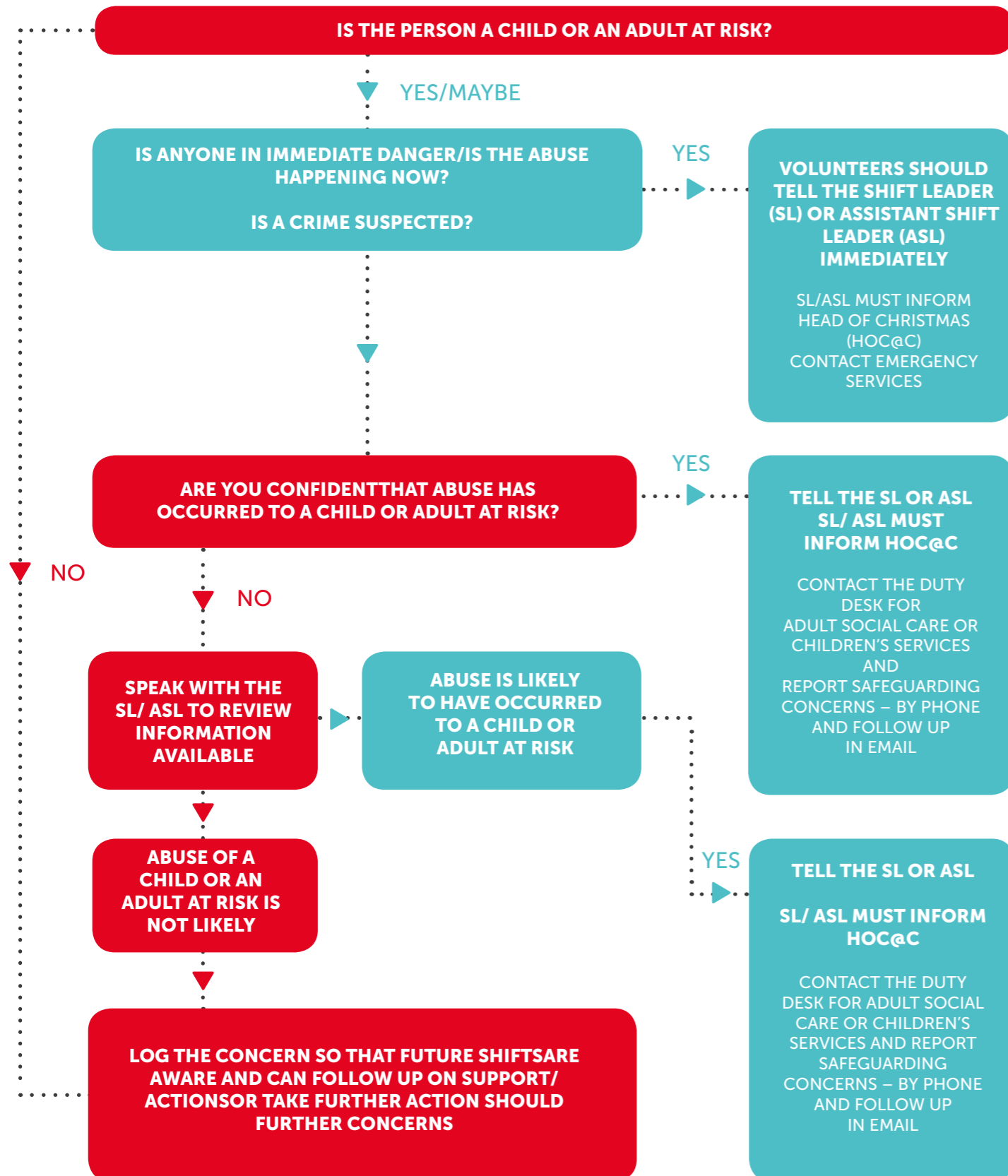
## Referrals to Social Services

During the Christmas period any referrals to Social Services are usually made by the Head of Christmas. However, where they (or other senior Crisis staff) are not available, you can obtain advice from the local Social Services Department (emergency duty team) or the police.



## Christmas safeguarding process

### Abuse or harm is suspected, identified or reported



If in doubt, raise an alert. The named person for safeguarding children and young people is the Head of Christmas

## Additional safeguarding information for Christmas volunteers

### Children at Crisis Christmas centres

We do not offer services to children at Crisis Christmas centres. This is because the needs and challenges faced by some of our guests make it difficult to meet the needs of them and children in the same setting. There are more suitable services for children.

However, there are occasions when children (anyone aged under 18 years old) may approach Crisis for assistance or be brought to a Crisis Christmas Centre by another guest.

### Procedures for a situation where a child (under 18) arrives at a centre

The following steps should be taken if a child (or someone who appears to be aged under 18) approaches a Crisis Christmas centre on their own or with others (who may be adults).

- Do not assume that any accompanying adult(s) are necessarily the parent(s), carer or guardian of the child.
- Welcome them. Explain that we do not accept children into the centres
- Do not admit to the main part of the centre. Contact a Shift Leader or Assistant Shift Leader, who will inform the Head of Christmas immediately (or the Crisis at Christmas Duty Staff Member)
- Show the child and any accompanying adults to a private area in the reception area of the centre.
- Ensure two volunteers are always present.

- If Healthcare or Advice services are available, request help from them to provide advice and signpost help that is available. Try to find out where the child or young person is living or sleeping.
- Try to keep the child or young person in the centre by talking with them until appropriate assistance arrives. No one should try to physically keep a child or young person in our centres.
- Write down a description of the child or young person.
- After discussion with the Head of Christmas (and if appropriate, the Advice Service Organiser and Healthcare Services Manager) it may be appropriate to inform the police or Social Services.

**To support the child while alternative arrangements are being made, it may be appropriate to:**

- offer them food and warm drinks (ask them if they have allergies before providing anything)
- offer them additional clothing.

**If they refuse and walk away...**

- Inform the Shift Leader or Assistant Shift Leader immediately.
- After discussion with the Head of Christmas consider informing the police or Social Services about the incident.
- Write a description of any accompanying adults and the child or young person.
- Bear in mind the incident may need to be communicated across the whole of Crisis Christmas staff as quickly as possible under the Major Incident Policy.

## 1.5 Use of I.T. equipment

### Our policy

Our guests and volunteers must not use Crisis Christmas centre I.T. equipment, broadband or internet / Wi-Fi connections to view or download inappropriate material. They must also not enter inappropriate dialogue on any social media sites or online forums, chat rooms or groups. Such activity may involve committing a criminal offence which could bring severe consequences to Crisis or to other people. Crisis could also be held liable because of providing IT access. Any material, even that inadvertently viewed by another party, lays us open to claims of condoning sexual harassment or other forms of discrimination.

### Our procedures

To reduce the possibility of such events occurring, we use robust content filtering measures. Our guests and volunteers are also advised of onscreen rules regarding PC use when they log on.

### Infringements – inadvertent and intentional

When considering incidents, that have slipped through our filtering process, we try to identify if they occurred intentionally or inadvertently.

- **Inadvertent access** – the guest or volunteer will be asked to modify their usage of the equipment to prevent any further infringements.
- **Intentional access** – the guest or volunteer may be prohibited from accessing the IT facilities for the duration of the Christmas period. They could also be excluded from the centre, at the discretion of the shift team. Details of the incident should be recorded in the shift book. If a volunteer intentionally

accesses inappropriate material, the shift team should be informed without delay. The volunteer will be excluded for the duration of the Christmas period. Details of the incident should be recorded on the exclusion form (please refer to the Exclusion Policy).

## 1.6 Neighbourhood management

### Our policy

The area immediately surrounding the centre must be cleared regularly of any rubbish that potentially left by Christmas guests. This is usually a condition imposed on us by local councils. Each shift team must set up neighbourhood patrols at regular intervals.

### Our procedures Patrols

- All centres and all shifts will have a patrol team which includes where possible, at least one Key Volunteer or an experienced volunteer.
- Shift Leaders should build in extra numbers into their volunteer allocation to allow for patrols.
- All centre Shift Leaders should agree the areas to be patrolled before Crisis Christmas centres open and the patrol frequency.
- Volunteers must use the equipment and materials we provide and carry radios where possible.
- Patrols should not get physically involved in any anti-social behaviour issues, but may speak to guests if appropriate and report back to shift teams for further action.

### Local relationships

- A letter or leaflet for residents will be delivered by Crisis staff, before the centres open, to explain Crisis Christmas activity.
- Shift Leaders will arrange for shift team members to visit nearby shops and businesses provide Crisis leaflets and answer any questions.
- Shopkeepers should be given the Shift Office number and names and times of key contacts, such as Shift Leaders and Assistant Shift Leaders. This is to allow local businesses to inform the centre of any issues involving our guests.
- All centres' patrols should include local shops on their rounds.



# Health & safety



## 2 First aid

### Our policy

Any First Aider volunteer at Christmas must have a first aid qualification approved by Crisis and we must ensure we have the correct level of first aid coverage in each centre.

### Our procedures

- Our First Aiders must only use the Crisis first aid kits available in the Shift Office. They must not bring in any of their own personal first aid equipment or add any reams/lotions/medicines to Crisis first aid kits.
- Crisis First Aiders must not give out any medication/drugs to guests or other volunteers, for example paracetamol. And our employees and volunteers must never purchase medicines for guests or volunteers.
- First Aiders must only provide first aid if they feel that they are appropriately trained, competent and confident to manage the situation.
- First Aiders must not do anything to put themselves or others at risk of danger or harm. In such situations, the appropriate emergency service must be called and the First Aider must wait for the emergency services to arrive.

## 2.1 Calling an ambulance

### Our procedures

When an ambulance is needed, all Crisis at Christmas centres must follow the procedure below to ensure professional management of the medical emergency. It also avoids multiple calls to the ambulance service.

- All telephone calls for an ambulance must be made through the shift office using a landline. The only exception to this is if a landline is not available, then a mobile phone should be used.

- A request for an ambulance to be called by the shift office may be done face to face or over the radio.
- If you will be making the call for the ambulance obtain as much information as you can about the guest/volunteer beforehand. For example: are they breathing, are they conscious, what is the emergency, are they male/female and give their approximate age. Then follow these steps.

- Using the shift office landline dial 999 and ask for an ambulance.
- The operator will questions regarding the person needing an ambulance and the centre's address. Provide as much information as you can.
- Once the call has been made, notify the Shift Leader/Assistant Shift Leader that the ambulance has been called.
- Inform the front gate to expect the arrival of an ambulance. The front gate will radio the Shift Leader/Assistant Shift Leaders when they see the ambulance arriving.
- The ambulance crew should be met at the entrance by an Assistant Shift Leader or Senior Volunteer who will escort the crew to the guest/volunteer.
- When the ambulance crew are onsite the Shift Leader will ensure that relevant information regarding the guest/volunteer is handed over.
- The Shift Leader/Assistant Shift Leaders will assist the ambulance crew to transfer the guest/volunteer to the ambulance.
- The Shift Leader is responsible for ensuring that an incident form is completed.

## 2.2 Transporting a guest to hospital

### Our policy

In non-emergency situations, the medical team can authorise a guest to be taken to hospital in a Crisis vehicle. The following people must travel with the guest:

- the driver
- two volunteers with a mobile phone to update the situation; they will stay with the guest until an outcome is reached.

### Our procedures Reporting and documentation

- If first aid is provided to a guest or volunteer, the First Aider must complete the appropriate Crisis paperwork/online form available in the Shift Office. Under no circumstances must copies of the form be taken away from the centre by the first aider.
- The Shift Office should make a copy of the paper form and the person receiving the first aid treatment should receive a copy of the paper form to keep
- Copies of the form may be given to emergency services if appropriate

## 2.3 Fire policy

### Our procedures

- All buildings must carry out their own fire risk assessment and evacuation plan.
- All centres will have different evacuation plans and procedures which will be visible throughout the building, there will also be copies in the shift office and volunteer's area.
- All information will be explained by the shift team in shift briefings.

- Personal Emergency Evacuation Plans must be completed for guests and volunteers where and when necessary.

## 2.4 Alcohol

### Our policy

Consumption and use of alcohol at all centres (except for guests at the Gate Residential Centre) is prohibited. This applies to staff, guests and volunteers.

### Our procedures Use of alcohol at centres other than the Gate Residential Centre

- Alcohol must not be brought onto or consumed on the premises by any guest or volunteer.
- The only exception is for alcohol-based medical supplies. These must be secured in the medical room.
- Drinking either on or off site, while on shift by any volunteer is not permitted.
- Volunteers must not be under the influence of alcohol when joining their shift.
- Volunteers must not store alcohol for guests anywhere within the centre boundaries.
- Volunteers must not permit alcohol to be stored anywhere within the centre boundaries (including in the luggage store for later consumption).

### Action if the policy is breached

- If guests are found drinking alcohol or with alcohol in their possession while on site, they should be asked to drink up or told to finish the drink outside. Alternatively, they can give the alcohol to the volunteer for disposal.
- If volunteers come to their shift with alcohol, they should be asked to dispose of it outside.
- If volunteers come to their shift under the influence of alcohol to an extent that it could affect the running of the centre, they may be asked to leave the shift or centre for that day.

- Both guests and volunteers may be excluded for breaches of this policy. Please refer to our exclusion policy for steps to be taken if either guests or volunteers fail to comply with Crisis alcohol policy.

### Communicating our alcohol policy

- Guests will be informed of our policy at the front gate before they come into the centre. They will be asked to either leave any alcohol they may have in their possession outside the centre, or to drink it before entering.
- Volunteers should be advised of the policy on alcohol at shift briefings before starting their shift. This information is also available in the Volunteers' Handbook and is communicated at new volunteer induction events.

### Decision making

- Where possible all volunteers should be able to tackle initial policy breaches and add this to the line of reporting. Volunteers should report to a Key Volunteer so there is a way to track multiple breaches. Final decisions on exclusion is to be taken by the Green Badges, as per the exclusion policy.

## 2.5 Illegal drugs

### Our policy

Illegal drugs are not allowed in any Crisis centres.

### Our procedures Supplying and dealing

- During Crisis at Christmas all guests must be informed at each centre's gate of our policy on illegal drugs.
- If guests are seen supplying or attempting to supply illegal drugs on centre premises, or there is a reasonable suspicion that they are doing so by the shift team, they will be excluded. Our usual exclusion procedure will be followed.

### Use of drugs

- If guests are seen preparing illegal drugs for use or using illegal drugs on Crisis' Christmas centres, they must be informed of our illegal drugs policy. They will be told to stop the preparation for use or the use of illegal drugs and encouraged to see a dependency worker at the next available opportunity. The dependency worker, with the Shift Leader, will decide on the best course of action for the guest.
- If the guest refuses to see a dependency worker, or refuses to comply with any other action decided, the guest may be excluded from that centre.
- Guests seen preparing illegal drugs for use, using illegal drugs or suspected of doing so, on our premises on a second occasion, must be excluded immediately. The exclusion will apply to all centres and for the duration of the Crisis Christmas period.
- Details of all warnings and exclusions will be recorded and circulated as per the exclusion policy.

### Found drugs

- Any drugs found on Crisis Christmas centre premises must be stored as found (in a plastic bag and tied) securely in the shift office.
- The Green Badge must report the find to the police on the non-emergency number who will call and collect an item.

### Sharps

- Only Green Badges will be responsible for removing sharps found on centre premises.
- Sharps must be disposed of in a sharps container.

### Needle exchange

- We do not condone the use of illegal drugs and do not permit their use or supply at any of the Crisis Christmas centres.

- We recognise that illegal drug users will not stop using during the Crisis Christmas period. We provide a specialist centre (the Gate Residential Centre) to support our guests requiring needle exchange via the nearest community pharmacy. We will provide advice regarding substance misuse.

## 2.6 Prescribed medicines (including controlled drugs)

### Our policy

Prescribed medicines (including controlled drugs) are permitted at all Crisis Christmas centres. However, they must not be handled by volunteers; they must be locked away correctly.

If a guest holds a controlled drug prescribed for them, no offence is being committed. But a volunteer is likely to be committing an offence if they take possession of methadone or another controlled drug to store it for a guest.

The Misuse of Drugs Act (1971) makes it an offence to possess a controlled drug unless you have the legal authority to be in possession of it. Doctors, pharmacists and the police officers acting during their duty and those engaged in conveying the drug to a person may lawfully have that drug in their possession.

### Our procedures Reducing the risk for guests and volunteers

- We want to ensure the safety of all our guests and volunteers by minimising the risk of methadone or other prescribed drugs being stolen. Guests should be asked to store their medication in a safe place, such as in a locked cupboard or locker.
- This is also the procedure if a third party brings drugs which the guest is incapable of looking after, or a Green Badge sees a guest incapable of looking after themselves with drugs on display such as in their lap. In the case of incapable guests, a Key Volunteer or Green Badge should be informed. They should then place the drugs into storage and ensure that the guest is made aware of this as soon as possible.
- The Shift Office at each Crisis Christmas centre will have lockable storage spaces that guests may use for storing their prescribed (including controlled) drugs. The procedure for guests storing their prescribed medicines (including controlled drugs) follows below:
  - Guests are asked at the front gate whether they have any prescribed medication. If they confirm they have medication, a front gate team member will contact a Green Badge.
  - The Green Badge will offer use of a lockable storage space in the Shift Office. They will clarify to the guest that volunteers are not responsible for reminding or ensuring that the guest takes the medication correctly.
  - The guest (or the 'third party' in the case of an incapable guest outlined above) will be taken to the Shift Office. The guest will be shown the lockable storage space, and asked to store their prescribed medicines there.
  - A record will be made of what is stored in this storage space,

using the prescribed drugs storage form. This is to be signed by the guest (or third party) and two volunteers, one of which must be a Green Badge. The bottle, packet or container that contains the drugs must be clearly labelled with the name of the medicine, the dispensing chemist and the name of the person receiving the prescription. The Green Badge must make sure that the name on the bottle/packet is the same as that on the form. If the drug is unmarked, a description of it (for example, 'small white scored tablets') should be entered. The Healthcare Team should be contacted for advice if the Green Badge is concerned regarding the drug's legality.

- The guest must lock the storage space (If individual lockers are available) and retain the key. Only the guest in question can use their key and access their storage space in this instance.
- Each time a guest wishes to access their prescribed (including controlled) drugs, the prescribed drugs storage form should be updated, and signed for by the guest and two volunteers (one of which must be a Green Badge).

At no point, should a volunteer access the locker, safeguard prescribed or controlled drugs for a guest or hold their locker key.

Volunteers must not agree to take a guest's prescription and collect their medication for them. The only exception to this is if the guest is unable to collect the prescription in person. In this case, the guest must provide written permission (or a signature) authorising the person to pick up their medication. This must be fully discussed in advance with a Green

Badge and documented in the shift book.

## 2.7 Violence

### Our policy

We are committed to providing a safe environment for staff, guests and volunteers and we do all we can to prevent violence and aggression taking place. Where it occurs, we will manage it to reduce risk and minimise potential harm. Violence is not tolerated at any Crisis Christmas centre.

### Our procedures and principles

- We make every effort to diffuse any potentially violent situation. Physical and implied violence and threatening behaviour among guests and volunteers is not tolerated and we do not tolerate the use or threatened use of any weapon.
- Someone may be excluded for the following reasons:
  - hitting another person, unless in self-defence.
  - repeatedly causing fights.
  - causing fights when unprovoked
  - repeated threatened or implied violence.
- In extreme cases, we may have to exclude someone who has been a target of a violent incident for their own safety.
- The Shift Team decides whether a person is to be excluded, and the exclusion length in keeping with the exclusion policy.
- The Shift Team is responsible for talking to any volunteer or guest involved in a violent incident who may be upset.



### The police may be called in the following instances

- If someone is threatening or violent with a weapon.
- If there is a fight between several people that cannot be contained.
- If someone fails to accept an exclusion and repeatedly returns either to the gate or into the building.

As with all 999 calls, only a Green Badge should call the police (or a Shift Office Volunteer on the request of a Green Badge). All 999 calls must be made from the Shift Office.

### How General Volunteers should tackle violence

- Violent incidents will happen and in most instances the shift team will deal with the situations.
- General Volunteers are not expected to become involved in violent incidents unless they feel confident to do so and are given instructions by their Shift Leader or Assistant Shift Leader.
- General Volunteers may assist by dispersing a crowd, and comforting and distracting on-lookers.

## 2.8 Weapons

### Our policy

Weapons are prohibited at all Crisis Christmas centres; carrying weapons is a criminal and arrestable offence.

### Our principles and procedures

No weapons are allowed in the centre, these include pen knives or flick knives, knuckle dusters and screw drivers. An 'offensive weapon' is any weapon which is made or adapted for use of causing injury to a person, or intended by the person having it with them for such use by them or some other person.  
*Metropolitan Police Brick Lane SE1*

- We make it clear on entry at the gate that guests are not allowed on site with weapons.

- We do not store weapons and adapted weapons on behalf of a guest if they are found to be carrying such an article.
- If a guest volunteers to hand in a weapon to gain access to the centre – we explain that this weapon cannot be returned, that we must confiscate it.
- When an offensive weapon is confiscated, its confiscation must be recorded in the shift book and the item kept in a locked drawer within the shift office for disposal at the end of the week.
- If a guest declines to have their weapon confiscated, then they shall be refused entry to the centre.
- If a volunteer sees a weapon at any time on a guest, whether at the gate or inside the centre, they should inform the shift team immediately.

## 2.9 Display screen equipment

### Our policy

We provide a safe and healthy working environment for employees, volunteers and guests who use our equipment. We have specific measures to protect their health and safety when working with display screen equipment.

### Our procedures

#### We ensure the following workstation requirements in our locations

- The chair must be stable and adjustable to ensure the correct posture.
- The screen image must be stable; the characters must be well defined and the brightness and contrast must be adjustable.
- The work surface must be large enough to ensure all documents and equipment in immediate use can be accommodated.

- The keyboard must be separate from the screen with a tilt mechanism.
- Any additional equipment needed because of the risk assessment or because of the work's nature must be adjustable where appropriate e.g. footrest etc.

### We ensure the following environmental conditions in our locations.

- There must be enough space for postural changes and for freedom of movement while someone is seated and when moving between furniture and equipment.
- Lighting levels must be adequate for all tasks at the workstation eg reading or keyboard work. The light source can be natural or artificial or a combination of both. Measures must be taken to avoid reflections and glare.
- Noise from equipment should not distract the user and impair concentration or prevent normal conversation.
- Temperature and humidity may be affected by the heat emitted by workstation equipment and this should be considered when equipment is sourced.

## 2.10 Manual handling

### Our policy

Manual Handling Operations Regulations (MHOR) 1992 defines manual handling as: "any transporting or supporting of a load (including the lifting, putting down, pushing, pulling, carrying or moving thereof) by hand or bodily force."

### Our procedures

We ensure there are arrangements to identify and manage the risks associated with manual handling

activities involving our volunteers and employees. These arrangements must ensure that:

- manual handling operations are avoided where possible
- manual handling operations that cannot be avoided are assessed for risk.
- the risk of injury is reduced by actions put in place through assessments.
- assessments are carried out by managers of the work.
- managers are competent to conduct the assessments.

Staff and volunteers at Crisis Christmas centres are responsible to the above for the safe management of the work activities under their control. They must assess the risks involving manual handling and ensure:

- the implementation and maintenance of relevant risk control measures
- the provision of suitable information, instruction and training
- appropriate levels of supervision of staff and volunteers by taking account of their experience and skills.

Staff and volunteers at Crisis Christmas centres must co-operate with their line manager in making assessments by:

- making full and proper use of risk control measures i.e. system of work and/or
- prescribed safety equipment
- reporting any defects or problems attending training directed by their manager and report any condition which might affect their ability to handle loads safely.

## 2.11 Centre hygiene

### Our policy

Each centre (including the warehouse and Operations Centre) must maintain a safe and healthy environment for guests and volunteers. This involves minimise bacterial and viral infection risks to protect the wellbeing of staff, volunteers and guests.

### Our procedures

We require a consistent hygiene management regime across all Crisis Christmas centres areas to ensure standards are in place and maintained.

### Kitchen

Strict food and hygiene standards must be followed within the kitchen around food handling, cooking and general hygiene of the kitchen and kitchen equipment. Food and hygiene standards will be displayed in all Crisis food preparation areas and kitchens.

### General cleanliness and hygiene of centres

The shift team should allocate responsibility to a Key Volunteer or experienced general volunteer to manage the cleaning programme. This person should be available all week to ensure consistency in standards. They should organise the cleaning teams and demonstrate how a thorough clean should be undertaken. They should also advise on any health and safety considerations – particularly around chemical use.

## Cleaning programme

### Minimum standards for each centre are detailed below.

- In food service areas, all surfaces should be regularly wiped down with antibacterial cleaner including front-of-house tables, service areas and all work surfaces.
- Empty cups, plates, napkins etc. should be cleared away from tables regularly.
- Toilet and bathroom areas should be checked and cleaned at least once an hour. The cleaning will involve:

- waste removal from bins
- cleaning sinks and surfaces
- cleaning toilet bowls and seats
- mopping floors
- replacing liquid soap and paper towels as required
- cleaning all door handles.

- All centres should have a more comprehensive cleaning programme overnight with toilets and bathroom areas being deep cleaned if required.
- Extra cleaning materials are available from the Operations Centre on request.

## Deep cleaning

If a regular cleaning programme is implemented in all centres, then a deep clean should not be necessary if all areas have been cleaned thoroughly before the Christmas period. However, if any cases of suspected illness such as stomach upsets involving 10 or more people occur then a precautionary deep clean should be done. Gloves must always be worn by the cleaning team if responding to suspected illness. The cleaning team should also wash their hands thoroughly in hot water and soap

afterwards.

### A deep clean involves:

- washing down all walls, windows, doors and door handles
- thoroughly cleaning toilets, sinks and bathroom facilities
- washing waste bins and any other equipment/furniture in the room
- changing waste bags
- mopping floors
- removing rubbish.

When cleaning up vomit, an area of one metre square around the vomit site must be cleaned. This includes the floor, walls and furniture if appropriate.

## Use of chemicals and cleaning agents

A dilute bleach solution is the most effective way of thoroughly disinfecting an area. But the precautions below should be followed to ensure safety.

- Never use bleach with any other cleaning solution.
- Protective gloves should be worn always when using bleach solution.
- For general cleaning use a solution of one part bleach to 10 parts water.
- Ensure that spaces are well ventilated as bleach can release gases when exposed to sunlight.

## Alcohol gels and hand rubs

These are used widely in some health care settings to decontaminate hands. While effective in certain situations they do not destroy all bacteria and viruses and do not remove dirt from hands. Hand washing is the most effective way of decontaminating hands. All volunteers should be encouraged to wash their hands regularly with soap and water.

Alcohol and ethanol gels are increasingly used as an alcohol substitute by homeless people. This use has caused one recent fatality and much illness. Alcohol or ethanol gels may only be used by service teams such as Healthcare and Podiatry.

## Cleaning equipment and materials

Each Crisis Christmas centre will be given a cleaning product starter pack. The amounts within are based on the number of guests, the number of toilets and showers, and the physical area of the centre. Kitchens will have a separate cleaning starter pack.



## 2.12 Major & non-major incidents

### Our policy

We have an incident reporting policy defining three incident categories.

### Catastrophic/major/significant

Examples of catastrophic/major/significant incidents are:

- any occasion when the emergency services are called
- physical assault
- sexual or racial harassment
- class A drugs use within Crisis at Christmas premises.
- loss of significant funds or assets through theft or negligence and any other issues that might become public and cause reputational damage.
- Incidents will be investigated immediately with a separate report being made on the circumstances and any resolutions that are to be adopted because of the report.

### Minor

Examples of minor incidents could be verbal abuse (that wasn't sexist or racial), drug use other than class A, general misbehaviour and theft. Incidents will be considered as soon as the opportunity arises to do so. It will not generally be necessary for a separate report to be made.

## 2.13 Major incidents

### Our policy

If a major incident occurs during the Crisis Christmas period, it is essential that the incident is communicated and reported when it happens. This ensures the health, safety and well-being of guests, volunteers and the centre.

### Our procedures

For any major incidents, our broad guidelines to follow are below. We cannot prescribe the appropriate procedures for all circumstances, so individual discretion and quick action are likely to be vital.

A major incident can be any situation with immediate implication for the safety and welfare of guest's volunteers and staff. It could also be a situation which could compromise the reputation of our Christmas centres and the whole organisation and so warrants immediately reporting. Major incidents will include (but are not limited to):

- death, serious illness or serious accident of guests or volunteers
- outbreak of any illness affecting more than three people
- damage or serious affray in local community caused by guests or volunteers
- complaints against guests or volunteers that may imply potential future litigation
- any serious crime or alleged crime that takes place at Crisis Christmas centres such as rape, murder, aggravated burglary, GBH etc.
- police investigations into incidents within the centre ie drugs, theft, violence
- fire, flood or other damage to the centre

- any incident that may cause the centre to have to close such as serious failure of key services such as power, heating or sanitation
- any reasoned threats to 'Go to the media' by volunteers or guests
- any accident or injury to volunteers or guests while using Crisis at Christmas transport services
- any 'unusual' activity by members of the media in and around Crisis at Christmas.

#### Identifying a major incident

- The operational management of a Crisis at Christmas centre, when it's open, is the responsibility of the Shift Leader. All incidents within a centre should be reported to a Green Badge. They will then outline significant incidents to the Shift Leader who will assess whether the incident is a major incident or not.
- An emergency might occur elsewhere so a major incident can also be identified by a Crisis at Christmas staff team member. The Crisis at Christmas staff team member will assess if the incident is major and inform the Crisis at Christmas shift teams on duty at that time.
- If there is any doubt whether the incident is major, the Shift Leader or Crisis at Christmas staff member should err on the side of caution. They should follow the first stages of the major incidents procedure. It should be noted that an incident may develop into a major incident as it progresses, and the situation should be evaluated on an on-going basis as it develops.

#### Major incidents procedure

- The Shift Leader will immediately contact the Head of Christmas (or the Duty Christmas Staff Member) and inform them of the situation. If appropriate and necessary, they should simultaneously arrange for the emergency services to be contacted.

- The Head of Christmas (or the Duty Crisis at Christmas Staff Member) will immediately inform the Director of Client Services (or another designated Crisis senior manager). The Head of Christmas (or Duty Crisis at Christmas Staff Member) will then coordinate the response to the incident. The immediate response will include:

- gaining external professional or medical advice and drawing on in-house expertise where necessary to decide appropriate next steps or responses
- deciding if the situation should be communicated more widely outside the immediate location of which it has occurred
- as soon as logistically possible, briefing the Crisis Chief Executive, Director of Client Services, Director of Corporate Services and Head of Marketing and Communications regarding the situation and likely operational media, insurance or financial implications
- immediately informing the Media Manager regarding the situation (if it appears that there is a need to manage the media attention).

#### Reporting and documenting major incidents

The Shift Leader should also ensure they inform the Shift Leader at the Operations Centre, complete the accident book (where appropriate) and the shift book with full details of the incident. A major incident form should be completed and emailed to the Ops Centre. Major Incident forms are available on CC Online.

#### The details of the incident recorded will include:

- description of the incident, including how it arose, locations and times
- details of any guests or volunteers involved, including contact details wherever possible
- details of any witnesses, including contact details wherever possible
- information on any third parties involved, including emergency services
- information on how the incident was communicated
- details of what action was taken, by whom and when.

Anyone else responsible for communicating the incident (as outlined above, for example the logistics coordinator) must record how and to whom the incident was communicated in memo form. They should ensure this record is received by the logistics office Shift Leader.

The Head of Christmas (or Duty Crisis at Christmas Staff Member) who coordinated the incident response should keep notes during the response regarding their communications and consultations with others. They are responsible for bringing together the accounts written by everyone involved into one place and writing up a complete report on the incident.

#### Communicating the situation to other centres

- If the situation is to be communicated, the Head of Christmas, in consultation with appropriate managers, will draft the key messages to be communicated within the Crisis at Christmas centres.
- The Head of Christmas (or Duty Crisis at Christmas Staff Member) will then immediately telephone each centre, the Operations Centre and the warehouse (plus any other appropriate location). They will give a verbal account of what has happened and advice sought.

- Once professional or medical advice has been received, the Head of Christmas (or Duty Christmas Staff Member) will circulate a written briefing. This will detail the messages to be communicated, to whom and when. This will be sent to Shift Leaders and the Media Manager.

#### Communicating within the Crisis at Christmas centres

- The Shift Leader is responsible for briefing staff, volunteers and guests as necessary, per the professional or medical advice provided. They will usually do this in the regular shift briefings and de-briefings. The Shift Leader will also take responsibility for communicating the information to any Service Organisers at their centre.
- At the Operations Centre, the Shift Leader will be responsible for communicating the information to volunteers and service organisers based there. They will also be responsible for ensuring that all service organisers not present have received the information either from themselves or through Shift Leaders at the centres.

#### Communicating beyond centres

It may be necessary to communicate with staff, volunteers or guests who have ended their last shift. If so, the Head of Christmas (or Duty Crisis at Christmas Staff Member) will appoint a member of staff or a volunteer to coordinate this using the data from the Crisis database. A written note should be dispatched within 24 hours of the time when the professional or medical advice has been provided.

## 2.14 Non-major incidents

### Our policy

A non-major incident must be communicated and reported to the Head of Christmas as soon as possible after it happens. This is to ensure the health, safety and wellbeing of our guests, volunteers and the centre. The shift team and Shift Leader are responsible for communicating and reporting the incident.

### Our procedures

- All non-major incidents and 'near misses' must be logged by the shift team in the shift book before the end of the current Christmas event.
- All accidents must be logged by the shift team in the accident book and a note made in the shift book regarding the incident.
- Any significant (but non-major) incidents should be reported by the shift team to the Operations Centre, either during or at the end of each shift.
- A significant non-major incident is anything that isn't a major incident at that time, but might require follow up or could later develop into a major incident. Significant non-major incidents will include but are not limited to:

- all call outs of emergency services (police, ambulance, fire)
- any accidents which require medical attention or that require follow up
- any motor vehicle accidents (except those which result in injury to guests or volunteer – these are classified as major incidents).

- A significant (but non-major) incident needs to be communicated to the

Head of Christmas if it appears that it might require follow-up or develop into a major incident.

- The Operations Centre must keep a log of all significant incidents reported to them. This will be available for review by the Head of Christmas (or Duty Christmas Staff Member) at any time.
- The Head of Christmas will send regular updates to the Chief Executive, Director of Client Services, Director of Corporate Services and Head of Communications of significant incidents. This is to ensure they are aware of any issue that may be picked up by the media or have insurance and financial implications for Crisis.
- At the end of Christmas with Crisis, the Head of Christmas will compile a report listing all incidents (major or minor). This will be circulated to the Chief Executive, Director of Client Services, Director of Corporate Services and Head of Communications for information and reference of any enquiry should be made.

## 2.15.1 Discovery of a collapsed person

### Our general principles

There are several situations where a collapsed person can be discovered. They might involve someone who cannot be roused in the morning to someone collapsing through an accident or injury. Such diversity makes setting absolute procedures impossible. So, everyone must adjust their action per the situation, but bear in mind the principles laid down in this guidance.

- A person is not considered dead unless they are so certified by a confirmed/verified and appropriate healthcare professional. Unless there are exceptional circumstances, every attempt should be made to resuscitate the person. They must receive competent care as quickly as possible.
- The first step in resuscitation is to ensure the safety of all involved. The only thing that should delay resuscitation attempts are measures to ensure the safety of guests and volunteers.
- Resuscitation practices change and require a level of competence. Even those that have already received training soon lose the necessary skills. If a volunteer has received no training or if they have not received a recent update on Basic Life Support, then they should focus on getting help rather than attempting resuscitation.
- All volunteers should carry out tasks asked of them promptly without panic in such an emergency.
- General volunteers should never contact the ambulance service.

### Our procedure on discovering a collapsed person

- Send somebody to get help, preferably from both the Healthcare Service (if available) and a Green Badge. Whichever of these arrives at the scene first should ensure that the other is notified. The shift team should always ensure that a designated First Aider, Shift Leader or Assistant Shift Leader has been notified.
- Ensure the area is safe for resuscitation.
- Start Basic Life Support and call an ambulance.
- Continue Basic Life Support until an ambulance arrives.
- Ensure that gate/front entrance volunteers are waiting for the ambulance and can bring the paramedics directly to the scene.

- Once the paramedic team arrives, hand over to them and they will take over the management of the situation.

### Once Basic Life Support has started other things can be done.

- Ask other guests and volunteers to leave the area and screen the area off if possible.
- Identify whether the guest has friends or relatives in the centre.
- Find out as much as you can ready for the paramedics. Name, age, address, any known illnesses etc have they taken any drugs of any description? (Do not search pockets).
- Start the Major Incident Procedure.
- Remember this can be a traumatic situation and other guests will require care.
- The shift team might consider some instant diversionary activity in the centre, for example, extra coffee and tea round.
- Look after the volunteers and other guests. Try to move them away from the scene to reduce their distress.

### Concerns around death

- If the paramedics decide to stop resuscitation they will communicate this with the Shift Leader or staff member and inform them of next steps. If there are any suspicions relating to the death, the police will be informed. They will then attend the centre.
- The body must not be moved by volunteers or staff. Any equipment used in the resuscitation process should be left in situ.
- The police will decide on any further action needed, including transferring the body to a designated funeral director.
- The Shift Leaders and Assistant Shift Leaders will assist the police in such matters as identifying witnesses to the death and the discovery of the body.

## 2.15.2 Exposure to sharps (inoculation injury) & body fluids

### Our procedures

If a used needle or other sharp is found, the following procedures must be applied to reduce the risk of a sharps injury to employees, volunteers or guests.

- Ask another volunteer to call a Shift Leader or Assistant Shift Leader and tell them about the sharp.
- Do not leave the area where the sharp is found unattended.
- The Shift Leader or Assistant Shift Leader will:

- obtain some sharps bin, gloves and forceps
- dispose of the syringe, needle or other sharp directly into the sharps bin
- after removing gloves, hands should be washed with soap and warm water.

### Apply the following principles and procedures

- All sharps must be disposed of correctly.
- Sharps should never be carried around but disposed of immediately.
- Used sharps should never be passed from one person to another.
- Do not touch a used syringe or needle until you are wearing gloves or using forceps to pick them up.
- If you find a used needle or sharp never attempt to re-sheath, bend or break the needle. If the needle is still attached to a syringe, do not attempt to disconnect it.
- Never over fill a sharps bin. The maximum they should be filled to

is  $\frac{3}{4}$  full, the limit is marked on the container. Sharps bins should be signed and dated when they are opened and when they are closed.

- Never attempt to retrieve an item from a sharps bin.
- All volunteers have a responsibility to ensure that they comply with this policy.

### Immediate action for a sharps injury

- Encourage the wound to bleed by gently squeezing around the area.
- Wash thoroughly with soap and warm water.
- Cover with a clean dry dressing.
- Inform the Shift Leader who will arrange for immediate transport to the nearest Accident and Emergency Department for further assessment and treatment.

### Immediate action for a splash injury to the eyes or mouth caused by bodily fluids

- Rinse the area thoroughly with warm running water.
- Do not use soaps or any other cleaning agents to clean the mouth or eyes.
- If the exposure is to the hands or other parts of the body, wash the area thoroughly with soap and warm water.
- Inform the Shift Leader who will arrange for immediate transport to the nearest Accident and Emergency Department for further assessment and treatment if appropriate.

### Documentation

All incidents must be documented on Crisis Christmas incident forms. The Head of Christmas and Healthcare Manager must be informed as soon as possible after the incident via the Operations centre.

### Post-incident management

The Head of Christmas or Healthcare Manager will provide support if required to any individuals affected by an incident.

## 2.15.3 Illness surveillance, outbreak & containment guidance

### Surveillance

- The Healthcare Service will check daily to enable the early detection of any potential health concerns or outbreaks.
- The Healthcare team will be vigilant at clinics for several guests reporting feeling unwell with the same symptoms.
- The Healthcare Services Manager will visit all centres on a regular basis throughout the week.
- At the start and end of each shift, the Healthcare Manager or nominated deputy will contact all centres to ask if there are any concerns regarding the health of guests or volunteers. This information will be recorded and maintained in the healthcare office.
- At the end of each day the Operations Centre and Head of Crisis at Christmas will be informed of any concerns.
- If there are clear health concerns the Head of Christmas will be notified immediately and the outbreak guidance policy implemented if appropriate.

### Outbreak guidance

If an illness outbreak is suspected, for example, influenza, diarrhoea or vomiting, the following actions should be taken by the Shift Leader for that centre:

- inform the Head of Christmas
- inform Healthcare Services Manager (or deputy)
- confirm number of guests reporting to be ill and their symptoms.

- On notification of a suspected outbreak or potential illness, the Head of Christmas, Healthcare Services Manager and Shift Leader for the affected Centre will meet at the Centre concerned. They will assess the situation in relation to the following:

- the type of illness
- number of guests and volunteers involved
- reports from other centres of illness.

Decisions will be made on how to manage the situation.

### Containment

In all instances, the safety and welfare of guests and volunteers is essential. During an outbreak the following actions will be taken to contain the situation.

- All guests reporting to be unwell will be asked to remain in a designated area and use identified toilet facilities.
- If appropriate, guests will be reviewed by the Healthcare Service.
- A deep clean of the centre will be undertaken and regular cleaning increased.
- If the outbreak is considered significant, a decision to close the centre may be taken.
- Other services in the centre should be notified such as the Catering Service.
- The situation will be regularly reviewed and monitored by the Head of Christmas and Healthcare Manager to agree any further actions required.
- The Green Badge/Shift Leader is responsible for ensuring that incident forms are completed.

# 「Operating the Centres」



## 3.1 Meet & greet

### Our policy

We want our guests to feel welcome and to understand the behaviours we expect.

We cannot allow the following in the centres and are strict about it:

- alcohol
- drugs
- smoking
- violence
- weapons
- pets
- Under 18s.

### Our procedures

Our meet and greet procedure must be applied across all Christmas centres, except for the Gate Residential Centre, where alcohol is allowed, and the Link Residential Centre where dogs are allowed.

All guests should be greeted at the gate and talked through the expectations we have around behaviour. This should be phrased as 'Can you tell us if you are you carrying any alcohol, weapons or drugs?'

An explanation should follow that Crisis does not allow them into our centre, as it can make people unsafe, should follow.

All gates should have our behavior expectations clearly displayed with signage and available in multiple languages.

## 3.2 Dogs

### Our policy

Dogs are not allowed at Christmas Centres (except in our designated residential centre).

### Our procedures

- If a guest with a dog arrives at a Christmas centre that does that accept dogs, they should be advised of this.
- If the guest is a referral case (and has been through the advice or referral process), then every effort should be made to refer them to our residential centre with dog kennelling facilities.
- Guests with dogs wanting to use the centre when the kennels are full (or wanting to use another Christmas centre where there is not a dog service) will not be admitted. They will, however, be given information about other centres – outside Crisis – which admit people with dogs. Transport will be arranged where possible.
- No pets or animals, other than dogs, will be allowed at Christmas centres.

## Providing a service for people with dogs

- The Head of Christmas will determine the Christmas centre most suitable for a kennels service.
- The Dog Service Organiser, representatives from our animal welfare partner, Mayhew, and the Logistics Coordinator will decide during set-up the number of dogs to be accommodated.
- The dogs will be kept in kennels and all dog owners using the facility must sign and abide by the Dogs Agreement.
- There will be a maximum of two dogs per guest. This is to ensure we can provide our dogs service to the most guests possible.
- All dogs will be kept singly in kennels unless a guest has two dogs that can share a kennel.

### Communication

- Guests should be told about the Dogs Agreement before they come into the centre.

### Action if the Dogs Agreement is breached

- If guests will not comply with the Dogs Agreement, both the owner and the dog will be asked to leave the centre for the remainder of Christmas period.
- If the owner cannot be found or does not respond to a request to attend the dog(s), we reserve the right to transfer the dog to Mayhew for future care.







# 「Volunteers」

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## 4.1 Volunteer promise and volunteer code of conduct

### Our policy

Our volunteer promise and code of conduct apply to all Christmas volunteers.

We are committed to providing best practice in volunteer management across the whole organisation and all projects involving volunteers, including Christmas.

### Our procedures and principles Volunteer promise

We value our volunteers highly and we want to ensure that wherever possible you have a great experience. We have a set of six principles relating to our volunteers.

We will:

- ensure that you understand the difference we make together
- provide you with support from a named person
- work hard to make you feel valued
- give you the opportunity to support us in different ways
- equip you to carry out your role effectively
- listen to your feedback carefully.

We believe a volunteer role will never directly replace a paid employee role or be a job substitute.

We are responsible for people who give their time and they are described as acting 'on behalf of' Crisis. This places a requirement on Crisis to ensure that volunteering in our organisation is safe and legal.

## Volunteer code of conduct

Everyone is responsible for ensuring their own conduct does not cause offence to others and to promote a positive culture where harassment and bullying are unacceptable. We want our employees and volunteers to confidently challenge unacceptable behaviour without fearing reprisal.

### We expect you to:

- ensure everyone feels safe and welcome at Crisis
- treat all those working with, working for and supporting Crisis with courtesy and respect
- consider the personal stories and information members, guests, volunteers and staff disclose to you with care, confidentiality and sensitivity
- take care of your own and others' health and safety
- deal appropriately and legally with Crisis' property and money
- represent Crisis and our values positively, through your actions and your spoken or written communication (including social media).
- read and abide by the policies and procedures relevant to your volunteer role
- ask questions if you don't understand instructions
- use your volunteer time productively to carry out your role duties
- Ensure you dress appropriately and suitably for the situation in which you are volunteering
- undertake your volunteering free from the influence of alcohol or illegal drugs
- report any business or other interests which may give rise to a conflict of interest in the performance of your duties

- not develop close personal relationships or socialise with guests (apart from member volunteers) you have met as a direct result of your volunteering. The exceptions are when you are part of an agreed learning activity or organised event for the benefit of Crisis clients, staff, supporters or volunteers. This includes not interacting with guests or members via social media and not exchanging money, gifts or personal contact details

We understand that volunteering can be challenging and that mistakes can happen. We are committed to solving problems and issues collaboratively. We do, however, have a duty of care to act if we believe a volunteer is not acting in line with our standards of behaviour and practice.

### We will end a volunteering placement immediately if our volunteers:

- fail to follow instructions, policies, practices and procedures including health and safety
- abuse a position of authority or attempt to use an official position for private advantage
- display poor timekeeping/attendance without reasonable explanation
- misuse Crisis property, equipment or vehicles
- act unlawfully
- carry out their role while under the influence of alcohol or illegal drugs
- seek or gain unauthorised entry to computer records
- make unauthorised contact with the media
- disclose confidential information concerning Crisis (and its staff), members, guests or supporters to a third party
- discriminate against a member, guest, supporter or member or staff
- display what we deem aggressive or threatening behaviour or attitude in any form of communication.

Any volunteer concerned about other volunteer behaviour and code breaches should tell their Shift Leader/ Service Organiser or Volunteer Manager at the earliest opportunity.

We can only support someone who feels they are being bullied or harassed if they make a complaint. Any difficulty in defining what constitutes bullying or harassment should not stop an employee or volunteer from discussing behaviour causing them distress. We will ensure the sensitive and confidential nature of any complaint is recognised in any steps taken to respond to it.

## 4.2 Volunteer guidelines

### Our policy

All Christmas volunteers are required to work within our guidelines. Following the guidelines protects the safety and wellbeing of our guests and volunteers.

Any guideline breaches can result in the volunteer being asked to leave the centre, exclusion from all centres and future years of Christmas with Crisis. Crisis employees and Senior Volunteers must ensure our volunteers are aware of the guidelines through training, the volunteers' handbook and online forums. Volunteers are responsible for reading the guidelines to understand expectations of them during their volunteering experience.

### Our principles and procedures Volunteers and insurance

- Our insurance policy covers injuries caused to volunteers if we and our employees are proven to be negligent. If third parties are injured by a volunteer's negligence this is covered by our insurance policy too.
- Professionals who volunteer by delivering sessions, support or physical interventions (such as podiatry, dentist checks, massage, etc.) must provide their own professional indemnity insurance. They must also provide their certificates/evidence proving their competence/industry qualification and membership of relevant regulatory bodies.
- Injury to volunteers not caused by Crisis negligence is not insured. If volunteers are concerned about the risk and costs of injury, they should arrange their own Personal Accident cover.
- Volunteers' belongings are not insured by Crisis, so volunteers

should arrange their own personal belongings insurance if they are concerned about loss.

- We do not provide motor insurance for volunteers using their own vehicle to travel to their volunteering. Charity work is normally classed as social, domestic and pleasure and not business use. However, some insurers take a different view so each driver must check with their own insurers. Volunteers must ensure their motor insurance provides cover for their activities.

## Recruitment, screening and selection

- Our recruitment process helps both Crisis and prospective volunteers discover if a Christmas placement will be beneficial, appropriate, and practical for everyone involved. Our process is also designed to ensure the safety of our guests, staff and volunteers.

## Volunteer ages

All our volunteers must be 18 years old or above to volunteer for Christmas during 22– 30 December.

- The exception is accompanied school parties, who we may allow to help with set up and close down.

## Volunteer roles

The specific tasks carried out by volunteers are described in their role descriptions.

- Each role description sets out the skills/experiences required, support available and recruitment methods

used. Risk assessments for roles are included in each centre's risk assessment.

- The role description forms an agreement between the volunteer and Crisis regarding tasks, responsibilities and support provided to the volunteer.
- This agreement is not legally binding and cannot be viewed as a legal contract by either side.

## Application form

- All Christmas volunteers are required to complete an online application form to help us collect necessary information and ensure equal treatment of all applicants. It also helps us process volunteer information fairly and within data protection requirements.

People not present on the 'Gate lists' for particular shift, or who do not have a relevant mobile service badge are not allowed in the centre to undertake any volunteering activity. Volunteers can do extra shifts at the Shift Leader's discretion and complete a paper registration form agreeing to policies and code of conduct, at the Volunteers' registration desk. This information will then be processed by the Shift Team and the volunteer can enter the building and join the shift with the Shift Leader's agreement.

## Interviews

- Interviews are often part of the recruitment process for Senior Volunteer roles at Christmas, but we don't conduct volunteer interviews for most other roles.

## References

- We do not take up references for Christmas volunteers.

## Involving volunteers with additional support needs

- We do our best to accommodate volunteers with additional support needs, and where operationally possible we try to allocate support and roles suitable to the situation and abilities.
- All volunteers are asked about any specific support needs they have, so we can assess and ensure if we have suitable resources to support all our volunteers safely and comfortably.

## Disclosure Barring Services (DBS) checks

- We do not require DBS checks from our Christmas volunteers; we have appropriate procedures and processes to mitigate against any risks.

**We must refer a volunteer to the DBS if we:**

- ask a volunteer to leave because they harmed someone
- remove them from working in regulated activity because they might have harmed someone
- we're planning to ask the volunteer to leave for either of the above reasons, but they left first.

## Training & inductions

- We provide our volunteers with relevant training to help them to carry out their roles effectively. Volunteer training is not a form of payment or reward.

## Volunteer Handbook

- Every volunteer can find the Volunteers' Handbook (on the Online Community Portal and in the Volunteers' Area on shift).
- The handbook includes volunteering guidelines and other useful information. More information about the Christmas set up and volunteering is available to all volunteers via the Online Community Portal.

## Induction

- Volunteers are inducted into their voluntary role at Crisis. This induction may include an introduction to staff and volunteers, a building tour, an introduction to responsibilities and practices, and Health and Safety regulations.
- Volunteers will also be introduced to tasks they will be expected to undertake in their role.

## Supervision and ongoing support

### Volunteers will receive:

- ongoing support and information about who to ask for help when needed on shift
- a named person who will make reasonable efforts to be present and available for support, guidance or instructions,
- supportive and encouraging supervision of tasks

## Volunteer travel /meal expenses

- We cannot reimburse volunteer travel, accommodation and/or meal expenses.
- All possible efforts will be made to provide our volunteers with a meal during their shift. However, this may not always be possible due to the operational requirements of running the centre and prioritising guests.
- We recommend that all volunteers eat a meal before coming to the centre and bring a suitable snack, especially if there are any special dietary requirements.

## Shifts

- Once a volunteer applicant has been accepted by us, we ask they make every reasonable effort to turn up for all the shifts signed up for, unless they are ill.
- Volunteers should make every effort to update their shifts on the Online Community Portal if they can no longer attend. Alternatively, they should email the Volunteer Helpdesk **ccvolunteering@crisis.org.uk** if they are unwell or otherwise unable to attend.
- Volunteers must not stay at the centre after their shift has finished (including the guest areas). Any attempts of double-shifting (attending two or more shifts in a row, within one or more centres) is strictly prohibited.
- Exceptional operational requirements may occasionally require some volunteers to remain at centres beyond the original duration of their shifts. In such cases the Christmas Volunteers Manager must be informed and agree to this decision before the event.
- Volunteers should be flexible and prepared to work both inside and outside the centre on a range of active and less active jobs.
- Volunteers should act reasonably and not put themselves, other volunteers or guests in any danger.
- Volunteers should not undertake any task they cannot do safely, and should make the shift team aware of any issues when allocated tasks
- Volunteers must observe instructions from Shift Leaders, Assistant Shift Leaders and Key Volunteers or Service/Deputy Service Organisers.

## Absence

- We understand that our volunteers have other commitments and we strive to be as accommodating and flexible as possible. We do, however, expect volunteers to perform their duties on a scheduled, punctual and reliable basis. Repeated absences could mean the termination of a volunteer's role with Crisis.

## Boundaries

- Professional boundaries must be upheld to provide a safe environment for guests and volunteers. Crossing any boundaries listed below will result in a volunteers' position being terminated.
  - Volunteers must not hand out their personal contact details and continue contact with guests after Christmas.
  - Volunteers must not sleep in the guests' sleeping area or any other area of the centre or the centre grounds.
  - Volunteers must not give any guest access to volunteers' areas.

## Clothing, toiletries, food etc

The donations of clothing, food, toiletries and equipment given to Christmas centres are for our guests – homeless people.

- If a volunteer is seen taking any items – clothing or other supplies – they will be reminded of the policy and asked to stop by the shift team. If the volunteer continues, they will be excluded.

## Use of services

- The services provided at Christmas are for our guests who have limited access to them throughout the year.
- The following are the only exceptions to this.
- If a volunteer is taken ill or has an accident during their shift, they may be referred to the Healthcare
- Team.
- Volunteers can attend AA / NA / CA / GA meetings during their shift times.
- Volunteers can use the Samaritans during their shift times – Christmas can be an intense time for both guests and volunteers.
- Crisis Skylight Member Volunteers cannot use centre services, but will be offered meals and refreshments in the guest area. Crisis member volunteers are identifiable by Crisis branded clothing ie t-shirt or hoodie.

## Volunteer performance assessment

- Our volunteer performance assessment model should be used by Volunteer Managers and Senior Volunteers to communicate feedback and personal development plans to individual team members where necessary.

The model can be used when a volunteer's, performance, role and responsibility within the project needs review. It should be carried out against criteria outlined in the volunteer's role description, the Volunteer Code of Conduct and any previous development plans already agreed with the volunteer.

The outcome of the assessment is expected as follows:

- nomination for the role of higher responsibility
- drafting of a development plan for an individual
- reassignment of responsibilities and/or role for the following Christmas.

The assessment should be carried out per the following line of management:

- General / Service / Key Volunteers / Specialist Roles Volunteers performances should be assessed by the Shift Leader or an Assistant Shift Leader or the Service Organiser or a Deputy Service Organiser.
- ASLs performance assessed by the SL/ DSO performance assessed by the SO
- SLs performance is assessed by the Volunteer Manager/ SO performance assessed by the Guest Services Manager (supported by the Volunteer Manager)

Any conversation and assessment documentation including agreed development plans should be communicated to the Volunteer Manager in a timely manner to be kept on record.

## Recognition & thanking

- We want to ensure our volunteers feel valued. We do this in several ways including recognition via invitation to events, thank you messages, local and national volunteer awards, etc.

## Feedback

- All Christmas volunteers can give us feedback, through a survey, and, where appropriate, face to face. We want to learn of their experiences so we can develop and improve experiences of future volunteers.

## Issuing references to volunteers

- We provide Christmas volunteers with factual references only. These are provided by the Volunteer Manager and can be requested at [ccvolunteering@crisis.org.uk](mailto:ccvolunteering@crisis.org.uk)

## Volunteer whistleblowing

We are committed to good practice and safeguarding. We want our volunteers to feel equipped with the knowledge, processes and culture to feel confident and supported to approach us if other volunteer or staff practice is troubling. Volunteers will be directed to the organisational whistleblowing policy to raise such concerns accordingly.

## The Copyright, Design & Patents Act 1988

We reserve the rights to all work created as a part of volunteering Christmas and/or because of the direction of Crisis staff. The copyright for that work will be assigned to Crisis unless specifically instructed otherwise.

## 4.3 Volunteer succession

### Our policy

From 22–30 December, Crisis at Christmas is a volunteer-led and predominantly a volunteer-delivered project. All shifts and services are led by Senior Volunteers (Shift Leaders/ Assistant Shift Leaders; Service Organisers/ Deputy Service Organisers). They are supported by Key Volunteers and Specialist Roles Volunteers. We want all volunteers to have opportunities to take up roles with more responsibility, per the appropriate succession guideline. So, it is critical that we have succession planning and processes for them. Together we must ensure the project continues to be delivered efficiently and effectively by volunteers with appropriate level of experience and understanding of Christmas with Crisis.

## 4.4 Concerns

### Our policy

Concerns are written feedback about incidents involving a breach or inappropriate conduct during Crisis at Christmas. Those must be logged on CCAS and the appropriate procedure for dealing with concerns must be followed. The safety and wellbeing of all guests and volunteers is critical, so any breach of conduct and/guidelines will be treated seriously.

### Our procedures

#### Dealing with concerns during the event

All concerns should be logged by a Senior Volunteer during the event and immediately after the incident. The 'concern' should follow the established format below.

- **Name** of the Shift Leader logging the concern, date and shift time of the concern.



- **Full details** of the incident which necessitating a concern including:
  - description of the situation
  - details of the follow up discussion with the volunteer in question – this must be kept professional and free from any personal comments.

Outcome:

- agree the improvements required
- volunteer is not suitable for this role but could be involved in a different role
- volunteer should not volunteer at the Centre/shift again (why?)
- excluding a volunteer (why? – is this a Centre exclusion or project exclusion in accordance with our volunteer exclusion policy and procedure)

#### Dealing with concerns' after the event

This procedure will start in early January. The Volunteer Manager will collate concerns from the Crisis at Christmas database. Full details of this procedure can be found.

## 4.5 Excluding volunteers

#### Our policy

Volunteer exclusion happens in extreme circumstances when all other ways of handling a situation have been tried and a successful resolution or outcome has not been reached. It means the removal of a volunteer from the Centre and shift. Exclusion can be for a specific duration and from one or more centres.

#### Volunteers will be excluded from all centres and for the duration of the Christmas period for:

- obstructing the work of the shift team
- using services at Christmas
- not abiding by the guidelines given to volunteers relating to personal relationships with guests.
- inappropriate behaviour towards other volunteers or guests.

#### Our procedures

Before an exclusion is considered, the following steps must be taken.

- Crisis and the Senior Volunteers must take all necessary steps to ensure that the volunteer is aware of our policies, procedures and guidelines.
- When an exclusion is considered, the Senior Volunteers must work together to ensure that they take the necessary steps per Christmas policies, procedures and guidelines.
- A Shift Leader or Service Organiser must assess the situation and consider:
  - whether the actions or behavior of the volunteer breach Christmas volunteer policies and guidelines
  - whether the actions or behavior of the volunteer compromise the health, safety and well-being of either the volunteer, others within the Centre, or the Centre itself.
- A Shift Leader/ Service or Deputy Service Organiser will discuss the action or behaviour with the volunteer. They will explain and confirm the consequences of the action or behaviour and that if continued it could result in an exclusion. This will count as a formal warning to the volunteer.
- In any instance a volunteer will not receive more than one warning before exclusion.
- If, after having received the formal warning, the volunteer continues with further breaches of rules/ policy and procedure/ conduct, a Shift

Leader/ Service Organiser will decide the correct action.

- Depending on the offence the Shift Leader will decide the exclusion length – eg the rest of the shift, one or more days, the rest of Christmas, etc.
- Details of the incident, sequence of events and the resulting exclusion will be recorded on the exclusion form and in the electronic Shift Book for the centre. A concern will also be logged against them CCAS (as per the 'Concern' procedure)
- Details will include:
  - volunteer's name, email address, a description of the person
  - reasons for the exclusion
  - details of the length of exclusion
  - any review date.
- These details will be added to volunteers' exclusion forms immediately and circulated to the volunteers on the gate, the next shift team and to other centres, the Hub and the Volunteer Manager.

#### Removal of a volunteer from the centre

- The shift team should not physically remove the volunteer themselves. The volunteer must leave the centre voluntarily after receiving sufficient warning, explanation of the exclusion and the request to leave.
- If the volunteer refuses to leave the centre, the volunteer may have to be removed. In this case, the Shift Leader should proceed with the appropriate actions. The Christmas Volunteer Manager should be informed about this situation as soon as possible.
- The phone call to the police will be made via the shift office and normal procedures for police calls should follow.

#### Reviewing exclusions

- The review of volunteer exclusions will be carried out by the Crisis at Christmas Volunteer Manager as per the 'Concerns' procedure.
- The volunteer has the right of appeal through the same lines of accountability as those laid down in the complaints procedure.

## 4.6 Healthcare workers as General Volunteers

### Our policy

Any healthcare worker who works as a general volunteer is not permitted to provide any medical treatment or care to guests or other volunteers. This is because of the reasons below.

- The volunteer's professional registration will have not been checked and verified.
- They may not be covered by their professional indemnity insurance if working outside the NHS.
- To ensure that the safety, care and treatment of guests is not compromised
- The volunteer may not have any experience of working with homeless people outside a traditional clinical environment and be unable to provide appropriate care and treatment due to lack of knowledge
- The volunteer will be undertaking a role where they are not appropriately supervised by an experienced senior Healthcare volunteer.

Prescribing medicines may be against the law in some circumstances. For example, if an NHS prescription pad is used then the volunteer is prescribing outside their NHS terms of service and this is technically fraud.

### Our procedures Healthcare workers volunteering as general volunteers Emergency situations

- During an accident or medical emergency, healthcare workers are permitted to perform first aid and provide treatment until appropriate medical care is available. In doing so

the volunteer must act within their scope of practice and competency.

- As per Christmas policy, first aiders must possess the appropriate first aid training and certification and have provided this information to Crisis during the application process.
- Any registered healthcare worker, part of the health service team, providing unsafe care or treatment to a guest breaching their professional registration and standards or acting unprofessionally may be referred to their regulatory body.

## 4.7 Ex-guests volunteering

### Our policy

We will enable, encourage and support ex-guests to volunteer if they wish to, during Christmas. This is because of the benefits to our present guests and the whole project.

### Our procedures

- There are no formal rules around ex-guests volunteering. People are not obliged to tell us they have previously accessed the service. We do, however, collect data around ex-guests for monitoring and evaluation purposes.
- Ex-guests who volunteer must abide by our volunteer policies and guidelines. It is very important that we support and monitor ex-guests who are volunteering during their first few shifts. Ex-guests should be encouraged to attend the general volunteer training if they can.
- If the ex-guest is already known to us there should be a link to either a Green Badge or Key Volunteer (via the Shift Leader) for the entire shift. This is to ensure support and monitoring. This should then be handed over in the shift book for the next shift that the ex-guest volunteers on.





## 4.8 Guests Volunteering

### Our policy

We want our guests to know they can support the project if they want to, once they have stopped using Christmas facilities as a guest.

Guests will not be allowed to volunteer during the same year they use the services as a guest either at the same, or any other Christmas centre. This is because of logistical and operational issues and conflict of interest regarding a guest being a volunteer at the same time. This is regardless of whether this is at the same centre or another centre in the same year.

### Our procedures

People do not have to tell us if they are a guest at one centre and a volunteer for Christmas during the same year at the same time. But such occurrences are sometimes discovered by Crisis staff members and Senior and Key Volunteers.

If we find that a guest is also volunteering with Christmas within the same year:

- the guest's volunteering must be terminated immediately
- their volunteering badge must be confiscated
- Volunteer Manager must be informed so appropriate actions may be taken regarding guest's volunteering application form and the concern should be added to their details on CCAS
- the guest should be given a formal warning in accordance with the 'Exclusion of Guests' Policy.
- the Christmas Centre which the guest is using as a guest should be informed of the incident and the outcome taken

- if there is a repetitive breach of the policy, the exclusion from the Christmas centre should be issued per the exclusion of guest's policy.

\* This policy does not apply to Crisis Skylight Member Volunteers.

## 4.9 Skylight Member Volunteers

### Our policy

We are committed to supporting our members to move on from homelessness. Skylight members are people who use our Crisis Skylight coaching and employment services. Volunteering is a positive step to gain skills, experience or improve their wellbeing.

Member presence in Christmas centres sends a positive message to guests and promotes Crisis' year-round services. All policies and guidelines that apply to Christmas volunteers apply to Crisis Skylight Member Volunteers too, except for the catering service.

### Our procedures

- All Crisis Skylight Member Volunteers will work with and receive support from a Crisis Skylight member of staff (coach). The volunteer programme is managed by the Crisis Skylight Volunteer Coordinator.
- Specific volunteer roles are advertised to members and they are encouraged to sign up to those opportunities.
- Crisis Skylight Member Volunteers can be identified by two means:
  - wearing a grey Crisis t-shirt or hoody
  - appearing on shifts lists as "Crisis member – name of role".
- They are offered additional training to support them in their role, and receive travel fares for shift attendance.

- Skylight Member Volunteers cannot be a guest and a volunteer in the same centre, but they can use a different centre (including a residential centre if appropriate) to enjoy the services on offer. If this is the case, the Volunteer Coordinator will arrange Christmas transport to take them between the centre they are sleeping in to the one they are volunteering in. This means they may arrive to volunteer wearing a guest wrist band. The Volunteer Coordinator will communicate this to the relevant Shift Office in advance.
- Crisis Skylight Member Volunteers must be treated like all other Christmas volunteers. However, they may need additional support while on shift. This should be the same support received by ex-guests.

### Formal action to address a Crisis Skylight Member Volunteer's behaviour

- Relevant volunteer policies and procedures should be followed.
- Crisis Skylight Volunteer Coordinator should be contacted by phone or email so they can offer additional support to the member and notify the Coach. The Volunteer Coordinator's contact details can be found on CC Online.

### Use of services by Crisis Skylight Member Volunteers

- Member volunteers are not permitted to use services at the centre they are volunteering at, apart from meals. They can eat a meal with guests providing they are in the Crisis t-shirt or hoody.

## 4.10 Volunteer complaints

### Our policy

Volunteers have a right to make a complaint if they are dissatisfied with any aspect of Christmas. We maintain a complaints policy and process for our volunteers throughout Christmas and after the event has closed.

This policy is unique to Christmas to acknowledge the size and complexity of the event.

### Our standards

- 1 We aim for all complaints raised during Christmas to be resolved within four working weeks after the end of January.
- 2 All complaints must be submitted using a complaints form and sent to Volunteer Manager by email
- 3 All complaints made after Christmas must be received in January to be considered.
- 4 All complaints received after Christmas will receive an initial response within one week and then a full response after 4 working weeks
- 5 The complexity of some complaints means that they may take longer to resolve – those involved will be notified of the likely resolution date
- 6 Volunteers are unable to make a complaint if it can be shown that they have contravened the Crisis Volunteer Code of Conduct themselves.
- 7 Priority will be given to the complaints of the most serious nature. This will be determined by the staff team
- 8 Due to the priority of maintaining a high-quality service, complaints raised during Christmas should only be regarding dangerous or unlawful behaviour, practice or conduct.
- 9 We are unable to follow up anonymous concerns or complaints.



# Guests

## 5.1 Guests with high support needs

### Our policy

Historically, we have accepted guests with extremely complex needs into our centres. Shift teams have tried their best to accommodate them, but there are simply some guests that we cannot manage safely in our centres.

Our process enables these cases to be reported to the people best able to deal with them – the outreach manager and the service organiser for HealthCare.

The Operations Centre manages the ESCALATION PROCESS to ensure the shift team receives the support and guidance they need to manage the case. This process gives an accurate picture of the number and type of guests who we feel we are unable to accommodate.

Safety is key to our decision-making process and identifying guests where it is not safe for them to remain in a Centre.

### Our procedures Escalation process

- 1** If a guest has extremely high support needs the shift team should contact the Operations Centre, after completing part 1 of the PEEPS form in the shift office.
- 2** The Operations Centre will contact outreach and healthcare managers who will contact the shift office/shift team
- 3** If a guest arrives during the night shift please use your guest welfare team to support them during the night and call the Operations Centre, the following morning. If you have serious concerns about their health, please call NHS111 for advice or send to A+E.
- 4** The healthcare duty finishes at 6pm but the outreach manager will respond up to 11pm. The Operations Centre is open from 7am to 11pm.



## 5.2 Guest complaints

### Our policy

Guests have a right to make a complaint if they are dissatisfied with any aspect of their Christmas with Crisis. Our complaints process is maintained throughout Christmas (which is in line with Crisis' overall Complaints Policy) enabling guests to make complaints.

### Complaints during Christmas with Crisis

The guest should immediately make contact with a volunteer who reports to:

- a Key Volunteer, assistant Shift Leader or a service volunteer who reports to:
- a Shift Leader or a service organiser who reports to and in some cases, resolves the complaint with:
- a Christmas Project Manager (normally the Head of Christmas).

### Establishing the type of complaint

If a guest wishes to make a complaint, the volunteer must find out whether the complaint is formal or informal. If informal, the volunteer should explain to the guest that they will pass on the complaint to the Shift Leader.

### Handling a formal complaint

- Details of the complaint will be recorded by someone at the level immediately above the person or above the body about whom the complaint is being made. For example, if a guest complains about a nurse's behaviour, the complaint should be made first to the Healthcare Service organiser. But if a guest wants to complain about the Healthcare Service generally the details should be taken down by a Key Volunteer or an Assistant Shift Leader.

- The complaint must be entered on the complaints form by the guest so that there is a formal record. In writing it is important to distinguish a formal complaint from an offhand comment or one made in the heat of the moment.
- Views will be gathered from all parties concerned by ?
- The complaint will be logged in the complaints form and discussed with the shift management team or service coordinator.
- The shift team or service organiser will provide a response to the guest the next day. The response will be one of the following:

- a resolution to the complaint, if this is easily achieved, or an explanation why this is not possible.
- a proposal as to how the complaint is to be resolved, including whether this is to be by the close of Christmas
- if the complaint has been referred to a different level of the organisation such as the Projects Manager, an acknowledgement and explanation of that, together with a named contact.

- If the guest does not return the next day, the Head of Christmas will respond to the guest (where contact details have been provided).
- If the guest is dissatisfied with the outcome they can appeal to the next level. For example, the guest can appeal to the Projects Manager if the decision taken by the service organiser or shift team did not satisfy the guest.
- In cases of appeals, views will be taken from all parties concerned

- If the guest is not satisfied with the response of the Head of Christmas, they can then submit their complaint in writing to the next level. Our internal lines of accountability will be used as follows:

- first contact is with the Head of Christmas who reports to
- a member of the senior management team which reports to
- the Chief Executive who reports to
- the Board of Trustees

- If the guest is not satisfied with the outcome or if the guest has lost confidence at any stage with the ability of Crisis to resolve a dispute by this method, then Crisis will cooperate in identifying an intermediary.
- A copy of all complaints received during Christmas should be recorded on complaints forms in the shift office. These forms must be returned to Crisis Head Office at the end of Crisis at Christmas and be lodged with the Chief Executive's office.

### Procedures for guest complaints when Christmas is closed or if complaints cannot be resolved during Christmas

- A formal complaint should be made in writing to the level immediately above the person or service complained about. For example, if a guest wants to complain about the behaviour of a Shift Leader the complaint should be made to the Head of Christmas.
- The Head of Christmas will take views from all parties concerned ie the guest and the Shift Leader and any other relevant witnesses.

- Within two weeks, the person receiving the complaint will provide an acknowledgement, and one of three responses:

- a resolution to the complaint, if this is easily achieved, or an explanation why this is not possible
- a proposal as to how the complaint is to be resolved, including timetables
- If the complaint has been referred to a different level of the organisation, an acknowledgement and explanation of that, together with a named contact.

- The person or service about whom the complaint was made will be informed of the outcome.
- If the guest is dissatisfied with the resolution, then an appeal can be made to the next level.
- Any complaints in these circumstances must be made within a month after the closure of the Crisis Christmas period.

**Our policy**

Guest exclusion is the removal of a guest from one or more Christmas Centres. Exclusion will be imposed in extreme circumstances when all other ways of handling a situation have been tried and a successful resolution or outcome has not been reached. The exclusion will be for a specific duration.

Exclusions occur when a guest has repeatedly breached Christmas rules; or when they have compromised the health, safety and wellbeing of themselves or others within the Centre, or damaged the Centre.

**Guests will be excluded for:**

- violence towards other volunteers or guests
- anti-social or inappropriate behaviour (aggression, threatening, harassment, racial or sexual abuse or harassment etc.)
- alcohol use on the premises (except the Gate)
- dealing or continued use of drugs on the premises
- on-going inability to abide by the Crisis Christmas rules.

**Our procedures**

Before an exclusion is considered, the following steps must be taken.

- Crisis and all Green Badges must take all necessary steps to ensure that the guest has been made aware of Christmas policies relating to the incident.
- The shift team must work together to ensure that they take the necessary steps in line with our policies, procedures and guidelines.



- A Shift Leader must assess the situation and consider:
  - whether the actions or behavior of the guest breach Crisis Christmas policies and guidelines
  - the actions or behavior of the guest compromise the health, safety and well-being of either the guest themselves or others within the Centre, or the health and safety of the Centre.
- A Shift Leader will discuss the action or behaviour with the guest. They will explain and confirm Christmas policies and guidelines. They will point out the consequences of the action or behaviour and that if continued could result in the guest being excluded from all centres. This will count as a formal warning and the guest must be informed of this.
- The Shift Leader and Assistant Shift Leaders should discuss the reason for the proposed exclusion and what steps have been taken to de-escalate the situation before an exclusion was proposed.
- If after having received the formal warning, the guest continues with the action or behaviour, then the shift team will decide on the correct course of action.
- The shift team will decide on the exclusion length, for example, the rest of the shift, one day, two days, the rest of the event. They will decide which centre the guest will be excluded from (just that centre or all centres) etc.
- Details of the incident, sequence of events and the resulting exclusion will be recorded. These details will include the guest's name and a description to be entered on the exclusion form and in the shift book for the centre. The details will also include:
  - reasons for the exclusion
  - details of the length of exclusion
  - one centre or all
  - any review date.
- These details will be added to the exclusion form immediately. The form will be circulated to volunteers on the gate, the next shift team and to other centres including the Operations Centre, and the Head of Christmas.
- When a longer-term exclusion is considered necessary, this will be discussed with the Head of Christmas who will make the final decision.

#### Removing a guest from a centre

- The shift team should not physically remove the guest themselves. The guest must leave the centre voluntarily when asked after being warned sufficiently and explained of the exclusion.
- If the guest refuses to leave the centre, they may need to be removed. In this case, the decision to call the police to remove the guest from the centre will be made by the Shift Leader and the Assistant Shift Leaders.
- The call to the police will be made via the shift office and normal procedures for police calls should follow.



# Services

## 6.1 Overusing services

### Our policy

All guests must have fair and reasonable access to all the services we offer. But overuse of our services by some guests compared with others is not acceptable.

This is because overuse can lead to the following:

- other guests must wait longer for a service which can lead to behavioural problems, including aggression
- volunteers and staff spend time unnecessarily sourcing large quantities of goods, so either money is unnecessarily spent or time is unnecessarily expended
- surpluses which could help rough sleepers during the year or in other parts of the country are smaller than they could be
- some guests and volunteers are left feeling that the services have been abused.

### Our procedures

- Shift teams at each centre should agree a process to record and monitor guest access to services to prevent overuse.
- Availability and access to goods and services will be made clear to guests by volunteers.
- Shift teams should take care to be seen to be providing all guests in a fair and reasonable manner in the provision of goods and services.
- Known guests who misuse services will be identified by the shift team at the start of, and during, Christmas and spoken to appropriately. This will include a warning system and if necessary, excluding the guest per the Exclusion Policy.

## 6.2 Clothing

### Our policy

We only offer emergency clothing to our most vulnerable guests (targeting those in need) at our Crisis Christmas centres. We cannot offer a comprehensive clothing service across all centres. It is hard to resource decent warm clothing and is an extremely labour and space intensive service to provide.

Most guests have access to clothing services throughout the year. However, we provide a set of basics available to all with a wider range of clothing available to those most in need and in emergencies.

### Our procedures Essential clothing items for each centre

All centres will be provided with basic clothing items to give to all guests who request them. These items will include (per availability – final list will be circulated to each centre's Quartermaster prior to Crisis at Christmas):

- Socks
- Underwear
- Bras
- T Shirts
- Jeans/track pants
- Fleece/jumpers
- Hats/gloves

Essential items will be allocated to each Centre based on capacity and need, with residential centres receiving a higher proportion than day centres.

### Emergency clothing

Each centre will have access to a wider range of emergency clothing for those guests in urgent need. A small number of items will be provided to residential centres before opening. They should be allocated to guests on request and are not offered to all. Day centres can obtain these items by placing an order with the Operations Centre. Subject to availability these will include:

- coats
- woollens
- shoes/trainers

### Priority

When higher value and robust clothing items are donated in larger quantities, these will be made available to people identified as rough sleepers or vulnerable to becoming rough sleepers. This will also apply to donations such as sleeping bags and rucksacks.

If we do not have certain items available only then will we ask the shift teams to ask volunteers to donate them directly to the centre they are volunteering in.

# Referrals for bed space





**Our policy**

We provide a bed space, where possible, for those guests coming at Christmas who have no bed for the night. This is to ensure that guests genuinely vulnerable and genuinely needing bed space can have one. We are committed to the principle of always finding a bed space for guests in need.

**Our procedures**

- The maximum number of people allowed at each centre is agreed between the Head of Christmas and the relevant fire authorities during set up. It must not be exceeded during the running of the centre.
- The Head of Christmas will use this figure with the numbers of volunteers rostered to each centre to agree a maximum number of guests with each centre shift team.
- All day centres will be open access centres.
- All residential centres will be referral-only centres. Guests should be encouraged to attend their nearest open access centre or be referred to residential centres through their local Outreach team or Winter Night Shelter.

**Controlling guest numbers**

- Every centre must monitor numbers within their centre. The Shift Leaders must ensure the Operations Centre Referrals Lead is regularly informed of centre numbers.
- During the first two days when we receive most referrals, each centre will be given a set trigger point. This is usually 20 referrals. After this they need to let the Operations Centre know the number and destination of the referrals.
- It is the responsibility of the Operations Centre Referrals Lead to monitor guest numbers across the Christmas centres. They will maintain a regular dialogue with centres regarding the guest number situation across centres.

- When the maximum guest capacity has been reached at an open access centre, the shift team must ensure that no new guests are allowed into the centre.
- The Operations Centre will ensure the Transport Shift Leader is aware of the situation regarding guest numbers so they can adjust transport runs accordingly.

**Making referrals**

- We are committed to always finding a bed space for those who have no bed for the night.
- Outreach Teams who comply with the agreed referrals process will be able to refer guests directly to designated residential centre from 9pm on 22 December.
- Guests who present themselves at day centres will be assessed to verify their sleeping situation. This process will be led by the Outreach and Advice Teams with the support of appropriately trained Advice and General Volunteers.
- When the Advice Office is closed, the Green Badges will lead the process of referring guests who have been assessed to the appropriate centre. The number of guests referred to each centre must be communicated regularly to the Operations Centre Referrals Lead. Decisions the shift team takes will reflect the number of bed spaces available at each centre.
- The Operation Centre Referrals Lead does not act as a gatekeeper for bed space allocation. He or she relays information to the Head of Christmas and the Guest Services Manager.
- The confidentiality of all residential centres is paramount to the success of the referrals process. Any guest presenting themselves to a residential centre will be directed to one of our open access day centres for assessment and referral.
- If a guest comes in overnight and the shift team feels they need a bed, the guest should be given one and

referred to guest welfare who will take them to the advice service the following day

- Although referral is not a precise science, there needs to be clarity over where the responsibilities for decisions lie. Each centre should appoint a Referrals Coordinator who will be provided with detailed information on the referrals process. They are responsible for disseminating this throughout their team. The Referrals Coordinator must not be the Advice Manager or the Shift Leader.

**Criteria for referral to sleeping centres**

It is important to remember that we are not denying guests access to services, but to the limited bed spaces.

**Principal criteria**

Anyone who can be proved to be currently rough sleeping. This can be evidenced by:

- CHAIN: Rough sleeping street contact in the last three months
- the guest being known to Outreach workers
- interview and assessment by an Outreach worker or appropriately trained Christmas volunteer

- Any one believed to be rough sleeping, clearly vulnerable and at risk, but with lack of evidence to confirm their rough sleeping status.
- The guest is targeted by Outreach, or another similar team, because of wishing to work with the guest during the week.
- The guest is assessed by Outreach, or another similar team, as particularly suitable for support provided by one of the more specialist centres, particularly the Women's Residential Centre and the Gate Residential Centre.

**Criteria for refusing a guest**

- Partners or carer – the guest is accompanying someone covered by one of the principal criteria.
- They are a new rough sleeper. If new to the streets, they are potential No Second Night Out (NSNO) clients. They should be assessed by an Outreach worker (or Outreach Link Manager) who may refer them to the NSNO project. If they are not referred to NSNO, they can be referred to a Residential Centre where work on reconnection can take place with the Advice/Outreach team.
- They have used one of our Residential centres last year. The fact someone was in a sleeping centre last year should not normally be a factor, unless other criteria are met.
- They are housed in temporary arrangement such as sleeping with friends or in a squat. These arrangements are unsatisfactory, but not significant reasons to admit to a sleeping centre.
- They are housed in a hostel, supported housing or the private rental sector – these applicants should always be refused.

### Criteria for referring to specialist centres

#### The Gate Residential Centre

This centre is for guests fulfilling the principle criteria for referral, who feel that they cannot go without drink, and certain cases where stopping drinking might constitute a danger to their health. If abstinent guests wish to be referred to the Gate Residential Centre, please discuss with the shift team prior to making a referral.

Guests that would benefit from the Gate Residential Centre are those who are:

- unable, as opposed to unwilling, to give up drinking for a week
- actively seeking support with their dependency issues
- interested in trying to start recovery and need additional support to make it through the difficult Christmas week.
- identified as benefitting from the support on offer at the Gate Residential Centre.

### Criteria which make refusal to the Gate Residential Centre likely

- Guests who are drinking socially over Christmas who want to drink inside a centre.

### Women's' Centre

This centre is for female guests who are rough sleeping and vulnerable or who are vulnerable and assessed to need respite from their current situation.

Guests that would benefit from this centre are those women who:

- are rough sleeping and vulnerable
- would benefit from time away from an abusive partner or pimp including women who currently have accommodation
- would benefit from staying in a female-only environment.

### Criteria for refusing a guest

- Previous Women's Centre guests now in stable accommodation yet seeking companionship for Christmas.

### If capacity is reached at residential centres

- Overspill centres will be opened where available to enable our most vulnerable guests to access a bed during the Christmas period.

### Criteria and procedures for opening overspill centres

- All residential centres are full and day centres have confirmed they still need to refer in guests.
- This is communicated to the Operations Centre Referrals Lead by 4pm.
- The guest numbers at The Gate Residential Centre will not be taken into consideration when deciding to open the overspill centres until 26 December.
- Decision to open will be made by the Head of Christmas after consultation with Shift Leaders.
- The shift team at nominated residential centres will be notified and the overspill centre implementation plan will be activated.
- The Operations Centre will notify all day centres and advise that their final referred guests will be picked up by transport as soon as is practicably possible, this may mean occasionally the day centres must keep the centre open after the standard closing time



# 「Transport」

## Our policy

Drivers volunteering at Christmas must meet the eligibility criteria set out in our policy. It is a condition of the Crisis insurance policy that drivers meet the eligibility requirements. Volunteer Drivers will be given a copy of our Christmas Transport Policy.

## Eligibility criteria

### Who can drive?

- Drivers must be over 25 and under 65 years of age, with two years driving experience and ideally holding a clean licence.
- Any volunteer driving a minibus must have D1 category on their licence or a MiDAS certificate. This must be presented to either the Operations Manager or Transport Coordinator on or before the date of their first shift.
- A volunteer with demonstrable professional driving experience with larger vehicles (including requisite licence categories i.e. PCV – Passenger Carrying Vehicles) may be considered. Their suitability will be accepted solely at the discretion of the Operations Manager.
- Any driver with a licence dated post-1997 will not be automatically entitled to drive a vehicle over 3.5 tons.

## Information we need from drivers

- an upload of their DVLA Summary (the Crisis at Christmas Management reserves the right to undertake random PNC – Penalty Notice Charge checks)
- details on their driving history including any licence suspensions, any penalty points or convictions and details of any accidents or claims in the last three years
- agreement to the Driver Declaration as a condition of signing up to volunteer.



## Through their online application, drivers agree to

Report any accidents or incidents immediately whether causing damage or injury or not) to their shift office or Transport Office Shift Leader.

- Check the vehicle they are about to drive for signs of recent damage.
- Report any damage to either the Transport Office Shift Leader (for the central transport pool) or the person responsible for transport in a centre (for vehicles allocated to the Christmas centres).
- Declare any accidents or offences which happen during the period they are working at Christmas.
- Always wear a seat belt.
- Always observe the speed limits.
- Always adhere to the Highway Code.
- Not drive a Crisis at Christmas vehicle while under the influence of drugs, alcohol or any substance that warns of drowsiness.
- Always ensure the security of the vehicle.
- Adhere to any procedures and requirements of the Transport Coordinator.

## Guidelines for Christmas Drivers

- Drivers must report immediately any problems or malfunctions with a vehicle to either the Transport Office Shift Leader (for the central transport pool) or the person responsible for transport in a centre (for vehicles allocated to the Christmas centres).
- Drivers must report any accidents or incidents immediately and complete an accident report form.
- Guests must be dropped off at the designated area at a centre or agreed drop-off point.
- Drivers must take a break of half an hour every three hours.

## Excluding Christmas drivers

- Depending on the circumstances, it is recommended that if a driver has two accidents during the Christmas period, he or she may be excluded from driving.
- Volunteers could also be excluded from driving at Christmas if the insurance company refuses to cover them based on their driver history (license suspensions etc.)
- Anyone under the influence of any substance may be excluded from driving at Christmas.

## Allocation of vehicles and responsibilities

- Each centre will receive an allocation of vehicles to assist with the everyday running of the centre. Vehicles allocated to Christmas centres are the responsibility of the shift team at that centre.
- The Shift Office Coordinator will take responsibility for transport on their shift and carry out the transport supervisory role outlined below.
- There will be a Central Transport Pool. Vehicles allocated to the central transport pool are the responsibility of the Transport Office Shift Leaders. They conduct the transport supervisory role outlined below.
- The central Transport Office Shift Leaders report to the Operations Manager, who in turn reports to the Head of Christmas.

## Transport supervisory role

The Transport Office Shift Leader and the nominated person responsible for transport on each shift at the centres must check that:

- drivers under their control meet the requirements set out in this policy
- drivers have read and understand the guide-lines
- drivers are aware of the need to report accidents in line with the procedure outlined below
- where a car park is issued, the necessary permits are available for all vehicles stored on site.
- navigators are competent, and where necessary drivers have assistance with loading and unloading
- vehicles are refuelled as necessary.

## The Transport Office Shift Leader is additionally responsible for making sure that:

- vehicles are delivered to centres at the beginning of the Christmas period at Crisis
- vehicles delivered to centres are clearly labelled and contain the relevant contact phone numbers, maps, vehicle information and third-party information sheet in case of accidents.

The Transport Shift Office has full details of the vehicles (ideally including photographs) and is properly equipped with a dedicated lockable key cupboard (and a separate spare key cupboard). They must also ensure the daily vehicle procedures below are followed:

- Vehicles movements are fully logged – vehicle number, registration number, time in, time out, driver's full name signature and contact details, Navigator's full name and contact details, destination, purpose of journey and any problems on return.
- Where vehicles are taken out overnight, full details must be transferred into the next day's log.
- All keys must be logged out, even for yard use
- Vehicles must be checked daily for damage and preferably after each journey
- Vehicles must be checked daily to ensure they are road worthy, including brakes, lights, mirrors

## Communication

To reduce the duplication of transport runs, centres and the Central Transport Pool must communicate the movements of the vehicles under their control with each other. The nominated person responsible for transport on each shift should communicate regularly throughout the shift with the Central Transport Coordinator.

## Reporting accidents

All drivers should understand that this process below enables Crisis to make insurance claims. Without it, Crisis will not receive compensation for any damage

- Any accident involving a vehicle allocated to a Christmas centre must be reported to that centre's shift team and recorded in the shift office notebook.
- The nominated person responsible for transport on each shift must ensure all accidents involving their vehicles are comprehensively recorded. Accidents involving vehicles allocated to Christmas centres must be reported immediately to the Central Transport Coordinator by this nominated person.
- Any accident involving a vehicle from the central transport pool must be reported immediately to the Transport Office Shift Leader. They must provide a complete accident report, including names of the other volunteers in the vehicle, details of the time, location and any damage and leave their full contact details in case more information is needed in future.

- The Transport Office Shift Leader must ensure all accidents involving their vehicles are comprehensively recorded.
- The Transport Office Shift Leader must communicate the details of all accidents to the Transport Coordinator. Either the Shift Leader or Coordinator must contact the third party within 24 hours of the accident by letter and by phone. All details must be logged.

## Security for Volunteer Drivers with guests as passengers Minibus

- Each minibus must contain one experienced driver and one experienced volunteer (the 'co-driver'), one of whom should be familiar with the designated route. Neither of these volunteers must ever leave the other in the vehicle alone with guests.
- With particularly difficult groups, an extra volunteer should be made available. One volunteer should sit behind the driver and the other beside them.

## Cars

- One experienced driver and one experienced volunteer ('Co-Driver') is required for every car trip, one of which should be familiar with the designated route.

## Lifts for guests

Other than the scheduled minibus services, there will be no car or minibus trips for guests when underground and bus services are operational. The only exceptions are:

- specific lifts requested by the Healthcare or Advice team
- referrals.

- The Advice and Healthcare teams will be provided with a limited number of travel cards at the end of the Christmas period to hand out to guests for emergency travel.

## Refuelling

- Fuel cards will be held by the Transport Office as part of the Central Transport Pool. Centres needing to refuel their centre vehicle must contact the Transport Office when their vehicle has less than a quarter tank. The Transport Office Shift Leader will then arrange for the next delivery to that centre to take a fuel card and the Transport Volunteer will refuel the centre vehicle.
- In emergencies or cases where a fuel card cannot be taken out in time, Centres have authority to re-fuel using the petty cash up to a value of £30.
- The Shift Office Coordinator or Transport Supervisor at a Christmas centre is responsible for keeping track of how much fuel their vehicle has. They must notify the Transport Office in good time if it needs re-fuelling.
- Vehicles from the Central Transport Pool will have their fuel levels monitored by the Transport Office. When necessary, a fuel card will be signed out to a transport volunteer who will take the vehicle to re-fuel. Most re-fuelling will be done by the night shift so that vehicles are ready

- with full tanks for the morning shift.
- Likewise, residential centres should request a re-fuelling from the Transport Office on the night shift for sake of efficiency. This ensures centre vehicles are ready for the day shifts.

## Lifts for volunteers and lift sheets

- Lifts will not be provided for volunteers
- Lift sheets (ie flip charts where people can offer or request lifts) will be put up in volunteers' area and an electronic version made available on Crisis Community. A notice must be put up next to lift sheets saying that volunteers offer or accept lifts at their own risk.
- The lift sheets in the volunteer area must clearly stipulate the area where the lift is going to. Volunteers offering lifts will be asked to wait in the relevant volunteer area at the end of their shift.

# Finance

## 9.1 Use of credit cards

### Our policy

All those working for Crisis whether trustees, staff or volunteers must take the issue of internal financial controls seriously. All income and expenditure regarding Christmas must be appropriately authorised and accounted for. The necessary permissions must be obtained. This complies with our overall internal financial controls policies.

### Our procedures

#### Crisis credit cards

- The following people will hold Crisis credit cards:
  - Head of Christmas
  - Guest Services Manager
  - Operations Manager
  - Resources Manager
  - Director of Client Services
  - Volunteer Manager

### Using personal credit cards

- Anyone purchasing goods or supplies for Christmas with their personal credit card must seek authorisation from a Christmas staff team member, with relevant authority, before purchase. This confirmation must be received by email or signed confirmation.
- Without permission, funds will not be reimbursed.
- Where expenditure has been incurred on a personal credit card, an expense form should be completed and signed by an authorised person with receipts provided. VAT receipts should be obtained whenever possible.
- Set-up volunteers will be entitled to claim expenses for a daily early evening snack of £6. No expenses will be paid for lunch during set-up because of use of donated food, or for food or drink during the Christmas period. The Set-Up Coordinator must advise the Christmas Operations Manager of the number and names of set-up volunteers.
- Both personal and Crisis credit cards should only be used as a last resort.



- Crisis Finance Department should be invoiced directly for all goods purchased during set-up and the week itself wherever possible.

## 9.2 Petty cash

### Our policy

All income and expenditure regarding Christmas must be appropriately authorised and accounted for, with the necessary permissions obtained. This complies with our overall internal financial controls policies.

### Our procedures

These procedures clarify arrangements with petty cash during Christmas, including authorisation of petty cash payments. It deals with purchases made by the centres at Christmas, and not with Volunteer Expense Claims (see Crisis Volunteer Expense Policy).

## Petty cash guidelines

- Petty cash should only be used as a last resort. Crisis Finance Department should be invoiced directly for all goods purchased during set up and over at Christmas wherever possible.
- Petty cash books or forms will be provided to all centres for keeping records of any petty cash used during the running of the centres. A template spreadsheet will also be provided.
- Receipts must be provided for all petty cash requests and signed for in the petty cash book.
- An imprest system (Which is explained in induction by the finance department) will be used to maintain an agreed float in the petty cash tin.

- At the beginning and end of each shift, the petty cash book must be reconciled to the money remaining in the tin. The template spreadsheet should be updated with details of petty cash spent. Any differences should be investigated immediately. The spreadsheet must then be emailed to the Operations Centre.
- Ideally the reconciliation at the beginning and end of each shift could be carried out by both the outgoing and incoming Shift Office Coordinator.
- The Operations Centre will be responsible for compiling an ongoing log of all petty cash spent across Christmas. This will be available for review by the Head of Christmas and the Crisis staff team to enable budgetary monitoring.
- Petty cash is not available for buying alcoholic drinks for staff or volunteers.

## Floats & top ups

- The level of the petty cash floats per centre is set by the Head of Christmas before the Christmas period starts.
- Petty cash should be replenished to the agreed float amount when the cash left in the box falls to under £50.
- Any centre requiring a top up must notify the Operations Centre before 11am, with the amount needed, and the amount left in their float.
- The Operations Centre must then notify the Finance Department who send the cash to the Operations Centre on the same day except on Christmas Eve, Christmas Day and Boxing Day or a Sunday.

- The Operations Centre will then ensure the cash gets to the centre where it must be handed to a Green Badge and the relevant forms signed with a signed copy coming back to the Operations Centre.
- All information relating to the petty cash such as receipts, reconciliations etc. will be kept by the centre and returned at the end of Christmas, to the finance staff or Operations Centre staff.

## Petty cash control

- To avoid unnecessary purchases of goods already held, the Quartermaster, Shift Office Coordinator or a Green Badge must contact the warehouse or the Centre Store Supervisor (see responsibility below) to confirm a purchase is needed. This must be done before any purchase is made.
- There is a section on the petty cash form to show this has been done. If the purchase has not been authorised as per this policy, then it cannot be made.
- All petty cash forms must have the relevant receipt attached.
- All single items of expenditure over £50, (or associated items purchased in the same shift over £50) need authorisation from a credit card holder (listed above).

## Responsibility for petty cash

### Shift offices

- Individual centre shift offices are responsible for all petty cash requests within their centre. They will hold petty cash, keep records and email the spreadsheet of their expenditure to the Operations Centre regularly.
- All requests must be authorised by a Shift Leader, credit card holder or Shift Office Coordinator.
- All items over £50 must be authorised by a credit card holder even if it has been authorised by the Shift Leader.
- A verbal agreement with a credit card holder is enough, but this must be recorded on the petty cash form (with date and time of discussion). The same credit card holder will sign the petty cash form when they are next available.

## General stores control

- At each centre, there is a designated Quartermaster responsible for stores. They are nominated by the shift team and are responsible for keeping track of the items required for the running of the centre. These include toiletries, towels, cleaning products etc. The Quartermaster is also responsible for keeping stock records.
- The Quartermaster will meet all deliveries from the warehouse. Deliveries will have a delivery note; this will ensure full, up-to-date supply records are kept.
- The delivery note system will be in place for all deliveries made from the warehouse (including food) and for items sent between centres.

- Before purchasing an item, the Quartermaster must check existing availability with the Catering Service Organiser (for food items) and the Warehouse Manager (for general items).
- If unavailable, they will obtain authority from a Shift Leader, Shift Office Coordinator (for supplies worth less than £50), or a credit card holder (for supplies worth more than £50).
- If authorised, petty cash should then be obtained from the centre's shift office.

## Services (except Kitchen)

- When Service Organisers require supplies worth more than £50, they will seek authorisation via the Head Christmas for any purchases.
- The Services Coordinator will advise the Service Organiser whether resources allow for the purchase. If authorised, petty cash should then be obtained from the shift office at which ever centre they are based in, or from the Operations Centre in the usual way.

## Kitchens

- When the Food Service Organiser requires supplies, they will contact the Warehouse Manager (or the Resources Manager) to discuss availability and options.
- If the supplies are not available, the Resources Manager may authorise expenditure of up to £100. Any expenditure on kitchen supplies over £100 must be authorised by the Head of Christmas.
- At the centres, Shift Leaders may approve expenditure up to £50 for kitchen supplies, as per the usual Petty Cash Policy outlined above.

## Transport

- The Transport Office Shift Leader has the authority to distribute fuel cards to volunteer drivers to refuel the various vehicles at any one time.
- At the centres, the person nominated by the shift team to organise transport is responsible for notifying the Transport Office in good time when a centre vehicle will need refuelling.
- A request should be submitted to the Transport Office for the vehicle to be re-fuelled by a transport volunteer using a fuel card.
- The Transport Office Shift Leader will then ensure that the next Driver going to that centre takes a fuel card with them and they will be responsible for re-fuelling the centre vehicle.
- If the vehicle requires urgent re-fuelling, they have the authority of up to £30 to refuel the various vehicles at any one time.
- They will require a second signature from a Shift Leader or a credit card holder; this can be obtained once refuelling has taken place.

## Donations received at centres

- All centres will be provided with gift aid envelopes which are to be used for all cash and cheque donations. The donor should complete the envelope declaring UK tax payer status for Crisis to be able claim gift aid.
- If a gift aid envelope is unavailable a receipt must be completed – most importantly with the name and address of the donor.
  - The donation should either be taken to the shift office immediately where

it can be counted in the presence of two people (preferably with the donor present). Both individuals must then sign the receipt.

- Alternatively, it should be counted on the spot with the donor and counter signing the receipt (in which case the cash and receipt should be returned to the shift office immediately).
- The shift office should return the donations envelopes, cash and receipts to Operations Centre as soon as possible at the end of the week.
- Never pool this money with petty cash.
- A separate record must be kept for all gifts received at a centre other than cash (i.e. Gifts in Kind) – a form is available in the petty cash pack.



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Crisis UK (trading as Crisis). Registered  
Charity Numbers: E&W1082947, SC040094.  
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we will end  
homelessness