

Emergency hotel provision – Procedures and protocols

Introduction

The following service model is based on the approach developed at the Holiday Inn Manchester East facility opened by Manchester City Council (MCC) in the wake of the COVID-19 outbreak. The hotel site is being staffed and organised by Riverside in collaboration with MCC, Unique Security Solutions, and Atlas hotel group.

While many of the procedures are taken from practices used in supported accommodation and emergency night shelters, others have been introduced rapidly as responses to the unfolding situation. With provision still in early stages, the protocols below are a starting point only and still evolving as guests and staff adjust to the new environment.

1. Hotel Set-up

The Holiday Inn Manchester East was contracted to MCC following the extension of public health measures to control the COVID-19 virus outbreak.

Provision was planned for an initial 40 rooms out of the 100 room hotel. Tenants would be in 'Category 1' of Greater Manchester Combined Authority's (GMCA) emergency planning, that is people sleeping rough or housed in unsuitable emergency accommodation and night shelters. Individuals would be referred via the MCC Rough Sleeper Team and associated Outreach Services to reach the individuals most exposed to catching the virus as a priority.

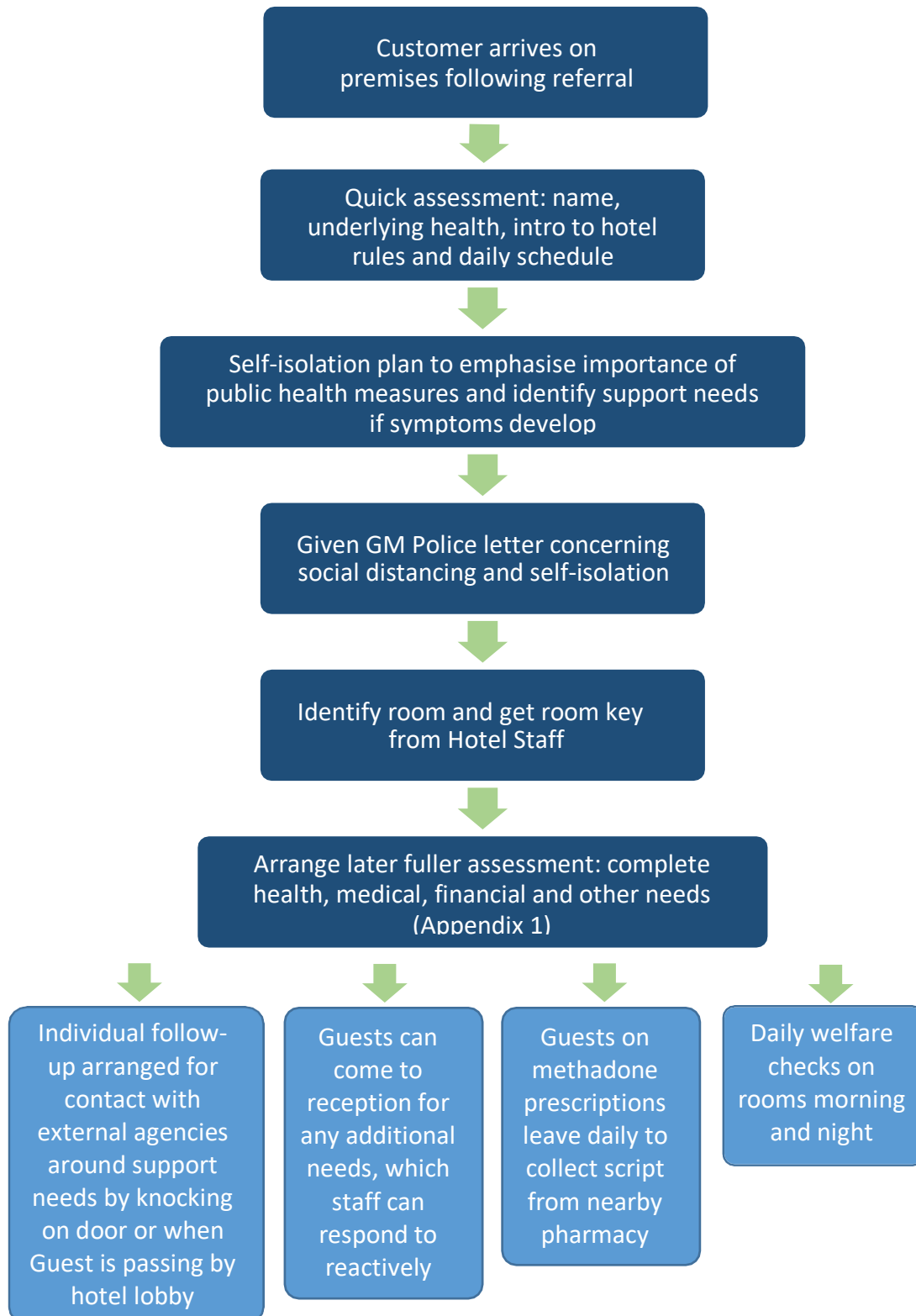
Rooms in the hotel are situated over a number of floors, each with its own bathroom, television and tea/coffee facilities. The lobby of the hotel is split at the entrance, with a sanitising station and the entrance manned by security encouraging all visitors to use hand sanitiser every time they pass and stay 2m apart.

Hotel staff are situated behind the reception desk where they are able to respond to any accommodation based requests. Support staff use the extended lobby/restaurant area (which is cleared of the usual tables, chairs and sofas) for individual support work and preparing food or other items. A room by the entrance is designated as a staff and store-room for additional items which might be needed and for staff to take breaks.

The hotel has a strict no smoking policy inside the building, with guests able to make use of the car park outside the entrance to smoke in. Guests are allowed to come and go, but encouraged to stay in rooms according to current government advice. Meals are distributed three times daily direct to guest's rooms. Additional items are available on request from the storeroom dependent on staff availability – guests are not encouraged to continually ask for items throughout the day.

2. Customer Journey

Clients at the Holiday Inn have generally high needs, being the most vulnerable population who were using emergency accommodation rough sleeping. The following is a typical approach from arrival to regular daily interactions:



3. Daily Schedule

Time	Activity	What is involved?
8am	Morning Welfare Check	<p>Support staff knock on every door, wait for a response, when received or if none forthcoming announce that staff are outside and use a master key to enter.</p> <p>A quick check that the individual is ok (particularly important given substance dependencies of many guests and potential risk of overdose or withdrawal) and that the room is in a decent state is carried out.</p>
8am-10am	Breakfast	<p>Staff plus security take breakfast items (dependent on what has been supplied by partners) around each floor and knock on doors to hand over to guests who respond.</p> <p>Guests who take breakfast are ticked off, and any who don't are able to collect throughout the morning from the store room at the hotel entrance.</p>
Hourly	Security rounds	At varying times throughout the area, security will complete a lap of the floors to listen for any issues and anyone smoking.
12.30-2pm	Lunch	<p>Lunch is delivered between 12.30 and 2 by voluntary sector partners. It is dropped off in the lobby, and staff including security deliver to rooms as per breakfast.</p> <p>Guests who aren't in and don't receive lunch can collect later from the lobby/storeroom.</p>
1.30-2.30pm	Staff break	Depending on when lunch is delivered, staff are able to take time after to sit down together, rest and take a moment out of supporting guests.
4.30-6pm	Evening meal	As with lunch, food is dropped off by voluntary sector partners and distributed to guests in their rooms.
10pm	Welfare check	As per morning welfare check

4. Staffing

Day shifts		Night shift	
Staff	Shift length	Staff	Shift lengths
x2 Support Worker*	8am-4pm; 3.30pm-8pm	n/a	
x1 Team Leader	8am-4pm	n/a	
x4 Security*	7am-7pm	x4 Security	7pm-7am
x1 Duty Manager	8-4pm	x2 Duty Manager*	8-5pm
X1 Caretaker	7am-3pm	n/a	

*also at weekends

Support workers

Support workers normally work for Riverside at the Manchester Street Engagement Team service. Additional agency staff who have worked with Riverside previously are provided by Reed for any gaps in the rota.

Support workers on the day shift provide long-term support as well as meeting non-accommodation based needs. This makes use of the time that guests are resident at the hotel to link them into Drug & Alcohol Teams if needed, sign them up to appropriate benefits, and arrange assessments or referrals for any other specialist services which are required.

Staff are all contracted to Riverside and employed under the conditions and terms of contract they normally would if working in a Riverside property.

Team Leader

The Team Leader is on hand to arrange liaison with external agencies, supervise support work, arrange rotas and oversee activity.

Security

Security are mainly in place to encourage guests to follow public health measures, but can also assist with breaking up any conflicts and if guests break the hotel policies.

Security staff also play a crucial role in meeting guests immediate needs, including handing out food, supporting welfare checks or other tasks which need completing. This provides much needed extra hands during mealtimes or other peak periods.

Hotel Staff

Hotel staff are on site at all times to meet accommodation based needs, in a similar fashion to their roles when the hotel is operating as normal. They hand out room keys, complete hotel maintenance, and see to any problems guests have with their rooms.

There are always two members of hotel staff present so that they can accompany each other and none need to be lone-working, ensuring adherence to DBS guidelines and hotel policy.

On Call

No on-call system is in place at the hotel. This is due to the additional levels of staffing and back-up provided by the Hotel Staff and security. Duty Managers are able to support each other for decisions that need to be taken, with on-site security mitigate safety risks by providing additional back-up in the case of an incident.

With the seriousness of the public health crisis affecting everyone, there are also close links with health and police services who are on hand to intervene in any incidents or escalations.

5. Hygiene and Safety

Due to the coronavirus, there are multiple additional layers of hygiene and cleaning which are in place to reduce the risk of infection and keep everything safe.

- a. Sanitising stations are positioned at the entrance, and everyone passing encouraged by security to use the hand-sanitiser provided.
 - i. This has quickly become a routine for guests, with those who have stayed longest setting an example for others more newly arrived.
- b. Security and support staff also regularly remind guests to stay at least 2m apart at all times to reduce the risk of virus transmission.
- c. Anyone who is showing symptoms of coronavirus are moved to room reserved on the first floor to keep them separate from other guests. This also enables staff to make extended use of Personal Protective Equipment.
- d. Gloves and masks are provided to staff, and gloves worn by security at all times.
- e. Staff wipe down communal areas every 2 hours minimum. This includes banisters, doorknobs and lift panels.
- f. Support work takes place across two tables put together length ways, maintaining a connection between the support worker and guest but at a safe distance to reduce potential transmission.
- g. Guests are encouraged to participate in keeping the hotel clean and tidy, going around daily with a wheelie bin for other guests to bring out their rubbish. Guests are also asked to bring down remaining food and containers from their rooms daily to be deposited in bins in the lobby. Guests have also offered to vacuum hallways.
- h. Guest computers are provided for support work needing to take place online, with guests provided with gloves if they need to use these. Gloves will also be supplied for use of any communal equipment.

Cleaning and room turnover process:

- i. Bedding and towels are replaced on a weekly basis. Guests must replace these themselves with fresh bed packs provided to their rooms.
- j. If rooms are unsanitary during welfare checks, then cleaning materials are returned to the rooms later in the day and guests asked to clean their rooms (including bathrooms) themselves.
- k. When people leave the hotel, rooms are left void for 3 days (the period the virus is able to survive outside of a host according to public health advice).
 - i. Housekeeping or staff as back-up will then go into the room for a deeper clean and to prepare it for the next guest

6. Food and Essential Items

Three meals are provided every day at regular hours, and brought to guests' bedrooms to reduce need for guests to mingle in communal areas. All food is provided by voluntary sector partners as part of collective GMCA-wide efforts to ensure vulnerable people can still access food in the absence of usual services.

Outside of mealtimes, guests are able to go down to reception to ask for additional items, but this is discouraged in order to prevent there being continual presence of people in the entrance area and constant demands on staff time.

A 'brew pack' is prepared and delivered to each room so guests can make their own tea and coffee, with top ups available from the storeroom on request from staff. Hygiene items are also provided through the GMCA-wide effort to distribute donations, including toothbrushes and toothpaste which have been sourced for every guest. If guests have need of any specific items not generally provided, this is able to be sourced from voluntary sector partners whom the staff are connected to.

If alcohol dependency is identified as a need at assessment, guests will be able to consume alcohol on site for their own wellbeing. For guidance on policies to support safe drinking, please see Appendix 2.

Managing scripts and substance dependencies

Dependencies on substances are common to many of the guests, notably alcohol and opioids. While many guests may have already been on methadone prescriptions to help manage the latter, many will have been actively while living on the streets. The Coronavirus crisis has affected supply, due to limited mobility and limited access to cash through begging that may have previously fueled people's habits.

In the first few days of opening, a mobile pharmacy provided by Drug & Alcohol service partner CGL was parked in the car park to facilitate sign up to prescriptions. This was able to get many individuals previously not on scripts signed up to daily pick-up to help manage their dependency.

While the mobile pharmacy has since been taken out of action, guests who need to are able to collect their script from the pharmacy across the road, and those with scripts registered for collection elsewhere switched to nearby. This has had profoundly positive effects on many of the guests, who are visibly thriving from more stable management of their dependencies. Conflict is reduced, behaviour moderated, nutrition improved and even guests skin is showing positive effects.

6. Other Agency Support

Food

Barnabus (a local charity) who usually operate day centre provision have been co-ordinating regular deliveries of food to emergency accommodation being provided across Manchester. There is regular contact with them and their partners in the Rough Sleeper Outreach team and city centre policing.

Benefits

A direct line has been established with Manchester Job Centre Plus to allow swift registration and sign up of guests to the appropriate benefits. This includes a dedicated phone number for benefits advisers so that support workers do not need to go through the general line which is currently experiencing long queues due to the closure of face- to-face appointments and job centres.

Drug & Alcohol

The relationship with the Drug & Alcohol service for Manchester (CGL) has been in place since the beginning. With CGL nationally switching to 14 day drop-off, arrangements are being made to handle this safely, potentially through much shorter time periods or lock-boxes behind the reception desk.

Mental Health

NHS Mental Health teams are conducting all appointments or crisis interventions via telephone, with shared or staff phones able to be used for these if required (and with appropriate safety equipment and disinfectant).

Specialist support

Additional support for particular needs is also available via agencies such as the men's room. This is crucial for clients with specific vulnerabilities, and set up via the Support Workers during the day shifts.

6. Enforcement

There are a number of reasons why enforcement is additionally important for the current circumstances:

- a. The public health crisis and lockdown measures which have been put in place across the United Kingdom
- b. The use of third party property usually intended for commercial hotel use
- c. The large numbers of guests in one site for an extended period

Staff do retain the right to evict people, and exercised this a number of times in the first week. Anyone who is asked to leave is escorted to Manchester Town Hall where the Rough Sleeper Team can find an alternative housing option for them. This will ideally be by taxi, but police are on hand where this is necessary. Reasons why people may be evicted are:

- d. Smoking inside (the hotel has a strict no smoking policy and no warnings will be given)
- e. Violence, either to staff or other guests
- f. Dealing drugs

The hotel is not a prison, and staff nor security will prevent people from leaving if they want to. However, people will be strongly encouraged to stick to social distancing and self-isolation measures as appropriate, and facilitated to do so by the processes and schedules mentioned above.

Appendix 1: Assessment Forms

Resident Information Sheet

Name		Contact number	
Date of birth		Move in date	
Riv No		Tenancy No	
HB Reference		Rehousing application	
N.I. number		Support Worker	
Next of kin name		N.O.K. contact number/address	
Referral agency name		Referral agency	

Name of current GP		Name of current dentist	
Address and telephone no. of doctor's surgery		Address and telephone no. of dentist	

Medical Conditions			
Allergies			
Current medication and how administered. (e.g. frequency/ method/time of day)		Collection /storage arrangements	

External support agency details	Name/job role	Contact number

Benefits	Amount	Frequency	Payment day

Support Needs:	
Mental Health <input type="checkbox"/> Sensory Disability <input type="checkbox"/> Physical Health <input type="checkbox"/> Substance Misuse <input type="checkbox"/> Learning Disability <input type="checkbox"/> Autism <input type="checkbox"/>	Offending History <input type="checkbox"/> Armed Forces Veteran <input type="checkbox"/> History of Violence/Aggression <input type="checkbox"/> Domestic Abuse <input type="checkbox"/> Leaving care <input type="checkbox"/> Prison release <input type="checkbox"/>
	Harassment/ASB/ Fear of Violence <input type="checkbox"/> ID documents <input type="checkbox"/> Not registered with GP <input type="checkbox"/> Does not have own bank account <input type="checkbox"/> Other <input type="checkbox"/>
Please provide further details for any support needs identified:	
Additional information relevant to application including any known risks:	
What people appreciate about me:	
How best to support me:	
What is important to me:	

Current Agency Support:			
Is the person on the SIB?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	If yes, who is their support worker:
Name of person	Agency they work for		Contact details
Other support networks (e.g. family members):			
Name of person	Relationship to you		Contact details

Appendix 2: Controlled Alcohol Procedure

Example from Riverside Centenary House accommodation project in Derby

Centenary House is a 35 bedded scheme that has 12 Alcohol Dependent beds dedicated to entrenched street drinkers. It also offers a social garden at the rear of the building for those customers who are not on the ADU's.

Centenary House operates a system whereby drink is declared at the main reception and held for customers that are under the Alcohol Practitioner that attends Centenary on a weekly basis. Discretion can be given around this if a customer does not have alcohol as a primary, due to sitting in a no alcohol zone within the City. The procedure is as follows:

- **ADU's**

Customers are to declare all alcohol that is being brought onto the premises.

Alcohol declared is clearly labelled with the customer's name and stored in the fridge until required.

As part of the customers drink plan alcohol will be distributed accordingly e.g. 1 can per hour, 1 pint of cider per hour.

This is recorded on the drinks sheet found on the notice board in the main office. No alcohol is served between 10.45-12.15, 16.45-18.15, and 02.00-06.00.

Customers are to have no more than 8 cans or two bottles on site at any one time. Alcohol is to be consumed on the ADU's only.

Customers found to be breaching guidelines are to enter the warning procedure.

- **Social Garden**

Customers are to declare all alcohol that is being brought onto the premises.

Alcohol declared is clearly labelled with the customer's name and stored in the fridge until required.

Those customers on a drink plan alcohol will be distributed accordingly e.g. 1 can per hour, 1 pint of cider per hour etc.

Those customers not on a drink plan will go on a basis of 1 hour per drink.

This is recorded on the drinks sheet found on the notice board in the main office. Social garden is closed 9pm – 6am. This can be reviewed in summer months. Customers found to be breaching guidelines are to enter the warning procedure.