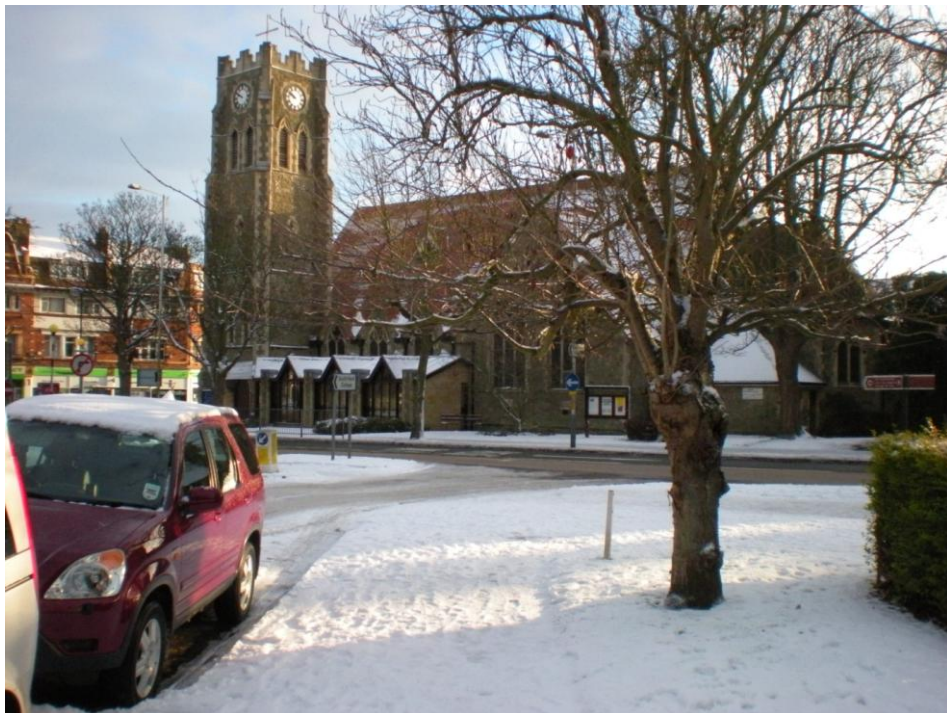


Folkestone Churches Winter Shelter

Project Report



Winter 2010-11

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1. Introduction

Introduction by Project Manager

When I was first employed as Project Manager I remember going to a number of local churches to promote this year's shelter and saying, "I think local churches have underestimated what an amazing achievement it was to have run a 12 week rolling winter shelter". Having now been through that experience myself I stand by my words; volunteers can be rightly proud of warm beds given, evenings of fun and friendship, good relationships and great outcomes for guests. The achievement is all the more laudable because night shelters are not always easy places to be. On a few occasions there will be tough decisions to be made, emotions can run high and sometimes behaviour challenges staff and volunteers to 'dig deep' to find a way to keep going forward.

Folkestone churches have stepped up to the plate and said that they will not stand by and see people on the street, literally freezing, when there is faithful capital that can be used to prevent it. More so, the churches have provided an amazing response that not only provides the bed but also real care and concern that gives many guests the self belief that they can go forward in their own lives. Because of their experience, some guests have chosen to look at faith more closely; others may do in the future.

Over 290 people volunteered and worked face to face with our guests with 98 being prepared to take on the responsibility (and sleep deprivation) of an overnight shift. From the Volunteer Feedback forms we received (see appendix) we have seen an overwhelming agreement that the project was worthwhile. Volunteers have told us how much it means to them to be involved, both through serving and interacting with the guests. Spending time with the guests can really impact on lives; when I meet someone whose entire world is carried in their jacket it makes me question my own vast array of possessions and their ultimate value? I think about my spiritual and church life and its meaning in a world where the people Jesus was especially concerned for, (the poor and dispossessed), are a growing group in our society.



The nightly trip to our garage to load the shelter

Thank you, to everyone who has given their time and heart to the shelter, for the buildings, money and many hidden costs given by the churches, for those who prayed for the project and the people, for the (highly valued) messages of support and encouragement to the staff.... and from our guests, a really big thank you.

Colin Bridgland

**Project Manager
Folkestone Churches Winter Shelter**

What is the Folkestone Churches Winter Shelter?

Folkestone Churches Winter Shelter (FCWS) is a temporary night shelter that provides homeless guests with the following:

- A simple 'bed'
- Shelter from the winter weather
- Hot drinks + meals
- Support in accessing relevant longer term services
- Activities to facilitate wellbeing and positive self esteem

The project was established in 2009 by 'Folkestone Churches Together' and other local interested persons as a response to the needs of those who found themselves homeless or sleeping rough. It is primarily funded by Shepway District council, Folkestone Town Council, Salvation Army, Christian Charities and local churches, with individuals and other organisations also generously contributing. The shelter operates with over 290 voluntary staff and runs for 12 weeks between early December and late February, catering for the most vulnerable in society during the harshest season of the year. This year we opened on the 6th of December and closed on the morning of the 28th of February.

Aims

The four aims of the FCWS are:

- To provide an evening and night shelter for homeless people in Folkestone using church buildings and members through the coldest period of winter.
- To engage church members with some of the most vulnerable people in Folkestone without discrimination, expressing Christian compassion in building supportive relationships.
- To help homeless people move on to appropriate accommodation, resisting dependency on the shelter.
- To establish the funding and administrative support necessary to enable the provision of such a shelter to continue in future years.

Christian Ethos

As a project partly conceived and established by 'Folkestone Churches Together', the FCWS seeks to reflect Biblical principles of expressing God's compassion and concern for His good creation. Jesus said, 'I have come that you may have life, and have it to the full'¹, and He commissioned His Church to model this and share this fullness with the world around them. A clear expression of this in the New Testament, in fact across the whole Bible, is the call to serve the poor, the vulnerable and the marginalised.

The Bible states both God's concern for when His people neglect this work, but also the great reward and joy that awaits them when, through love and compassion, they bring more of that fullness of life to the poor. For the Biblical inspiration behind the FCWS' work see:

Isaiah 58: 6-9; 61: 1-2 Hebrews 13: 2 Galatians 2:10 Matthew 25: 31-46 Luke 4: 18-21
2 Corinthians 8:1-4

¹ See John's Gospel, chapter 10 verse 10

Governance

The FCWS operated this year under the umbrella of the Folkestone Rainbow Centre (FRC), with oversight of its Trustees and the Rainbow Centre's Chief Executive acting as Project Director for the winter shelter. FCWS is not an independent charity. The project staff (the Project Manager, two Project Workers and an Administrator) and the CEO operate under the guidance and support of a Steering Committee. This group is made up of members from the Shepway Homelessness Forum, existing local Christian ministries, and representatives from participating Churches. The current Steering Group is:

Dr Terry Cooke-Davis (Chairman)
Colin Taylor (Project Director)
Lynne Beaumont (local Councillor)
Beverley Jackson (Housing Options Manager for Shepway District Council)
Rupert Bristow (Rainbow Centre Trustee)
Debbie Fletcher (representing FoodStop)
Trudy McGregor (representing South Kent Community Church Millfield drop-in)
Rev. Hilary Nabarro (Folkestone United Reformed Church & CTF)
Rev. Rosemary Siebert (Rainbow Centre Trustee & St. Mary's & St. Eanswythe's, St Saviours)
Vikki Fisher (representing the hosting Churches)

There were also three consultants to the Steering Committee who were invited to attend most meetings during the 2010/11 season. They were all involved in the 2009/10 FCWS:

Richard Fitzgerald, Jon Limebury and Hayley Mulcahy (consultants to the Steering Group)

2. The Shelter in Operation

Basic Structure of the Winter Shelter

7.30pm to 7.45am	The night shelter is open, providing a hot meal and a bed for the night and a light breakfast before closing at 7.45am
Daytime	Advocacy work with guests regarding housing, healthcare, benefits etc. based at FRC
4.30pm to 7pm	Early Evening drop-in – somewhere warm to sit, drink tea and chat. Monday to Friday at Rainbow Centre, Saturday at Sandgate Road Methodist Church, Sunday at United Reformed Church.

The Winter Shelter took place in seven different church venues across Folkestone, one each night of the week.

Mondays:	Harbour Community Church
Tuesdays:	South Kent Community Church
Wednesdays:	St Saviour's,
Thursdays:	Salvation Army
Fridays:	Sandgate Rd Methodist Church
Saturdays:	St John's Church
Sundays:	United Reformed Church



The United Reformed Church in early December

The Guests

Who were our guests?

In total the Winter Shelter welcomed and served 41 guests. On our quietest night we had only five whilst at our busiest we filled 13 out of 14 beds. In our opening week 66 beds were used by 16 guests; a different story to last year's shelter which began slowly with only 5 beds for 2 guests in the first week. Guests were predominantly male (34/41) with approximately half from the Shepway area (19/41), although we also hosted guests from all around Kent and the South East. Two of our guests were UK citizens returning from abroad and four were from Eastern Europe and one from Palestine.

For the majority of our guests, lack of accommodation was not an isolated issue. Of the 41 guests:

41% Told us they were alcoholics or had serious alcohol issues

33% Had been in prison

27% Had mental health issues

27% Were substance abusers

These statistics are from those who volunteered the information and what was occasionally observed by staff. The true figures for all of the above would probably be higher if everyone was willing to be frank about their situation.

For more statistics on our guests see Appendix 1.

What did our guests experience?

Guests arrived at the shelter venue from 7:30pm (and before 9pm), often in a group coming from the Early Evening Drop-in. Some would make it their first priority upon arrival to arrange bedding, whilst others would be straight into chatting with the volunteers, particularly as friendships built over the weeks. A hot dinner and dessert was served at around 8:30pm and guests and volunteers would sit together sharing conversations and jokes as they ate. Some guests retired early to bed whilst others would stay up late, playing Trivial Pursuit, drinking tea or chatting. Most guests smoked and so the cigarette buckets outside of the venues became social hubs and many hours were spent there and interesting conversations shared. We were also generously offered additional evening activities for the guests: many enjoyed foot baths, foot massages, and treatment from a visiting podiatrist, whilst there were also opportunities to express themselves with weekly art sessions and the occasional sing-a-longs.



A visit to St Pauls Church Hall from local MP Damien Collins

FCWS arranged an Early Evening Drop-in at the Rainbow Centre for the time between the close of the normal Rainbow Centre drop-in and the opening of the shelter. This was well used by the guests and provided shelter from the cold and dark evenings, as well as being another opportunity for guests to interact with volunteers.



Weekends proved to be harder for the guests as the Rainbow Centre was closed and there was little provision for them. An early evening drop-in was arranged for Saturday at Sandgate Road Methodist Church and Sunday at the URC but this still meant that guests could be outside from after breakfast until the early evening. Some guests sheltered in the town library whilst others went for long walks or found a friend with a free sofa. Christmas and New Year were particularly hard for the guests due to all the emotions that the season can evoke. Furthermore, most facilities were closed for over a week. The extra efforts and work of volunteers over that period were greatly appreciated by guests who were given presents on Christmas morning, a full Christmas dinner at the Salvation Army and again the following day with Food Stop at Holy Trinity Church.

One particularly encouraging story is that of a guest who had been in the shelter last year and left at the closure to return to rough sleeping. As this year's shelter approached this guest repeatedly expressed to staff that he was looking forward to entering the shelter, and when we did open he stayed in all 84 nights. It was a big step for this guest to enter the shelter last year and whilst coming to the shelter was obviously easier this year it was noted by volunteers that the guest was more willing to talk, generally at ease and even engage in a game of 'Connect Four' or pool. Although this guest has now chosen to return to sleeping rough, his more evident social engagement of the shelter this year is a testament to the churches' hospitality and to the enduring and developing effect of the whole project.

Outcomes

The primary aim of the Winter Shelter was to provide a safe bed for the night but our unique access to the guests and support from outside agencies meant we could work with the guests to achieve appropriate outcomes, be it finding accommodation or access to services and financial support. Overall the outcomes for our guests have been very positive. Out of the 41 guests :

- 10 Went into private rented accommodation (with support** applied for)
- 3 Went into social housing (with support** applied for)
- 7 Went into specialized supported accommodation
- 4 Went to live outside the area
- 11 'Came and went'
- 3 Were asked to leave due to violent incidents or threats
- 1 Went into B&B and then to live with a friend
- 1 Went into B&B, subsequently lost B&B but now housed locally
- 1 Chose to return to rough sleeping

(* Support is provided with housing/financial/social needs; generally a few hours each week – scheme is called 'Supporting People', KCC funded and using local agencies)

A more detailed breakdown of outcomes is in Appendix 1.

A positive outcome that we did not foresee

Measuring the shelter's success however needs to go beyond the statistics as we have been surprised by positive outcomes for guests that did not play out as we would have expected. For example, one guest, an entrenched alcoholic, was barred from the shelter due to reoccurring incidents and one particularly serious incident which resulted in a venue saying that he would not be allowed back. This guest was unable to break a pattern of behaviour and persisted in returning to the shelter in the evening and causing problems. Eventually, due to self neglect, this guest was taken to the William Harvey Hospital where they were admitted for five days. During this time they were able to detox from alcohol and since leaving hospital have remained dry, have received support from Shepway District Council and been placed in a B&B, awaiting a move into supported accommodation. This was not the path to recovery that we imagined. However, if you ask this guest what has enabled them to make a change, their answer is knowing that many people from the shelter project have shown them love and patience and have been praying for them.

The Volunteers

The Churches

The Folkestone Churches Winter Shelter would not have existed without the Churches and there is no doubt that the success and power of the shelter comes from the local churches and their amazing and inspiring commitment to the project, THEIR project. The use of 'Faithful capital' (the church buildings and members) has been essential for running and staffing the shelter.

The desired outcome of the churches was a winter shelter to save lives and support vulnerable people as well as getting local Christians involved in hands on, sharp-end work with the guests. By any measure this has been achieved and is a powerful witness to the building of the kingdom of God.



The Bishop of Dover at St John's with guests, volunteers and staff

The Venue Co-ordinators

Each of the seven church venues had a Venue Co-ordinator (VC) that arranged the volunteers for that night, the provision of food, morning staff and the clear up. The VC filled future rotas and generally ensured that the venue was ready to run. If extra volunteers were needed they contacted the office and were provided with additional people, who were often not attached to any church or venue. Some venues had enough volunteers from their own church, others had to be staffed entirely from other churches, (for example the Sandgate Road Methodist Church venue was staffed mainly from volunteers from the Trinity Benefice churches and Life Church.)

The VCs have run very efficient and friendly venues (one of the big highlights recognised in the reviews). This meant that from early on the staff could turn up, knowing that an organised team and warm welcome would be provided.

As part of their role the VCs also 'looked after' the venue volunteers- trying to accommodate the shifts they wished to work, the people they wanted to work with and generally building everyone into a team, not an easy task.

The Project Manager's experience of working with the VCs was totally positive – no arguments, no disputes, no cross words or even awkward moments. Their commitment to the project and to providing great venues was truly commendable.



Volunteers at Harbour Community

The Volunteers

Over the course of the 12 week shelter 291 volunteers helped in the shelter, (in addition to those who cooked food at home and brought it in.) These roles included staffing the early evening drop-in, setting up the venue, helping with the cooking at the church, eating and chatting with the guests in the evening, staying overnight and clearing up in the morning. Volunteers came principally from the seven venue churches and other churches in Folkestone and Cheriton but we also had about 15% of our volunteers coming from other organisations or individuals who had heard about the project and wanted to be a part of it, thanks in part to publicity in the local papers.

Every volunteer was asked to complete a volunteer form so FCWS could centrally hold details on their availability, experience, special skills (e.g. first aid), contact details etc.

The volunteers were the backbone of the Winter Shelter; it could not have happened without them. They provided the welcome, the concern, the hospitality and the safety. The enthusiasm of the volunteers has been a consistent feature. People have shown that they wanted to get involved and help; they wanted to make a difference. It was not uncommon to find that many of those missing half a night's sleep were still working normally the next day.

It became clear early on that certain approaches worked well with the guests and some common volunteer anxieties could easily be addressed if best practice was made widely available and training was more appropriate to the task. This lesson has been taken on board by FCWS and will be reflected in future training.

3. Agencies and Organisations

FCWS has worked with a number of different organisations who have also had contact with our guests. Appropriate information has been shared with them (with guests' knowledge), where it has been useful to help the guest access services and find accommodation.

The Salvation Army

The Salvation Army (SA) was a significant organisation in setting up the FCWS and last year provided the Project Director, line management and administration. This year it has remained an integral part of the Winter Shelter, providing £11,000 in direct funding, as well as being the Thursday night venue, providing breakfast for guests and others every day of the week during the shelter and allowing the project team to use their washing machine and dryer to process the not inconsiderable amount of bedding that the shelter generated.



The project team also had use of the Salvation Army Luton van to deliver the shelter 'equipment' (bedding, mattresses etc.) to the venue in the evening and collect it in the morning to stow in our garage, before returning the van to the SA prior to 9am. The 'hidden' costs in providing the van, venue, breakfasts, washing machine etc. are probably considerable over the 12 weeks of the shelter and it needs to be recognised that the winter shelter would struggle to run in its current form without the support of the Salvation Army, both financially and in terms of buildings and staff.

The Salvation Army building is heavily used by many other groups and organisations (including a preschool, Mums and Toddlers, health clinics...) with a virtually constant flow of comings and goings. With this in mind it was important that the shelter agreed and kept to arrangements about how we and the guests were going to use the building. FCWS worked hard at managing our own washing (SA staff helped greatly by keeping it moving during the day), clearing the shelter when we said we would and returning the vehicle at agreed times. All shelter staff are grateful to the constant and friendly support given by the Salvation Army team and are proud of the good working relationship formed between the SA and the shelter.



Christmas Dinner at the Salvation Army with local people, Winter Shelter guests and many others

The Rainbow Centre

In its second year of operation the Rainbow Centre found itself heading up the project both in terms of providing the Project Director, the office space, office services (printing, telephones, accounting) and payroll, (as provided last year by the Salvation Army.)

The Rainbow Centre became the drop in for our guests during the day which put significant extra demands on the space, volunteers and resources. This caused some tensions between the shelter and Rainbow Centre as some guests spent many hours in the drop-in rather than just using it as a 'drop in'. Potentially divisive issues were addressed by good communication between managers and a will to support those who need us. The Rainbow Centre's extensive general experience and local knowledge of homeless and vulnerable people has been invaluable to the winter shelter staff, both in the day-to-day running of the shelter and in gaining realistic information about local guests with whom we have been working.

Early Evening Drop-In

The Rainbow Centre was used for five evenings every week as an early evening drop in before the actual shelter opened at 7.30pm. In the early weeks with the very cold weather the centre was heavily used, but this became more variable after the New Year – sometimes there were three guests, sometimes ten! At these Drop Ins there was much conversation, playing of games and some 'cat napping' as well as plenty of cups of tea and soup. The guests undoubtedly found this really helpful at a time of day when shops (and libraries) are closing and the temperatures start to drop. All the evenings were supported by a team of three or four volunteers on a rotating basis, some weekly and some fortnightly. Our feedback has shown that the volunteers enjoyed this experience.

The Cost

Without doubt the FCWS has been heavily financially supported by the Rainbow Centre by means which are mostly hidden: endless telephone calls, vast amounts of paper and printing, payroll and admin support, the washing of clothes and extra heating and lighting for the early evening. Even the additional use of the building's ageing lift must have had an impact on running and service costs. With the important work carried out locally by the Rainbow Centre with vulnerable people it would seem fair that funding of FCWS considers an adequate payment to cover RC costs.

The one major disadvantage with the Rainbow Centre as an office base was its total lack of parking and even short-stop bays where large items could be dropped off. Receiving deliveries, trying to assemble all the shelter kit, washing down the blow up beds etc. all became more difficult because we had no outside area where we could do this; the garage has no water or power.

Shepway District Council - Housing Options / Needs

SDC have been significant financial supporters of the winter shelter, donating £10,000 once again this year. They have also been vital in helping some of our guests access social housing and rent deposit bonds, as well as getting advice on housing and benefit issues.

On certain occasions, in discussion with the guest and considering future implications, FCWS have felt it appropriate to make a 'Homelessness application' to the council on behalf of a guest. When such an application is made the council gather appropriate information and eventually make a decision on whether they should offer housing (to those considered 'priority need') or not offer housing but still offer advice (to those thought to be non-priority need). Whilst decisions are pending, (being investigated), 'Homelessness applications' can provide a guest with a period in B&B (from days to weeks), allowing other arrangements to be put in place before the B&B ends. SDC housing has been helpful in fully considering the implications of an individual going back 'on the street' before the permanent solution is in place.

Two of our older guests were housed by the council with good support through this process. A number of other guests were put in contact with appropriate private landlords and tenancies agreed. The housing department also assisted certain guests with 'rent deposit bonds' to help them access a private tenancy. Whilst most guests can find the required four weeks rent in advance, it is the deposit that is often beyond their finances.

We believe the shelter has developed an excellent and realistic relationship with SDC which has been of benefit to our guests.

The Police

Before the start of the FCWS contact was made with the local police to keep them informed of what was going to happen, where and when. The Police were obviously aware of us as we had a few occasions when they turned up at the shelter with a prospective guest! The Police also supported us on the rare occasion when a guest needed to be asked to leave the shelter and was reluctant to do so.

Shelter guests can have challenging issues in their lives that spill out into the world around them and we were made aware by the police that they had calls from the public regarding some incidents and unacceptable behaviour from one or two guests. The police agreed that these incidents generally involved the same one or two guests and the vast majority of those using the shelter had no contact with the police. The natural gathering of guests outside what was their day centre, The Rainbow Centre, caused some concern to local traders and will need to be addressed in future when considering a daytime drop in venue for shelter guests.

The Police generously admitted that they felt they could have responded more effectively in certain areas and were not in any way opposed to a winter shelter in future, providing particular issues were addressed. The main concern, regarding some guests congregating outside the Rainbow Centre or in other areas, could perhaps be combated by having a guest drop-in in an alternative location outside of the town. This would obviously have cost and staffing implications.

Porchlight

Porchlight is a homelessness charity that works across Kent, identifying the homeless and rough sleepers and working with them year round to offer support and help find accommodation. Porchlight were the single largest referring agency into the shelter, although this sometimes meant pointing people to the Rainbow Centre for us to complete the referral paperwork. Risk assessment of guests was also an area with which

Porchlight helped, as they would often know guests who were applying to us for a bed. Porchlight also offer a considerable knowledge of county-wide supported housing schemes (including some of their own), specialist accommodation and private landlords who may be more appropriate for clients without references or the means to obtain deposits.

Porchlight and FCWS have had differences of opinion on the admission of intoxicated guests and the interpretation of the term 'intoxicated'. Porchlight, very reasonably, suggest that intoxicated guests who are known to be non violent should be admitted and put to bed. FCWS saw the issue slightly differently and refused entry to those who were obviously 'drunk'. Certain guests (alcoholics) were often admitted technically intoxicated but not obviously drunk i.e. staggering, slurred speech, disorientated. FCWS' main concern was to set firm guidelines and not send out a message that anyone could turn up drunk and be admitted, relieving any personal responsibility on the part of the guests. In reality there were only seven refusals of entry due to drunkenness, out of 719 admissions (and two of these were later admitted after 'sobering up'.) FCWS are keen to work with Porchlight around these issues as we believe we can learn from our 'alcohol experiences' and improve our service to guests in the future. It is the intention of the shelter to work more closely with Porchlight, prior to running any future winter shelter, to use their experience to improve our own training and policies.

CAB

Shepway Citizens' Advice Bureau worked with the winter shelter by offering a drop in advice service at the Rainbow Centre on Monday and Wednesday mornings. The CAB was offering advice on a wide range of issues including housing and benefits. The CAB's very specialist knowledge was especially useful for guests who had a number of issues that related to their housing situation – domestic abuse, rent arrears, vulnerabilities etc. However, the CAB felt their drop-ins at the Rainbow Centre were under used and that there was insufficient sign posting to them; the winter shelter staff however felt they were constantly telling guests to speak to the CAB.

Guests mostly had breakfast at the Salvation Army and did not always come, or want to come, to the Rainbow Centre in the morning but often came later in the day. In the New Year The CAB withdrew the service at the Rainbow Centre and asked us to point guests to their offices directly.

KCA

Kent Council on Addiction works locally with clients with substance abuse issues, giving advice, support and running a range of programmes to help clients address their issues. KCA has offered advice on a number of issues to the shelter as well as helping with our initial training. It has always been useful to know that KCA are a phone call away if we are faced with any substance abuse issues that need expert insight.

A number of guests were, or became, clients of KCA and we were able to support them in keeping appointments and being a point of contact for KCA. It has also been useful to share appropriate information between us to help each other have a full picture of what is going on for particular guests.

4. The Employed Staff

A significant change in the shelter this year has been the number of employed staff working on the project with clearly defined roles and working hours including holiday periods, as appropriate to their contracts. Undoubtedly the biggest cost of any project is staff wages and it is the staff that run the mechanics of the project and support the volunteers in delivering such an amazing shelter. Contractual obligations on staff mean the shelter will be delivered each evening and cleared each morning, bedding will be washed and rotated, guests will get assistance during the day and volunteers have people they can call on and to whom they can rightfully raise concerns.

The Project Manager

The Project Manager was employed from October, two months before the shelter opened. During this time he was developing relationships with the involved parties and setting up the shelter. He drew together the Venue Co-ordinators, the training and the set-up of the shelter. He also led the drawing up of policies and decided how the shelter was going to run on a daily basis. Since the shelter started the Project Manager's main roles were:

- The general management and co-ordination of the project
- Guest-related work including referrals, advocacy and taking guests to appointments
- Providing the support required by the project workers to ensure the shelter was operating effectively and safely.

This third area meant covering evening and morning shifts at the shelter to ensure the Project Workers (PWs) worked sensible hours and to cover for holiday breaks. It also meant that the Project Manager would stay late, sometimes return to the shelter later in the evening, get disturbed nights and come in on weekends.

The Project Manager has, predictably, worked more hours than those contracted and in the first 5 weeks had very few days off. As the shelter progressed and the PWs gained experience and were more confident making decisions, the Project Manager received less requests for support and advice and was able to work in a more sustainable pattern. In a project of this nature, happening in an intense three month period with some very needy adults, it seems realistic that the manager is going to be on call and need to constantly engage with every aspect of the project, to ensure its safety and success.

The churches had previously shown their ability in providing welcoming and friendly shelters and the PM saw it as his responsibility to support the churches in this, making clear what was acceptable behaviour, so that the project was sustainable and enjoyable for both guests and volunteers. Some guests will push the boundaries to get what they want, especially if alcohol is in the situation, and the easy option is to ignore certain behaviours rather than deal with the hassle of facing them. Generally it was just a case of being fair but firm on alcohol and minor behaviour issues but we also had to deal with serious guest intimidation and some determined efforts to introduce a drinking culture into the small hours with smuggled-in alcohol. Resolving these issues resulted in some permanent exclusions from the shelter which were followed by threats and intimidation toward staff, but they were the right decisions.

The project seeks to have shelters that are safe and enjoyable for everyone, both guests and volunteers – sometimes this means a guest is asked to leave, a reluctant decision never made lightly but essential on rare occasions if shelters are to remain a good experience. A guest remarked to us recently that it was sometimes hard to tell who were guests and who were volunteers – a great compliment!

The Project Workers

The two project workers came into the programme with only two weeks lead in but bags of enthusiasm and commitment.

Shift patterns were set at - half day/2 full days/half day - with hours being set to 37 ½ per week. Hours and shift patterns were maintained in an effort to protect staff from unnecessary stress and tiredness. For the last 6 weeks of the project the shift pattern changed to 4 days on/ 4 days off at the request of the project workers, in order to have more continuity in daytime advocacy. The Project Manager cleared the shelter each 3rd morning to break up the shift and offer a lie in, keeping working hours legal and sustainable. No staff had any sick leave during the entire project.

Both workers have worked very hard and had some big logistical problems to overcome in the bad weather that dominated the first part of the shelter. Snow and ice caused significant problems because all the 'shelter equipment' is loaded and unloaded into a garage every day. This may be a good reason to consider the shelter's form next year and whether each church could hold all its own kit? Duvets, pillows and bedding do take up a lot of room! Alternatively FCWS could have their own vehicle so that unloading the shelter equipment into and out of the garage each day was not required.

Housekeeping is a constant but essential chore if guests are to have THEIR OWN clean bedding and the delivered shelter is to be kept from being a mass of chaos! Both Project Workers have maintained high standards and excellent time-keeping as well as fostering excellent relationships with all the venues.

As a small charity we are able to be more flexible in our approach to serving our guests on a daily basis. We can make decisions about how and when we work, outside of set shelter hours, when trying to resolve a particular issue for a guest. For example, staff have gone out looking for guests when important appointments needed keeping, dropped in on housed guests when in the area to check support is in place, volunteered to do overnight shifts, been involved in various fundraising projects, promoted the shelter in churches, delivered goodies on Christmas Eve, cooked Christmas dinner at the Salvation Army and have often gladly dipped into their own pockets; (when out with guests you don't buy yourself a burger and ask a guest to watch you eat it!)

The Project Worker's Daily Schedule

- 7:30am Arrive at the shelter venue with Salvation Army van
- Have coffee/breakfast with the guests and volunteers, find out how the previous night went, look at the log and incident books
- Pack up all the shelter gear into the van and take it to the garage
- Take dirty laundry to the Salvation Army for washing, put dirty laundry into the washing machine, fold washed bedding/towels and take back to the garage for use later.
- Speak with the guests at the Salvation Army breakfast, remind them of appointments and meetings, brief Porchlight outreach team (if present) about the guests' situations and concerns.
- 9-9:30am Arrive at the office (Rainbow Centre)
- Office work / Advocacy duties: contact various organizations, write guest referrals, take the guests to meetings and appointments, receive referrals for the shelter, speak for the guests if given their permission and required to, attend guest review meetings, any other relevant administrative work.
- 2 hour LUNCH/REST (when appropriate to give legal working periods)
- 2 – 5:30pm Continue with office / advocacy work
- 5:45pm Leave to collect to the van and pick up guest bedding and shelter equipment
- 6:30pm Arrive at the venue, unpack and set up for the night
- 7-7:15pm Brief the shift leader and evening volunteers re: expected guests and relevant issues
- 7:30pm Welcome guests upon arrival and take in any alcohol and personal items to be handed in (medicines etc)
- Enjoy the evening with guests and volunteers, have dinner, play games etc. Make sure the atmosphere is calm and volunteers are happy before handing over to overnight staff
- Approx. 10pm Leave when venue is settled and volunteers are happy



Shelter Staff – Matt, Maddie, Colin & Liberty

The Staff and Advocacy

Many, many daytime hours were occupied working with the guests to assist them in getting their lives moving in the right direction. This would chiefly include sorting out benefits, accompanying guests to make housing applications/ enquiries, going to the doctors/ walk in centre, trips to A&E at Ashford, going with guests to supported accommodation interviews (Dover, Maidstone, Bedford!), going with guests to initial assessments to help address issues (alcohol treatment, mental health) and helping guests move in. These activities are very worthwhile, (guests were often prone to give up if there was not someone to accompany and support them), but incredibly time consuming. A whole morning can disappear just trying to get a benefit paid at the right town and a full day can be spent sitting waiting for a court appearance.

One of the best parts of the job was being with a guest when they were offered entry to a housing project. This is the pinnacle of much of the hard work done by the volunteers and it would be great if the staff could bottle these moments for the volunteers to enjoy as well.



The Winter Shelter – ready to go!

The Administrator

The Administrator was employed from mid October and played a fundamental part in drawing together all the paperwork and written procedures for the shelter. The Administrator also managed all the volunteer applications and maintained records of volunteer availabilities, offers and actual use as well as liaising with volunteers and venue co-ordinators to make sure all posts are filled. Volunteers offered to venues but not known by them had their references checked out by the Administrator. This volunteer-related work, including daily liaising with volunteers to fill the early evening slots, probably occupied around 70% of the Administrator's day, reducing as the project went forward. It is also apparent that our volunteers like to be kept in the picture and given specific information on what we are asking them to do and when. The Administrator's tireless commitment in emailing volunteers with information and generally keeping everyone in the picture has not only allowed a large number of volunteers to get involved but, we hope, has made volunteers feel that it is their winter shelter and their input is both valued and essential.

The Administrator is also the person that allows the manager to be far more productive as simple but time-consuming tasks can be 'thrown' at her, knowing they will be done. The Administrator's ability to keep a solid project diary and remind all staff of upcoming commitments was extremely useful.



5. Funding & Finance

At a time when money is tight for many individuals and organisations it is important that the way FCWS spend the generously donated money is clearly explained.

Almost half the budget comes from just two organisations, (£10K from SDC at and over £11k from the Salvation Army), with the remainder coming from various organisations and encouragingly over £6k from individual donations. From the beginning we set out to spend money in a responsible way, seeking the best value whilst trying to get products that were durable and of good quality. We did not use second hand bedding for guests, although much was offered, as we felt we needed to express our respect by offering new bedding.

Staff wages are always going to be the biggest cost and as can be seen below they account for nearly 90% of our total expenditure. On a three month project the wage costs could be dramatically increased or decreased by the amount of lead in you give to staff, which in turn affects the amount of training that staff can do. If the shelter is to be safe, well led and provide a high quality service then fund raising must reflect the need to pay for appropriate lead in periods to enable staff to be trained for the task.

See the next page for a full list of income and expenditure.



One of the Art sessions for guests to enjoy at the Methodist Church on a Friday night

FCWS Income & Expenditure 2010 - 2011

Income

Shepway District Council Grant	£10,000.00	
Salvation Army Grant	£11,000.00	(£3,000 of which is still to come)
Money Carried forward from 2009-10	£381.00	
Town Council Grant	£5,000.00	
Special Fund raising events	£860.00	
KCC Grant	£736.00	
Church Donations	£3,964.00	
Donations from Individuals	£6,185.00	
Rotary Club Grant	£3,000.00	
Sundry Other Income	£820.00	
Church Urban Fund Grant	£5,000.00	(for use between 2010/11 & 2011/12 Projects)
	£48,447.00	
Less CUF Grant	£5,000.00	
Total Income	£43,447.00	

Expenditure

Recruitment Costs for staff	£3,377.00
Staff Wages	£36,095.00
Insurance	£10.00
Contributions to Rainbow Centre (gas, elec, rent)	£127.00
Vehicle Costs	£170.00
Transport	£108.00
Printing	£515.00
Postage and Carriage	£180.00
Telephone	£60.00
Bedding and mattresses	£723.00
Laundry contributions	£75.00
Audit and Accountancy	£120.00
Cleaning	£35.00
Sundry Expenses not listed	£1,037.00
Total Expenditure (at end March)	£42,632.00

Hidden Funding

Churches and individuals provided all the food and refreshments at their venues throughout the 12 weeks with no individual or organisation asking for any funds in return. An impressive commitment to the project.

A vast amount of toiletries, socks and other items were directly given to the staff at the Rainbow Centre in support of the shelter and were incredibly useful for guests who arrived with virtually the 'shirts' on their backs.

We also had many offers of furniture and bedding for guests moving into accommodation; apologies if we didn't take up your offer but we have no storage! The Lions Club gave us 10 £50 Argos vouchers to help guests moving into new accommodation.

Local builders, Jenners, generously donated and built the Winter Shelter office partition and 'Phones 4 U' gave us our mobile phone absolutely free.

6. Feedback, Review and Analysis

Guest Feedback

Of the feedback questionnaires filled in by guests (10/41), not one raises a complaint about their stay in the shelter, and they are each filled with gratitude and praise. Many of our guests were apprehensive upon entering the shelter – one even commented ‘I thought it would be all knives and fighting’ – but by the time we closed there was a sense of disappointment that they would no longer experience the hospitality and the community of the shelter. When asked ‘what has been good about your stay in the shelter?’ one guest wrote, “Friendly people, warmth, food and laughter.” Others said, “It was nice to meet good people in my time of need.”

Speaking of the nightly service of the shelter, guests said things such as “Any problems were always dealt with quickly. I always slept safely.” Another said “I soon found myself relaxed and in a better frame of mind.” The guests even wrote a poem about the shelter. Here is an extract:

*“Each church would then convene
an amazing helpful team
preparing meals and pumping beds
where weary guests could lay their heads
and accompany many back door smokes
(not too many volunteers would choke!)*

*And through the snowy winter season
many a face there had a reason
to smile and feel safe and content.
And suddenly three months came and went.”*

Towards the end of the shelter several of the guests told staff that they had formed a nice social group amongst the other guests and since the shelters closed a few have kept in contact, despite now living in different towns. Frequently guests would want to stress statements such as ‘I’m a good person really’ and many expressed the desire to one day work for a project such as the shelter. Guest feedback about both the staff and volunteers was positive, such as “Absolutely wonderful and well above the call of duty” and “The project staff helped me with my housing, it was very helpful as I was not sure on how to go about getting housed.” When asked about the staff’s advocacy and referral work, 8/10 of the guests who wrote feedback said they had had been helped and all 8 made positive comments.

The nature of a Winter Shelter means there will sometimes be disagreements and one guest used the FCWS complaints procedure and made a formal complaint against the shelter which was answered by the PM; no further action was requested by the guest.

A full account of all guest feedback forms is contained in the Appendix at the back of this document.

Volunteer Feedback

When you have a project that is sustained by the commitment of its volunteers it is important to know what the volunteers think? For this reason we approached the close of the shelter ready to distribute both a paper and electronic version of the survey (with generous help from an IT / project management experienced supporter) to capture as many replies as possible.

We received 109 replies from around 290 active volunteers, a really great return, as good as or better than the turnout at some general elections! Paper versus electronic replies was about 50/50. So how do the replies stack up? The general picture is overwhelmingly positive and paints a picture of people who have enjoyed being part of something that they obviously see as very worthwhile and that they felt was manageable.

For example;

When asked about the amount of times volunteers worked in the shelter 76% of volunteers said it was right for them with the remaining 24% saying they could have done more. 57% of volunteers had no concerns about the way the shelters were run, 31% a few minor concerns and 12% had some comments to make. Pleasingly, 83% thought the staff were approachable and 91% of volunteers thought we were good or excellent at keeping volunteers informed. Training was an area where 70% of volunteers had comments on how to improve it, which coincides with the staff's view who also have very different ideas about the training having been through the shelter experience. Finally, 81% of volunteers thought the shelter should definitely happen again with 19% similarly minded if there was a strong need.

(The full survey is printed in the appendix)

Feedback from Podiatrist, Art Sessions, Rotary and Samaritans

Among other activities at the shelter we had a weekly visit, normally on a Wednesday evening, from the Podiatrist Dave Smith, the Samaritans offered their listening skills at the Tuesday Early Evening drop-in at the Rainbow Centre and two ladies, Sandra Janman and Judith New, provided art sessions/ creative activities on a Friday evening and Channel Rotary members volunteered at venues and the early evening slots.

We and the guests are very grateful for all their efforts and commitment. Below are some thoughts and feedback from these volunteers.

Podiatry Service Report Shelter 2011

"This is the second year of Shelter and the second voluntary podiatry service offered to the guests. Due to business commitments, i.e. moving premises, the Podiatry service started late this year beginning on 26/01/11. I attended St Saviours Church each Wednesday evening at about 8.00pm plus one Monday at Harbour community and the last Friday of February at St Paul's Sandgate.

In contrast to last year, this year the service was eagerly taken up, last year was a far more tentative start and this difference was probably due to the enthusiastic way that the Shelter staff promoted the service this year. The type of foot problems presented also varied in that last year the problem was one of wet feet (trench foot type symptoms) as a result of the combination of snowy weather and poor footwear and hosiery. Last year I was able to get a small supply of donated socks for guests to use, this year the early and plentiful provision of dry socks from Shelter stock was a very useful and practicable forethought. The foot conditions this year were more from mechanical stress due to lots of walking combined often with biomechanical dysfunction e.g. plantar (sole) and under nail corns, callus and localised necrosis (tissue death)

There were 13 Guests who received 17 treatments for various conditions of the feet. Two guests were referred to their GP, via Shelter staff, for further investigation into medical conditions noted at time of history taking and initial assessment. Several insoles modified for the particular foot problem or biomechanical dysfunction were made, many dressings & medicaments such as friars balsam and foot creams were dispensed. The guests were very openly appreciative of the foot care provided. One lady gleefully accepted a 'new' / 2nd hand pair of walking shoes supplied to replace her old worn out pumps. Those hardly worn shoes were exactly the right type

and size and supplied the very next day after asking God. I confidently felt that God took great pleasure in the guests delight and the Holy Spirit gave me a word that I was attending the feet of Kings, what a great privilege, what great joy. Some guests openly asked about the reason for our good work and one in particular was eager (perhaps even zealous) to know more about the God he was surely yet to come know more intimately."

FootHouse Podiatry & Biomechanics

Thoughts on the Art Sessions on Friday evenings

"I think that some kind of activity is key to promote conversation between folk who have possibly nothing in common, encouraging tentative strands of relationships that stretch over the cavern between us and the anonymity of homelessness.

Although a creative activity is one way, it's not the only way; I believe that Judith played Trivial Pursuit last Friday and it was successful, so it's about being flexible and feeding back, which is vital in any community work. I suppose homelessness is kind of 'faceless'- the stereotypical bloke begging outside a fast food outlet, spending time with people in crisis reveals their humanity.

I was in Leicester visiting my daughter who's at Uni, she's a member of Vineyard. They are starting up a 'Storehouse', similar set up to 'Rainbow', but this is just Vineyard. She has been really challenged by her Pastor on homelessness and what Jesus tells us to do. She was walking by a guy who she had noticed for a while sitting outside Subway for a couple of weeks, she took the leap and asked him if he had eaten that day, he hadn't so she bought him lunch. This was a massive step for her - because now he matters to her... and that's the thing, people start to matter.

It has been a privilege to be involved in this project - as I mentioned in my thoughts, building relationships with people in crisis is a risky business, you relinquish control of social norms and expectations, navigating uncharted territories - but we have a compass we can trust!"

Sandra Janman



A guest engaged in an art session

Samaritans at the Shepway winter shelter 2010/2011

"This is something that we at Folkestone, Dover & Hythe Samaritans have tried to become involved with before and, thanks to Colin & his team, this winter we have been able to offer our listening support to the guests of the shelter.

The homeless are traditionally a very hard difficult group of people in our community to reach out to and offer our support, but are one of the most at risk of self harm and suicide. Thanks to Colin and his wonderful team we have been given a chance to help out at this fantastic project, helping people who really needed our help.

I personally can remember after walking on a cold, wet, horrible evening with the guests from the Rainbow Centre to the Shelter knowing I had a warm bed and a hot dinner to go to; now, thanks to the project, the guests have the same, which I believe is one of the most basic human needs. I know the other volunteers whom have been involved in this fantastic project feel the same and we all have come away with very personal experiences and memories of our Tuesday evenings at the Rainbow Centre.

Once again thank you for allowing us at Folkestone Samaritans a chance to help out at this fantastic project."

Director, Folkestone Dover & Hythe Samaritans

Channel Rotary Club

It is always useful to be challenged, so when one of our members insisted that we should place some of our funds with the winter shelter project project, support from our members was easily obtained. Rotary has an excellent reputation for raising money for local charities, but part of our weekly challenge as Rotarians is to be actively involved in our community. The giving of our time to join the army of volunteers who make up the

Winter Shelter team wasn't a problem, but quite a few of us were unsure of ourselves in setting out to be with the homeless clients for 2 or 3 hours.

We all felt that we were given good advice as support by the team leaders and more experienced volunteers. Every one of us came away in awe of the work that was ongoing from the Rainbow Centre and admitted that a town the size of Folkestone could generate such a large number of people who gave so freely of their time.

Perhaps, above all, we were reminded of the individuality and humanity of the men and women who used the shelter in those cold winter nights. On reflection, we gave so little and took away so much.

Andy Parsons

Post-Implementation Review Meetings

Two post-implementation review meetings (each following the same structure) were held at the end of the shelter which Venue Co-ordinators, agencies who had worked with FCWS and representatives of other involved churches were invited along to. After an initial introduction and report from the Project Manager, the attendees were invited to write down on post-its their thoughts on which were the 'highlights' and 'soft spots' of the project. These post-its were put up on a board and categorised into groups of a similar theme. Each attendee was then given two stickers to put on the two most important themes of 'highlights' and two stickers for the two 'soft spot' themes that most needed to be worked on. (In the first meeting attendees were then asked to put up just two suggestions of changes that could be looked into in addressing some of the 'soft spots'.) The two most highly scoring areas from the meetings were as follows:

Meeting 1

Highlights: OUTCOMES FOR GUESTS AND VOLUNTEERS- 10 STARS
(Guests moving on to accommodation, volunteers and guests gaining in confidence...)

RELATIONSHIPS BETWEEN VOLUNTEERS + GUESTS -9 STARS
(Valuing guests, teamwork, sense of family, good relationships...)

Soft spots: TRAINING- 8 STARS
(More training wanted for volunteers)

PUBLIC ORDER- 7 STARS
(Public order issues created by guests hanging around the town centre during the day)

Meeting 2

Highlights: ENJOYMENT- 9 STARS
(Enjoyable experience, activities for guests in the evening, people working together...)

DEMONSTRATING FAITH IN ACTION- 9 STARS
(Caring for, loving and serving guests)

Soft spots: INCONSISTENCIES- 7 STARS
(Inconsistencies letting in guests regarding alcohol, too lenient/ too strict...)

TRAINING- 7 STARS
(More training, support for venues from mixed churches)

It is clear that the hospitality, welcome, friendliness and activities provided at the venues were a great success. Areas to address however include:

-Looking into a daytime drop-in away from town centre to reduce problems with public order, drinking and hanging around outside the Rainbow Centre (which were flagged up by the Police)

-Making training more specific to the task we are asking people to do:

-how to welcome, engage, calm and manage guests (include best practice of exactly how the shelter evening

should be and what to do in various circumstances that could arise.)

-how to deal with –alcoholics, guests with mental health issues, vulnerability, aggression...

-make volunteers really aware of the admissions policies and procedures (especially re. alcohol and lateness) and the implications of these, including consistency.

-Clearly defined admissions policy and rules regarding alcohol, which are understood by everyone. This should allow staff the flexibility to admit/ refuse entry as they see fit.

A full list of all 'highlights', 'soft spots' and 'suggestions' made at the PIR meetings is included in the appendix.

Addressing Issues

Alcohol

Without doubt our single biggest issue at the winter shelter was alcohol which also proved to be the biggest impact of the shelter on the town as far as the Police were concerned, i.e. alcohol driven incidents.

Guests were always asked not to turn up at the shelter intoxicated and warned that entry would be unlikely if they did. In practice, alcoholics are a major group (41% of FCWS guests) who need a night shelter and we soon adopted an approach where we expected our alcoholic guests to arrive 'steady and coherent' and not 'staggering drunk'. We were aware of their 'need' to drink during the day and accepted guests on a regular basis who would probably show double the drink drive limit if breathalysed.

Being consistent and enforcing this policy was a constant challenge and led to us being 'accused' of being too hard or too lenient. On the few occasions when entry was denied we had a few volunteers saying we had been too harsh. On other occasions we were asked why we had let guests in who had obviously been drinking; (we were asked by volunteers but also by some other guests who were worried about getting a good night's sleep!) When it is cold outside and an alcoholic guest is borderline 'drunk' these are tough decisions to make, further complicated by our first priority that the shelter was safe. Project workers were also under clear instructions from the PM that alcohol policy should be firmly but fairly enforced.

Certain outside agencies have expressed views that if we know an alcoholic is non-violent and likely just to go to bed then we should always admit them. This view seems reasonable but has implications:

- On most occasions our alcoholics did manage to turn up not staggering drunk and were better for it
- Allowing an 'anything goes' policy reduces expectations all round and may impact on the type of shelters we ask our volunteers to work in
- Someone who presents very drunk and initially calm can change later (this actually happened)
- Virtually all hostels working with alcoholics expect them to make efforts toward reasonable drinking behaviour; some want them completely dry and breathalyse accordingly

The PM and staff are of the opinion that our policy should remain as it is with appropriate discretion to ensure that whenever possible we can admit dependant alcoholics and with the fullest possible discussion with volunteers so they can see why we are making certain decisions.

Training

Training is obviously an important part of the FCWS as it allows us to offer a 'professional' shelter, to safe guard guests and to safe guard and give confidence to volunteers. Shelters run by volunteers who have a confidence in their work will always be safer and more welcoming environments.

This Year's Volunteer Training

Feedback from volunteers shows that 61% felt the training was good or excellent, 23% OK and 5% poor. Having been through the 12 week shelter experience the PM feels that the training had too much emphasis on drug issues, not the right emphasis on alcohol issues and not enough training on how to handle and interact with the guests. The element on working with vulnerable adults was helpful but needs to focus more on actual issues rather than consider a blanket vulnerability that was not always helpful in making volunteers feel equipped for the work.

Some volunteers felt that as they had been involved in last year's training and shelter they didn't really need to go through it again. This is understandable but the Project Manager felt that everyone should go through the training as it was not unreasonable to expect yearly training for such a demanding task. For those who just couldn't make it we produced a booklet from the training and asked for a sign off that the Training and Volunteer Booklets had been read. If FCWS insist on training it is also reasonable that it be appropriate to the task and of as a high a quality as possible.

Future Volunteer Training

The staff feel that any future training should be primarily focused on how to engage and work with the guests and the training must give volunteers the confidence to do this. Best practice from previous years needs to be clearly explained and demonstrated. Volunteers also need to be made aware of what might be unhelpful so they can be aware of a need to ask questions or seek a change of approach. This would be supplemented by some training dealing with appropriate health and safety issues, statutory requirements and explanations of FCWS policies.

'Super' Volunteers

There has been some discussion about training some more experienced volunteers to a higher level so they can take on rolls of greater responsibility and therefore support the paid staff in widening the scope of care offered by the shelter over its 12 week duration. This is an area for discussion and is dependent on how the stake holders see any future shelter.

Staff Training

The way the project is set up and funded means it is unlikely that staff will be the same from one year to the next and that staff are likely to have limited experience in the area of winter night shelters. The experience of this year's shelter has certainly allowed staff to see areas where appropriate training would benefit new staff and a more formal training programme for employed staff will be implimented with input from appropriate outside agencies.

Future staff training will concentrate on working with guests, implimenting procedures that make for safe shelters, supporting volunteers and support and sign posting of guests to help move on at the end of the shelter.



7. The Future

What is the future for the Folkestone Churches Winter Shelter? Replies from the volunteer questionnaires undoubtedly show that volunteers would support a future winter shelter, (81% definitely yes and 19% yes, if there was a need). Outside agencies believe there will be a need and that a future shelter should happen, with the implementation of lessons learnt from the experiences of our first two years.

Church Urban Fund grant

When considering a future shelter it is important to note that there has been a significant development this year in the awarding of a £5,000 grant, with specific criteria attached, from the Church Urban Fund. It is envisaged that the grant will be used to employ a person part time to develop the winter shelter, addressing the issues below. The application to the CUF stated that the role would be undertaken by 'one of the current winter shelter project team, under the supervision of the Winter Shelter Steering Committee and managed by the Chief Executive Officer of the Folkestone Rainbow Centre, who currently acts as the Project Director'.

The issues to be addressed, as put on the application to the CUF and therefore dictate the use of its money, are as follows:

- 1) To provide continuity, follow-up and a service to the homeless across the period when the winter shelter does not run (April – Oct 2011)
- 2) To develop volunteers in their support for the homeless/rough sleepers and implement a mentoring programme
- 3) To fundraise for the 2011/2012 Folkestone Churches Winter Shelter
- 4) To take the lead in implementing recommendations arising from the review of the 2010/2011 winter shelter
- 5) To work closely with church, voluntary and statutory services, actively seeking to establish and promote a winter shelter strategy for East Kent for 2011/2012

This new post is seen by the Steering Committee and the staff as a great opportunity to move the shelter forward, building on experience gained from two years of shelters. This would include developing sound policies that reflect actual experience, improve training for volunteers to make it more tailored to the task they will do, develop further mentoring where appropriate and generally work towards a more consistent and sustainable shelter.

Points to consider before another shelter

Future Governance

In its first two years of operation the winter shelter has been overseen and administered by two different organisations, the Salvation Army in the first year, followed by the Rainbow Centre this year. Both have provided the Project Director, the office space, office facilities, accounting and payroll in addition to acting as the main drop-in space for the guests during the shelter period. Taking on the shelter undoubtedly puts an additional load on any organisation in terms of both staff and finance, especially as the hosting organisation is unlikely to claim back the real cost of all it gives to the winter shelter.

The issue has been raised as to whether the FCWS should be an entirely independent charity providing all its own resources, people and plant. Costs would undoubtedly rise but some may see this as inevitable and possibly a way of further developing the work of the winter shelter. The view of this year's staff is that it has

been very useful working alongside the Rainbow Centre and that there have been many practical benefits. Sharing the Christian foundation of the Rainbow Centre has also been greatly valued by shelter staff.

A shelter in another part of East Kent?

Additionally it is useful to think further afield than Shepway, and consider the area of East Kent -would it be appropriate for another town to consider running a shelter to support the homeless in East Kent, perhaps in Dover, Thanet..? If another local area started a shelter how would it affect Folkestone? Could Folkestone export its winter shelter expertise to support another town? Would a shelter in an adjacent area make FCWS more sustainable longer term? How do local authorities see the future, especially if they input significant funding? All these are issues that may need to be considered in a wider review of provision for the homeless in the local area.



Time to sort the bedding out for the evening

8. Appendices

Appendix 1- General Guest and Volunteer Statistics

Appendix 2- Full Results from the Post-Implementation Review Meetings

Appendix 3- Full Results from the Guest Questionnaires

Appendix 4 - Full Results from the Volunteer Questionnaires



Appendix 1- General Guest and Volunteer Statistics

Basics at a glance

Total number of beds provided	719
Number of Guests	41
Total volunteers working with guests	291 (excluding those who cooked off site)
Average hours worked by Volunteer	22.5 hours
Longest stay in shelter	84 nights
Shortest stay in shelter	1 night
Average stay	17.5 nights
Guest split Male/ female	34 / 7
Youngest Guest	18
Oldest Guest	61

Issues (Out of 41 guest)

Our guests told us about OR became obvious from our experience of 'living' with them

- 41% Told us they were alcoholics or had serious alcohol issues
- 39% Had been in prison
- 27% had mental health issues
- 27% were substance abusers

Many of our guests had multiple issues. Below is a breakdown of the numbers

Guests with no issues of alcohol, drugs, mental health issues, of offending history 13

Single issues

Alcohol only	5
Offending history only	1
Drugs only	1
Mental health only	2
Total of guests with a single issue	9

Dual issues

Alcohol + Offending history	5
Alcohol + Drugs	2
Alcohol + Mental health	1
Offending history + Drugs	3
Offending history + Mental Health	2
Drugs + Mental Health	0
Total of guests with dual issues	13

Combinations of several issues

Alcohol + Drugs + Offending history	0
Alcohol + Drugs + Mental health	1
Alcohol + Mental health + Offending history	1
Drugs + Mental health + Offending history	2
Alcohol + Drugs + Mental health + Offending history	2

Total of guests with combinations of more than two issues	6
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Reasons Guests gave for being Homeless

32%	Relationship breakdown (sometimes arising from another issue – alcohol, money troubles)
27%	Money troubles
27%	Alcohol Abuse
5%	Mental Health
2%	Leaving Prison
2%	Fleeing Abuse
2%	Substance Abuse
2%	Prefers to live outside

Where did our Guests come from?

46%	Shepway Area
32%	Surrounding towns
7%	Other parts of UK
5%	Returning to UK from abroad
10%	Foreign Nationals

Work/ Financial Status of Guests (out of 41 guests)

20	Claiming JSA
4	Claiming a disability related benefit (but able to work)
10	Claiming a disability related benefit (not able to work)
0	In work
2	Entitled to benefit but not claiming
1	Pension Credit
4	NAPF (no access to public funds)

Working Histories

Worked in last,	2 years (19)	5 years (12)	10 years (5)	longer (5)
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Guest Outcomes (as at end March 2011)

(looking at 41 guests in detail)

- 4 left the area to live in private rented
- 2 Supported Accommodation English Churches Housing at Maidstone
- 1 Supported Accommodation at Stonham in Dover
- 1 Supported Accommodation with Hope in Sheppy
- 1 Specialist supported accommodation in Gravesend
- 2 went to local authority housing outside the area
- 1 Porchlight supported Accommodation
- 2 Social housing from SDC – with support from ‘Supporting People’*
- 2 Private rented via. Porchlight
- 8 Private rented found by FCWS and signed up for support from ‘Supporting People’*
- 8 ‘Came and Went’ - they were with us for a few days and then left without giving a reason
- 1 Left to work with travellers – reported to the Police as an incident
- 1 Went into B&B after shelter closed, lost B&B and subsequently homeless, now housed
- 2 Asked to leave shelter after series of threats to other guests
- 1 Asked to leave the shelter after threats to staff & aggressive behaviour – later offered supported housing
- 1 went to B&B following homeless application and later went to live with friend
- 1 Left after violent incident
- 1 went back to living outside as a preferred lifestyle
- 1 Returned to home country

*Supporting People are government funded and provide support to vulnerable people with various needs via. regular visits to address issues like budgeting, finding work, social skills, healthy living etc.,

We are still in contact (April 2011) with virtually all the guests who we had a part in placing into accommodation, some in formal supporting roles and others in less formal ways.

Appendix 2- Full Results from the Post-Implementation Review Meetings

We had 2 review meetings where representatives from churches, venues and agencies identified the 'Highlights' (good things) and the 'Soft Spots' (problems and areas needing improvement). These were written at random on post it notes and then grouped into categories. Each representative was given 2 sticky 'stars' and then asked to stick their stars against the best things for them (Highlights) and the most important issues (Soft Spots) that need addressing.

The results are listed below with the highest voted items first followed by every comment on the post it notes.

Meeting 1 (morning)

Highlights

OUTCOMES FOR GUESTS AND VOLUNTEERS - 10 STARS

- Impressed with how the guests were settled into new homes.
- Continuity of paid posts + location at the Rainbow Centre
- Reduction of long term issues
- Real feel good factor in venue, almost a family feel at times
- Kenny saying that change occurred because he had 200+ people loving him, encouraging him and praying for him
- Received applications for housing
- Persistence and going the extra mile with very challenging clients (KA!)
- Progress of guests from homelessness
- MR AGLAND
- Good to have provision for the homeless
- Seeing people move on over the weeks
- Seeing guests gain in confidence and sociability during the shelter, especially Andrew and his new interest in Connect 4.
- Good outcomes for guests that SDC could not help
- Where can I send them?
- Only a small minority of individuals caused issues within the local community
- Volunteers gained in confidence in their roles & were pleased to have volunteered after feeling nervous/ apprehensive about it

RELATIONSHIPS BETWEEN VOLUNTEERS + GUESTS - 9 STARS

- Change in life of guests
- Nervous volunteers seemed to surprise themselves
- Making guests feel valued which allowed them to believe in a future
- Appreciation of guests
- Friendship & trust formed between team & guests
- Building close relationships with guests so that we could effectively move them into appropriate solutions
- Respect of guests of shelter and volunteers most of the time
- Building bridges both ways!
- The sense of 'family' that was created at the venues- everyone eating, chatting, sitting together
- Great teamwork
- Bonding together
- Flexibility around hard to place clients (e.g. Eastern Europeans)
- Good relationships

Appendix 2- Full Results from the Post-Implementation Review Meetings - Continued

PARTNERSHIP- 4 STARS

- Improved work with Foodstop & Millfield drop-in
- Vastly improved co-ordination with volunteers
- Stronger co-operation with Rainbow Centre
- Great relationship between churches & shelter
- Great “teamwork” within and between churches
- Good communication with Foodstop- working together
- Project workers not as pushy; worked with SDC very well
- Brilliant to involve so many from the community and from the professional sector
- Support from Project Team
- Working with volunteers from other churches and non-church goers
- Working in same team
- Building good relationships with the churches
- Great referrals using many agencies far and wide
- Team worked well with most others & learnt well throughout project
- A highly efficient and organised project

HOSPITALITY- 4 STARS

- Engaging with guests
- Ladies doing art activities with guests at our venue
- Smooth flow of hospitality at venues
- Experience, commitment and passion of previous volunteers
- Appreciation of guests
- Great hospitality at evening venues
- Hospitality for guests really good; this occupied the evenings

LOGISTICS- 1 STAR

- Impressed with the way things worked
- Kept informed of what was going on
- Located in various venues throughout Folkestone
- Very committed staff team
- Logistics appeared to work very well
- Good intervals of updates and reminders of shifts

Soft spots

TRAINING- 8 STARS

- Not enough training on signs of substance abuse and how to react
- Could have done with a little more training
- First Aiders to be identified
- More training for overnight staff

PUBLIC ORDER- 7 STARS

- On occasion police failed to respond adequately to issues at shelter
- Concentration of people/ guests congregating outside Rainbow Centre problematical for passers by
- Increase of theft
- Daytime gathering in town
- Fear of crime “come to Folkestone!”
- Noise around church area (outside)

RISK ASSESSMENT & OUTCOMES - 6 STARS

- Degrees of inebriation undefined
- Staff welfare- do you really know who your guests are?
- Always concern about support needed in accommodation
- Sustainable move-ons (this improved as shelter went on)
- Problems of breaking patterns of failure & lack of hope
- More flexible re. alcohol rules
- Seemed a greater problem with alcoholics this year compared to last year
- Should we have a fast & hard rule re. letting people into shelter who were drunk (some confusion)

PARTNERSHIP- 5 STARS

- Lack of referrals/ engagement with agencies who could help
- Understanding of how services in area works
- Asked for help but came at the end of the service so it felt rushed
- Lack of communication to services who could assist
- Partner agencies not involved as much as they could/ should be
- Invited to meetings to meet the mental health services but did not attend
- More difficult relationship with CAB

MANAGEMENT OF PROJECT- 4 STARS

- Project Manager support?
- Felt like we had a private investigator on our case
- Project Director support
- Failure to address recommendations of previous year e.g. Rainbow Centre as management base/ guest venue
- Failure of Project Director to consult with previous team
- Lack of accountability & project oversight
- Lack of experience in team & not able to learn/ work well with others
- Frustration at lack of consultation with experienced people (previous workers and agencies)
- “Gate keeping” of service access

Appendix 2- Full Results from the Post-Implementation Review Meetings - Continued

CONSISTENCY- 2 STARS

- Mistreatment of vulnerable adults
- Inconsistency of guest treatment- both in terms of same guest + different guests
- How guests were perceived and addressed “junky”, “alchy”
- 'Perceived' lack of consistency over how guests are treated (particularly around alcohol)

GUEST REVIEW MEETINGS – No STARS

- Guest Review Meetings- Information need to be more factual, less irrelevant & personal information
- Better minute taking
- Very negative nature of some meetings
- Referrals to other agencies were slow at the start, but this quickly improved as staff got to know the agencies & housing opportunities
- Unhelpful and negative case meetings
- Need to look at whether further provision needs to be put in place to provide appropriate overnight accommodation for females

VENUE - No STARS

- Physical discomfort of inadequate heating throughout period at one venue
- Use of central location?

DAYTIME PROVISION – No STARS

- Vast increase in workload for Rainbow drop-in
- Lack of facility during the day
- Sunday during day guests left to own devices

BOUNDARIES - No STARS

- “Punishment” regime for guest behaviour issues
- Boundaries with customers
- Lack of awareness around “boundaries”
- Public knowledge; “why are they here?”

Suggestions (Due to time restraints, suggestions were only discussed at the morning review meetings)

TRAINING

- Training: More specific re. role
- Have training in areas that the service users present themselves with ie. Alcohol/ drugs/ mental health/ vulnerability/ aggression
- Training delivered by experienced staff/ agencies
- Training to be given to each venue team, to be venue-specific and first-aiders identified
- Training? Have some! Listen to external, experienced people
- Training needs to reflect actual issues and not generalised too much. Avoid PC!!
- More training to be provided on substance abuse
- More appropriate training can be done with continuity of management
- Have people first aid trained (identify a few first aiders for each venue)
- Training: Include case studies of previous guests and problems with them and suggestions of how to deal with these. More alcohol awareness in training- behaviour of alcoholics etc.
- Work closer with agencies with knowledge and experience and use them to provide training
- Training: Develop from real shelter experience
- Professional training programme for staff & volunteers
- Involve Porchlight in training

DAYTIME PROVISION

- Find out what is available for people to go to or keep busy during the day
- Look at what occurs during the day: training/ housing/ drug-alcohol advice
- Day Centre away from town centre
- Provide venue with daytime activities
- Some changes to daytime provision in order to avoid hanging around in street?
- Public order: A central daytime venue (away from town)
- Public order: Venue outside of town and daytime activities (pool, art, games...) so that guests have more to do inside and therefore are outside less
- Not having a drop-in in town centre, maybe one central venue
- Try to avoid using town centre as a base/ drop-in etc.

PARTNERSHIP WORKING

- Clear partnership agreements (what is expected)
- Police/ shelter warning notice
- Close work with police
- Continuity of staff to further forge agency co-ordination and build on experience
- Police share information with shelter- "what did they do in the day?"
- Increased communication with/ advice from KCA etc + other agencies
- Find out what is out there to help from other professionals
- Tell police "I'm not happy with this person"

OTHER SUGGESTIONS

- Recruitment- have more experienced people/ team balance
- Clear policy on alcohol/ drugs
- Have rules and adhere to them
- Look at an alcohol policy; possibly look at an alcometer
- Boundaries and policies to be put into place. Consistency important
- Risk assessment?
- Clear policies & procedures for accessing shelter
- Be more aware of individuals' behaviour
- Either affirm the 'no entrance if drunk' rule, or remove it so as to make consistency easier.
- Take those from within the district
- Risk assessment: look at standard tick box forms thus avoiding individual interpretation

Meeting 2 (Evening)

Highlights

DEMONSTRATING FAITH IN ACTION- 9 STAR

- Caring volunteers who were interested in our guests
- Guests were very touched by the fact that many volunteers donated? Time again, and again and again
- Volunteers who would not give up hoping for and caring for 'tough' guests ie. believing in Kenny
- “I was hungry and you fed me”, ... lonely and you gave me fellowship
- Christian servitude in action (through serving guests)
- Opportunity to love the guests and serve

ENJOYMENT- 9 STAR

- (For me as prayer co-ordinator), the amazing kaleidoscope of all people working together for the benefit of others
- Guests were mostly very courteous and thankful and usually made it a pleasure to be at shelter
- Volunteers felt like they could approach staff with queries/ worries
- Walk down to the night shelter good opportunity for one-to-one chats
- Some guests with many different issues started to address these for the first time and got support with this
- Fantastic job done of generally tidying up after each night, above and beyond what would be expected
- My group of volunteers did enjoy the experience especially as they had never done anything like it before
- Really encouraging how people got involved, irrespective of whether it was at their own church or another
- Welcoming all round; food quantity/ quality and attention to detail (individuals' “dislikes” provided for)
- Many activities/ services provided for guests- foot care, art, foot massage

LEADERSHIP- 4 STARS

- Very impressed by Colin's leadership and by the commitment and enthusiasm of the team members
- Great to have such a well run 'wash up'
- Absolute quality of paid team in all respects
- Quality of info given as necessary at venue; “team work” with whoever was on duty

Appendix 2- Full Results from the Post-Implementation Review Meetings - Continued

PROJECT ADMIN- 4 STARS

- Communication with venues
- Felt hand-overs went well. I felt better informed about the guests than last year
- Good handover from the Rainbow Centre team- information about guests and support for problems
- Much better liaison this year between Project Team and other helping agencies (Rainbow/ Foodstop/ S.A. etc.)
- Having Maddie as a point of contact to phone, knowing that we were not interrupting the project workers
- Central 'base' of volunteers- essential for last minute emergency!
- Project staff- dedication
- Admin was great, police were very good, well organised- the coming in and out
- Admin and organisation
- Well organised system for bedding etc.

HOSPITALITY AND VOLUNTEERING- 3 STARS

- Friendliness! Meeting people! Guests very thankful
- Enjoyed cooking! One to ones, getting to know people
- Volunteers and volunteering
- Non-Christian volunteers, great spirit
- All venues making the best of their facilities as much as possible
- Talking with the guests and getting to know them
- Interaction with guests
- Creating a team and meeting new people
- Guests enjoyed regularity of meals (knowing what menu was!)
- Good publicity so that we had volunteers from outside the churches hearing about the shelter and getting involved too
- We really enjoyed and benefited from the volunteers that came from outside of the churches
- Atmosphere in venue
- Safe environment
- Rewarding experience- volunteers and guests
- Sharing good practice among venues
- No homeless person died in Folkestone
- Saturday nights very well accepted by guests
- Wonderful hospitality from the army of volunteers!
- (Hearsay) Very good vibes from all volunteers I met. All very positive and enthusiastic
- What I achieved and got out of it

PRAYER- 1 STARS

- Wonderful to have Françoise coming to our venue to pray
- Lots of prayer!
- Prayer co-ordinator
- Prayer support (and the co-ordinator), very much appreciated!

ABILITY TO APPLY GROUND RULES FLEXIBLY- 1 STARS

- Guidelines for guests were clear and consequences for breaking rules were simple
- Volunteers were empowered to make decisions and supported even if decision wasn't the right one
- Being able to "judge" with "paid team" as to whether a guest needed to be allowed in (vulnerable) despite...
- Sharing good practice- "big table" but also individuality of approach
- Flexibility within the overall common structure

Appendix 2- Full Results from the Post-Implementation Review Meetings - Continued

FOOD- 1 STAR

- Standard of food good
- Food served

FEET No STARS

- Dave Smith
- Wonderful activities for guests, such as foot baths, reflexology etc.
- Podiatry! Wonderful
- Dry sock stock
- Priming of guests to use podiatry service

EMPOWERMENT – No STARS

- Relationship: volunteer-guest, guest- guest, volunteer-volunteer > Change
- Development and quality of interaction between guests & guests and guests & volunteers

Soft spots

INCONSISTENCIES- 7 STARS

- Explanation of natural “discrepancy” in how people judge actions/ incidents as serious or less so
- Inconsistency in drug and alcohol rules
- Too lenient over parameters?
- Guests perhaps find stability in each venue having “more constant/ regular” team
- Sometimes I feel guests were treated too harshly. On occasion seemed confused after being treated inconsistently
- Volunteers feeling unhappy about inconsistencies surrounding alcohol and guests' entries

TRAINING- 7 STARS

- Would be interesting for co-ordinators to visit each other's venues
- Teams where not members of venue church need more support working together at beginning
- Difficulty getting previous year's volunteers to go to the training! Arrgh!
- More training so that first time volunteers were more confident

PRACTICAL VENUE ISSUES- 6 STARS

- Meal options: Guests said they had mince meat type meals a lot
- Co-ordinate menus maybe- one each venue, each evening for duration
- Timing difficulties- 15 minutes to launch (St Saviour's)
- Forgot people's names!
- Washing facilities: personal and clothing
- Access to good, dry footwear
- Some venue specific (HCC) hurdles (space, lack of facilities)
- Not knowing backgrounds- this was to do with not being able to review logs pre-shift because St Saviour's couldn't get in before 7:15pm
- Storage of bedding
- Is there a way of sharing intended menus so guests are given a variety?
- During the bad weather Saturday venue very cold; we had some guests complain
- Sometimes felt like a 'drop-in' for people who were neither guests nor volunteers (unclear boundaries)

Appendix 2- Full Results from the Post-Implementation Review Meetings - Continued

COMMUNICATION- 6 STARS

- Not informed of alternative venues when not able to meet at regular, which caused some confusion when people turned up as normal. Advance notice to the venue (poster for front window) would be of great help)
- Need to make communication more consistent between venues esp. if problems have occurred
- Initial centralisation caused chaos. Information was given to the co-ordinators a little late. This caused angst and a couple of volunteers pulled out as a result. In the event it was organised by church co-ordinators. Would it be possible to start much sooner- people wanted to know where they stood early on.

FUTURE- 4 STARS

- Had to stop. (Permanent hostel)
- Support after housed????

MANAGEMENT- 1 STAR

- Clear division between staff and guests; felt at times more business like, other than passion!
- Worrying 'hearsay' of some personal criticism (NOT by clients!) of project management which undermines unity and effectiveness

VISION- 1 STAR

- Romans 10:14- Not actively encouraging guests to seek/ trust the Holy Spirit, to INITIATE and maintain change
- Vision sometimes lost

Additional comments:

- A single policy for all churches would be good re. CRB check up of volunteers
- Slept all day the next day

Appendix 3- Full Results from the Guest Questionnaires

10 out of the 41 guests completed a guest questionnaire

What has been good about your stay in the shelter?

- 1.It helped me when I needed helping
- 2.Peace, quiet
- 3.Everyone has been friendly& well looked after & helpful as well.
4. The fact that the shelter was there in the first place
- 5.The staff have always been there for me when you need them
- 6.Friendly people, warmth, food and laughter.
- 7.A roof over my head- hot meal it needed and companionship
- 8.Always kept informed on things that I might need such as foot care
- 9.Friendly, helpful staff and meeting others in a similar position.
- 10.The people I met were very nice. The staff were also very friendly. It was nice to meet good people in my time of need.

Appendix 3- Full Results from the Guest Questionnaires - Continued

Have you had any problems or bad experiences whilst staying in the shelter?

- 8.No, 1-No except Kenny and Jake, 1-Yes need raised bed
- 1.No
- 2.None
- 3.No
- 4.No
- 5.No, everyone help each other.
- 6.No. Any problem makers were dealt with quickly. I have always slept safely.
- 7.Except Kenny and Chris, no.
8. Yes, I need a bed off the floor so I can stand and lay down safely
- 9.No.
- 10.No, I didn't have any problems.

How did you feel upon first arriving in the shelter? Did this change during your stay?

- 1.Anxious. Yes felt safe + made welcome fully.
2. Alright. No
- 3.Felt a bit uneasy at first, as it progressed I felt more safe.
4. Cold, hungry. Yes.
- 5.Very grateful to have a bed for the night but it was hard at the time because I did not know everyone.
- 6.At ease and remained happy ever since.
- 7.Quite nervous- but did get used to it
- 8.First felt a little bewildered through misinformation but cleared it all up on first visit
- 9.Very nervous, but thanks to the staff and volunteers I soon found myself relaxed and in a better frame of mind.
- 10.When I first arrived in the shelter I was upset and the staff made me feel much better by talking to me and helping me.

Did you feel safe in the shelter? If no, please tell us why.

- 1.Yes. Nice having someone around.
- 2.Yes
- 3.Felt very safe.
- 4.Yes
- 5.Yes I have always feel safe
- 6.Yes
- 7.Sort of yes.
- 8.Yes
- 9.Yes
- 10.Yes I felt safe.

Did you feel physically comfortable in the shelter?

7-Yes, 1-Yes except from disappearing air, 1-Back problems, 1-Never

- 1.Yes. Always had clear place to sleep and always had a proper meal each night.
- 2.Yes
- 3.Yes
- 4.Yes
5. Never
- 6.Yes
- 7.Back problem made me uncomfortable all the while.
- 8.Yes
- 9.Yes,apart from the disappearing air in the mattresses!
- 10.Yes

Appendix 3- Full Results from the Guest Questionnaires – Continued

Were shelter staff and volunteers helpful? Were there any problems?

10-Yes, helpful 6-No problems, 4-no answer

- 1.They was all really nice, spent time out to talk with you.
- 2.Yes
- 3.No problems! And extremely helpful.
- 4.Yes. No.
- 5.Yes, the staff and volunteers have always been very helpful towards me with any problems
- 6.Yes, no problems.
- 7.Yes. No.
8. Yes. No.
- 9.Absolutely wonderful and well above the call of duty.
- 10.Yes, all staff and volunteers were very helpful. There were no problems.

Did the project staff help you with benefits, housing applications, medical issues etc.? If so, how and was it helpful?

8-Yes, 1-Didn't have these problems, 1-No, did it themselves

- 1.The staff was very good + helpful when it came to any of the above.
- 2.Never had [any] of the problems
- 3.The project staff helped me with the housing side ie. I have now got a place in Lily Smith House from the 17/2/2011
- 4.Yes
- 5.No, I did this myself
- 6.Yes
7. Yes- prompt phone calls to remind me of appointments
- 8.Yes
- 9.Yes, filling out forms and generally giving advice and pointing people in the right direction
- 10.The project staff helped me with my housing. It was very helpful as I was not sure on how to go about getting housed.

Can you recommend any improvements to the shelter?

7-No suggestions, 1-Continue longer, 1-One venue rather than seven, 1-Lockers

- 1.No, I think they provided as much help as they could towards the homeless people.
- 2.Everything alright
3. Not really, all been pretty good
- 4.No
- 5.No, everything in the shelter work very well
- 6.To continue longer until people were resettled.
- 7.Not being rude- would be better to have one place to stay in- other than 5 or 6.
- 8.-
- 9.Only if it could be possible to have lockers or storage facilities.
- 10.No

Appendix 3- Full Results from the Guest Questionnaires - Continued

Is there anything else you would like to tell us?

6-No, 3-Thank you, 1-Keep up the good work!

1.-

2.Everything fine

3.No! Ps. Thank you all at the drop-in centre for making my stay safe and good.

4.-

5.No, the staff have always been there for me during my stay in the shelter. Thank you for all your help.

6.No

7.Keep up with the good work!!

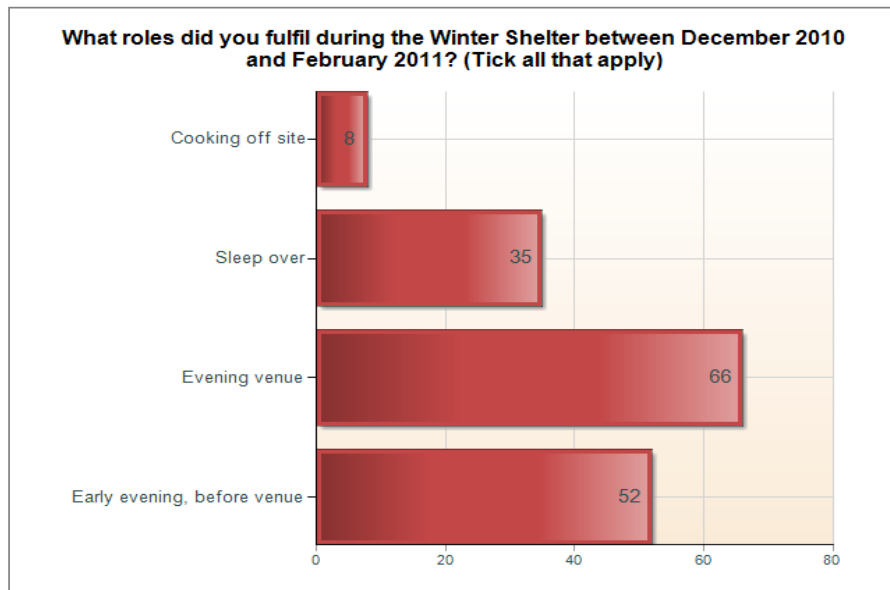
8.-

9.The staff and volunteers deserve medals for the work they do. A very big thank you.

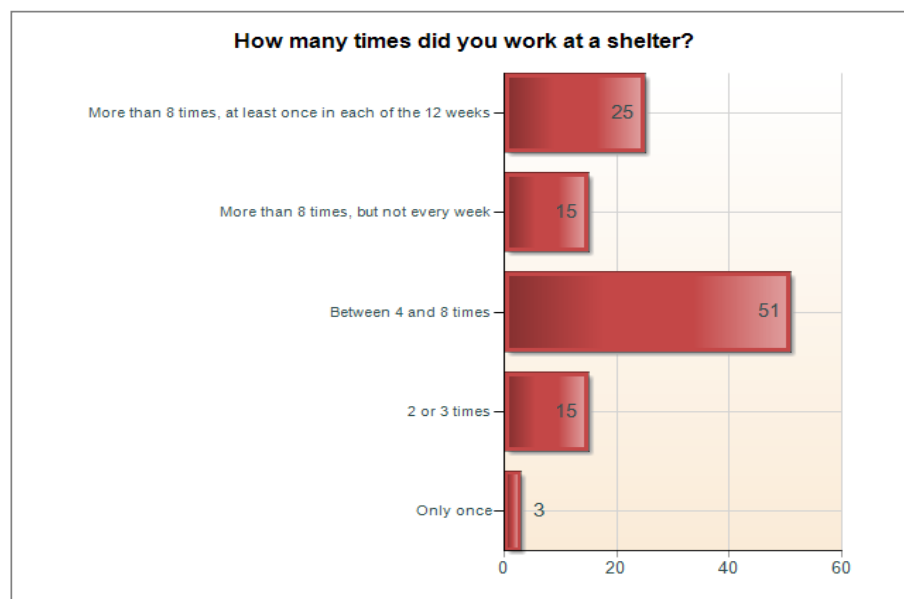
10.No

Appendix 4 - Full Results from the Volunteer Questionnaires

Folkestone Churches Winter Shelter Volunteer Survey: What roles did you fulfil during the Winter Shelter between December 2010 and February 2011? (Tick ...

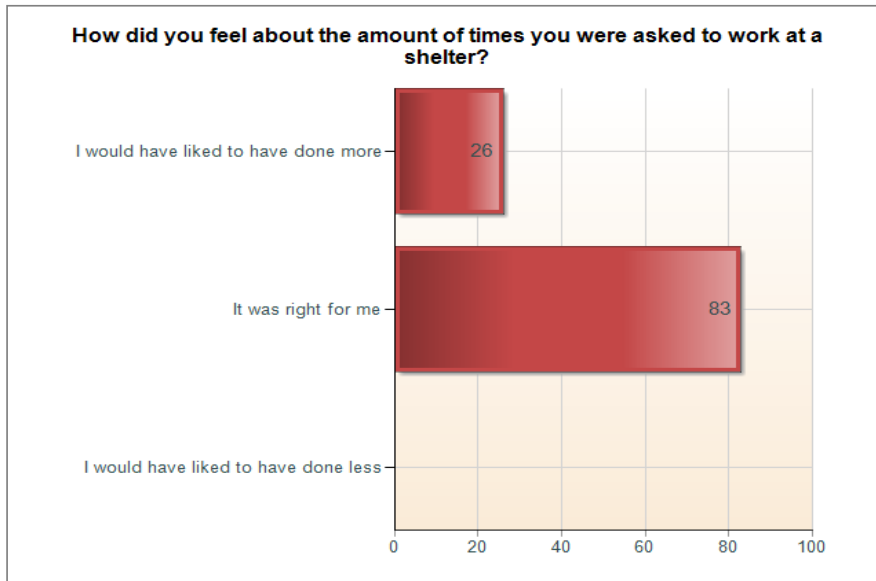


Folkestone Churches Winter Shelter Volunteer Survey: How many times did you work at a shelter?

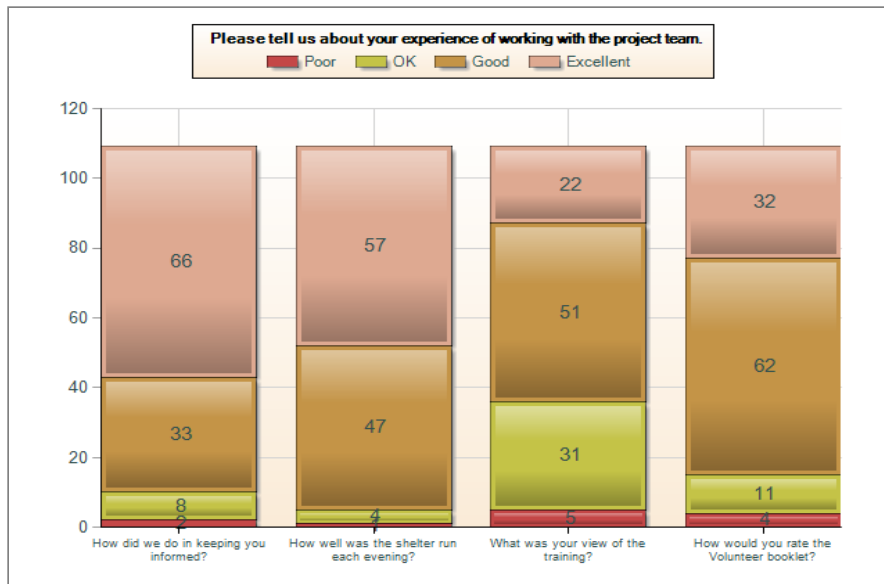


Appendix 4 - Full Results from the Volunteer Questionnaires- Continued

Folkestone Churches Winter Shelter Volunteer Survey: How did you feel about the amount of times you were asked to work at a shelter?

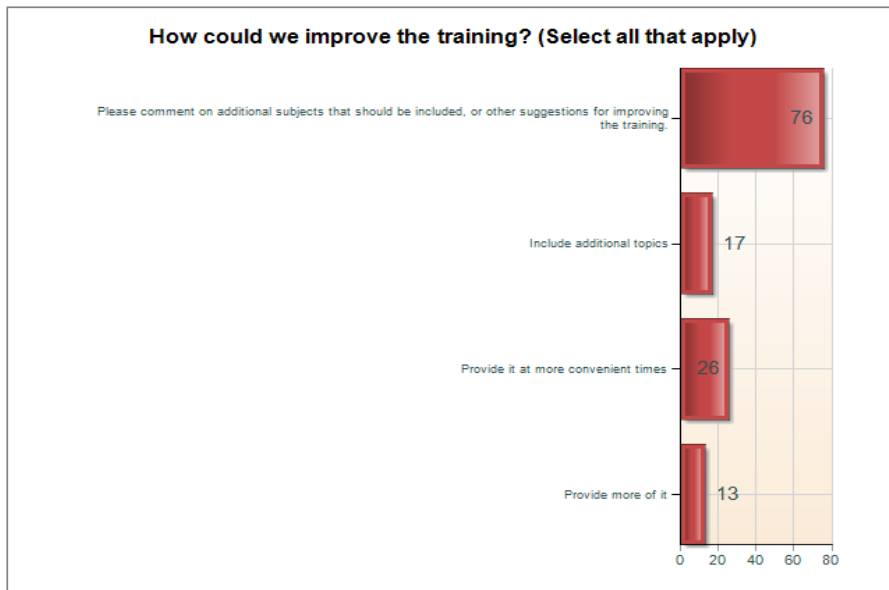


Folkestone Churches Winter Shelter Volunteer Survey: Please tell us about your experience of working with the project team.

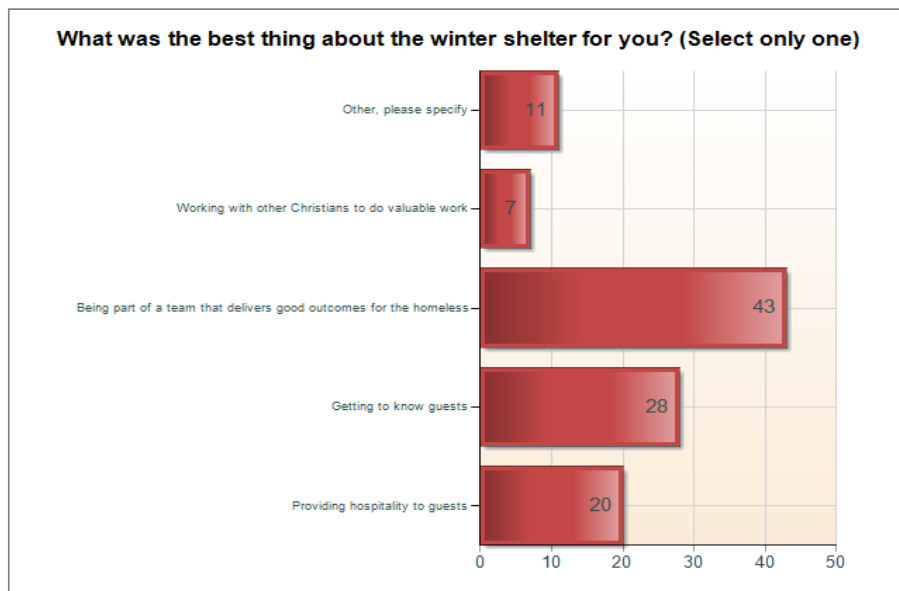


Appendix 4 - Full Results from the Volunteer Questionnaires- Continued

Folkestone Churches Winter Shelter Volunteer Survey: How could we improve the training? (Select all that apply)

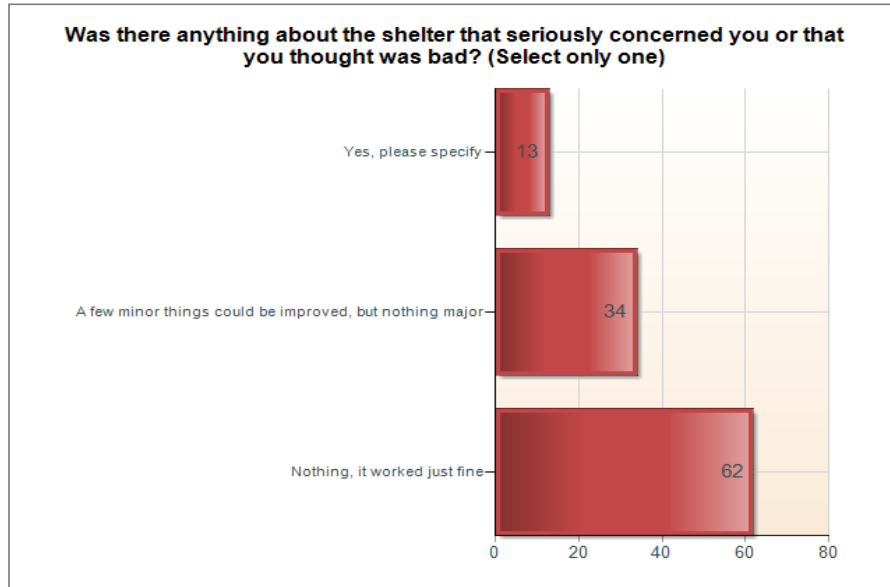


Folkestone Churches Winter Shelter Volunteer Survey: What was the best thing about the winter shelter for you? (Select only one)

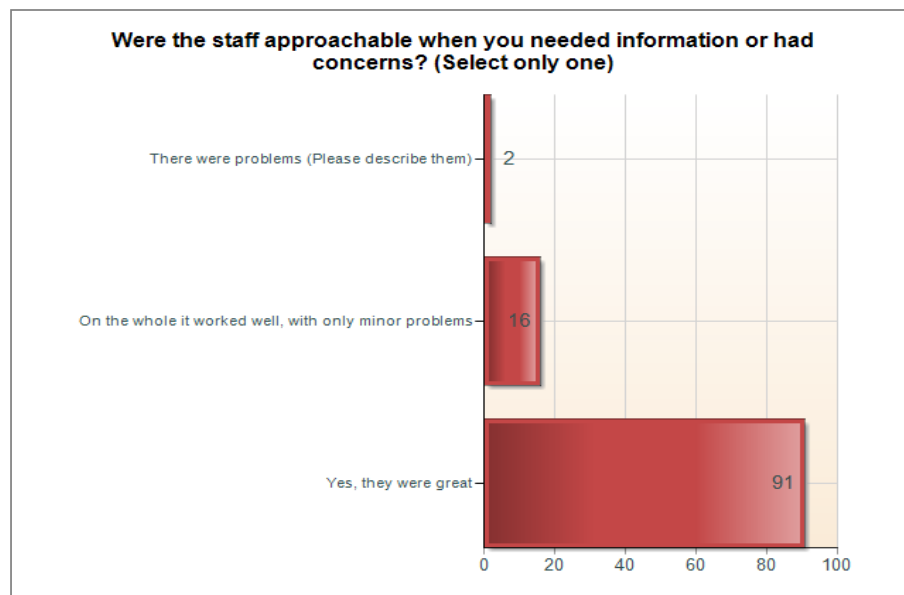


Appendix 4 - Full Results from the Volunteer Questionnaires- Continued

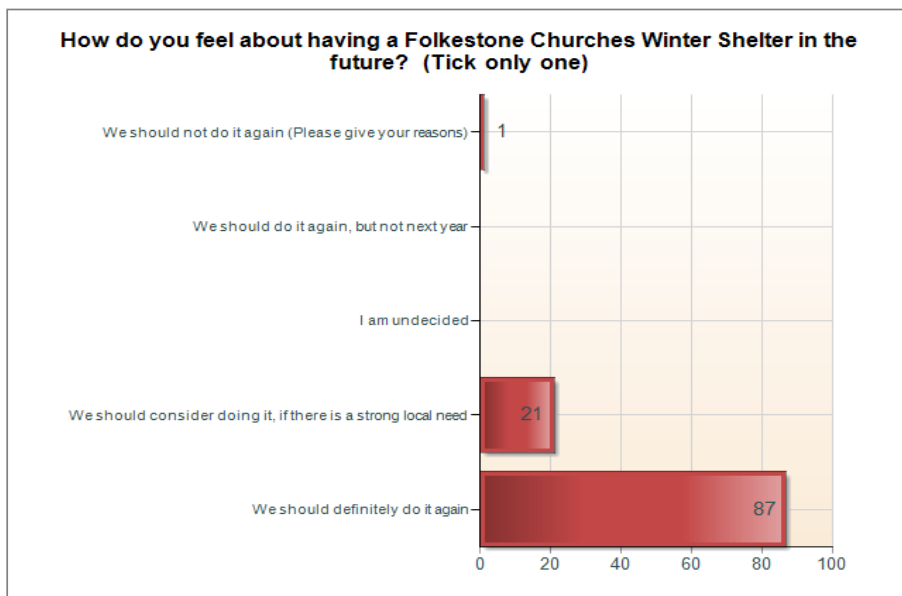
Folkestone Churches Winter Shelter Volunteer Survey: Was there anything about the shelter that seriously concerned you or that you thought was bad? (S ...



Folkestone Churches Winter Shelter Volunteer Survey: Were the staff approachable when you needed information or had concerns? (Select only one)



Folkestone Churches Winter Shelter Volunteer Survey: How do you feel about having a Folkestone Churches Winter Shelter in the future? (Tick only one)



The 2010/2011 Project report has been written by the staff team of the Folkestone Churches Winter Shelter:-

- Colin Bridgland - Project Manager
- Liberty Watambwa - Project worker
- Matthew Fell - Project worker
- Madeline Newell - Project Administrator

It is published by the FCWS Steering Committee and printed by the Folkestone Rainbow Centre