



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU

STREET PEOPLE POLICY (POLICY NUMBER 12398B)

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STREET PEOPLE POLICY
THE CITY OF CAPE TOWN

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Author: Cornelia Finch

Director Responsible: Dr Ivan Bromfield

Contact details: Dr Ivan Bromfield (Social Development and Early Childhood Development) T: 0800 872 201

Email: Ivan.Bromfield@capetown.gov.za

Abbreviations

CBO	Community Based Organisation
CDS	City Development Strategy
DPU	Displaced People's Unit
EPWP	Expanded Public Works Programme
FBO	Faith Based Organisation
IDP	Integrated Development Plan
LNOC	Local Network of Care
M & E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
SASSA	South Africa Social Service Agency
SDECD	Directorate of Social Development and Early Childhood Development
SDS	Social Development Strategy

Definitions

"Assessment Centre": means a facility which provides social psychological assessment and development of a street person's personal development plan, provides counselling and referrals, refers people to relevant services and it may provide emergency accommodation on a twenty-four hour basis to people who live on the streets.

"Assessment of a Programme": means the process conducted by a suitable qualified person (social worker), of determining whether the provision and the content of a **rehabilitation/reintegration** programme comply with the prescribed national norms and standards and all applicable legislation.

"Family": means individuals who, either by contract or agreement chooses to live together and function as a unit in a social and economic system. The family is envisaged as the primary social unit, which ideally provides care, nurturing and socialisation for its members. It seeks to provide them with physical, economic, emotional, social and cultural and spiritual support.

"Fieldworker": means the person who works to contact, build outreach work, monitor and advocate for people living on the streets. The fieldworker's job includes the important functions of gathering and disseminating information on available City programmes and resources, as well as screening and directing street people to the relevant services.

“Life-skills Training”: means training in skills that enhance social, emotional, psychological and spiritual functioning, for example, assertiveness training or stress management.

“Local Networks of Care”: means a network of organisations consisting of volunteers caregivers residing within a community who provide a network of support to: a) assist in prevention of the vulnerable becoming street people and; b) assist with the reintegration of street people back into the community and is a programme of Social Development and Early Childhood Development Directorate.

“Mental Illness”: means mental illness as defined in the Mental Health Care Act, 2002 (Act 17 of 2002)

“Outreach”: means the process of contacting and counselling street people to promote self-empowerment with the aim of facilitating access to appropriate facilities and resources. It is envisaged as an engagement with street people in an empathetic and consultative manner.

“Personal Development Plan”: means an in-depth assessment done by a Social worker for a client and includes a management plan in terms of the person’s holistic development.

“Prevention Programmes”: means developmental programmes for children, youth and adults may be provided at schools, in households or at the community level.

“Second Phase Accommodation”: means accredited, sheltered and structured temporary accommodation for individuals who have passed through the initial rehabilitation phase and who comply with the criteria for employment but who still require a degree of care and assistance prior to reintegration.

“Shelter”: means a residential facility providing temporary accommodation, care, social work services and opportunities for education and training to self-referred people living on the streets. Shelters facilitate the process of social reintegration of street people.

“Social Auxiliary Worker”: means a person with an accredited qualification in social auxiliary work, who renders a supporting service to a social worker.

“Social Services Professional”: includes probation officer, development worker, child and youth worker, auxiliary worker and social security worker who are registered as such in terms of the Social Service Profession Act, Act No. 110 of 1978.

“Social Worker”: means a person who is registered as a social worker in terms of the Social Services Profession Act, Act No. 110 of 1978.

“Street Adult”: means any person who is over the age of 18 years and older who, for any reason, finds themselves living and working on the streets. Street adults are further sub-divided as follows:

Adult:	18 years - 55 years
Aged person:	60 years and over

“Street Child”: means a child who because of abuse, neglect, poverty, community upheaval or any other reason, has left his or her home, family or community and lives, begs or works on the streets; or because of inadequate care, begs or works on the street but returns home at night.

“Street People”: means people, who for any reason use the outdoors as a place of abode for a lengthy period of time. Cognisance is taken of the fact that the definitions of ‘child’, ‘youth’ and ‘adult’ for legal purposes are contained within the Criminal Procedures Act and the justice system. The term, ‘street’ includes all areas open spaces and river banks.

“Street People Database”: means the comprehensive collection of confidential records of street people, itemising personal details, what services they have already accessed ,how frequently, what services they still need to access and the length of time they have lived on the streets.

“Substance Abuse Counselling”: specialised service providing therapeutic programmes for people who are addicted to alcohol or other substances as well as the affected family.

1. Problem Statement

- 1.1. Street people exist in cities around the world. A study in 2010 suggested that there are between 100 000 to 200 000 street people in South Africa's urban and rural districts. A baseline study conducted by the City of Cape Town estimated that approximately 7000 people live on the streets of Cape Town particularly in areas such as in the City Centre and near transport hubs where economic opportunities exist.
- 1.2. People live on the streets for many reasons including poverty, prolonged unemployment, substance abuse, mental illness, lack of housing, to escape unbearable domestic conditions and as a response to personal trauma such as divorce, death of a loved one or retrenchment.
- 1.3. Living on the street makes street people more vulnerable to abuse. According to research done by the Cape Metropolitan Council, street people are amongst the most vulnerable members of society and live with the problems of illiteracy, substance abuse, hunger and malnutrition, inadequate shelter, sexual exploitation, criminal abuse, physical and mental health problems.
- 1.4. The behaviour of people living on the street negatively impacts on both service delivery to residents and costs to the administration of Cape Town. The City of Cape Town by-law relating to Streets, Public Places and the Prevention of Noise Nuisances regulates this anti-social behaviour in public spaces. Violations of the by-law by street people acts to overburden law enforcement agencies.
- 1.5. The issues facing street people are complex and multi-faceted. The most obvious responses to the existence of street people, such as providing money and “hand outs” directly to street people, often exacerbate the problem.

2. Desired Outcomes

- 2.1. This Policy seeks to articulate the City of Cape Town’s processes to identify and provide street people with the necessary developmental assistance to access accommodation, health services, skill-development services, employment and social grants and aid in facilitating the reintegration or reunification of street people into families, community and society.
- 2.2. The Policy clarifies the roles and responsibilities of role-players in the City of Cape Town including the Street People Programme in SDECD and the Displaced People’s Unit in the Safety and Security Directorate as well as external NGOs and service providers working for or on the City’s behalf.
- 2.3. The Policy provides for the establishment and support of Local Network of Care to assist with the reunification of street people with their families and communities.

3. Strategic Intent

This policy aligns with a number of overarching strategy documents that inform the City's priorities.

3.1. Integrated Development Plan

3.1.1. The Integrated Development Plan (IDP) is the City's overarching framework strategy that shapes the policies, programmes and budget priorities of the administration for the next five years. The Street People Policy is aligned with IDP's Strategic Focus Area aimed at creating a 'Caring City'.

3.1.2. The provisions of this policy facilitate the realisation of Objective 3.1 "Providing social services for those who need it". Street people are a particularly vulnerable group and mentioned as a key programme for realising this objective.

3.2. City Development Strategy

3.2.1. The City Development Strategy is the 30 year strategy for the City. It is informed by the six transitions identified in the OneCape2040 Strategy. The 'Settlement Transition' informs the Street People policy. The goal of this transition is to build 'healthy, accessible, liveable multi-opportunity communities'.

3.3. Social Development Strategy

3.3.1. The Social Development Strategy (SDS) identifies street people as a particularly "vulnerable group that requires assistance to achieve reintegration into communities and access to employment opportunities".

3.3.2. The third objective of the SDS is "support the most vulnerable through enhancing access to infrastructure and social services". The key tenants of this strategy are incorporated into the street people policy.

3.3.3. The fifth objective in the SDS relates to mobilising resources for social development which is a key aspect of the "Give Responsibly Campaign".

3.3.4. SDS also focuses on sustainability, fully utilising City resources and assets, using research and evidence to inform programmes and partnerships and collaboration for social development. These key principals underpin this policy.

4. Policy Parameters

4.1. The policy affects all street people living in the City of Cape Town.

4.2. This policy does not apply to street children. The Street People Programme will collaborate with the Early Childhood Development programme and Provincial Government of the Western Cape, to deal with street children as it is necessary. This collaboration is guided by the Children's Act, Act 38 of 2005.

4.3. The policy has transversal implications as its provisions apply to projects and programmes run by the Safety and Security Directorate, Displaced People's Unit (DPU) and Solid Waste Department.

4.4. This policy shall guide the work of NGOs or CBOs conducting projects on behalf of, or in partnership with the City of Cape Town.

5. Role players and stakeholders

5.1. The Street People Programme, SDECD Directorate

- 5.1.1. The Street People Programme in SDECD will be the main champion of the implementation of this policy.
- 5.1.2. SDECD will work with Health Directorate to develop a referral network for street people that have mental or physical health problems.
- 5.1.3. SDECD and DPU shall also implement joint operations to help facilitate the enumeration, accommodation or rehabilitation of street people
- 5.1.4. SDECD will work with EPWP Unit to facilitate access to temporary job creation opportunities for street people.
- 5.1.5. Street People Programme shall facilitate partnerships with role-players in the sector.
- 5.1.6. Street People Programme shall lead and facilitate internal partnership to provide holistic, integrated services to street people.

5.2. Displaced People's Unit, Safety and Security Directorate

- 5.2.1. The Displaced People's Unit in the Safety and Security Directorate works with the SDECD to address anti-social behaviour as and when it is seen in street people.
- 5.2.2. Safety and Security is responsible for by-law enforcement.

5.3. Other Relevant Stakeholders

The following stakeholders will be consulted on matters pertaining to street people, they include *inter alia*:

Internal Stakeholders

- 5.3.1. Finance Directorate
- 5.3.2. Grants Committee
- 5.3.3. Human Settlements Directorate
- 5.3.4. Health Directorate
- 5.3.5. Substance Abuse , Youth and Vulnerable People Programmes in SDECD
- 5.3.6. EPWP Unit
- 5.3.7. Tourism, Events and Marketing Directorate
- 5.3.8. Utility Services Directorate
- 5.3.9. Ward Councillors and Sub-Councils
- 5.3.10. Ward Committees

External Stakeholders:

- 5.3.11. NGOs
- 5.3.12. CBOs
- 5.3.13. Provincial Department of Social Development
- 5.3.14. South African Police Services
- 5.3.15. Central Improvement District Organisations
- 5.3.16. Faith-Based Organizations
- 5.3.17. Tertiary or research institutions
- 5.3.18. Donors

6. Regulatory context

6.1. The Constitution of the Republic of South Africa, Act No 108 of 1996

6.1.1. Chapter 2 of the Constitution, the Bill of Rights, “enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedoms human rights for everyone in South Africa”. This is particularly important for street people who are extremely vulnerable to abuse.

6.2. The Social Assistance Act, Act No. 59 of 1992 as amended 2008

6.2.1. The Social Assistance Act makes provision for access to government social assistance services through the South African Social Security Agency (SASSA).

6.2.2. This Act applies to adults living and working in the street in the sense that it makes provides for the processes to access old age pension, disability or other grants.

6.3. The Implementation Protocol Agreement between Provincial Government Western Cape and the City of Cape Town

6.3.1. The Implementation Protocol Agreement was signed by the City of Cape Town and Provincial Government for the purposes of implementing projects and initiatives which address the developmental needs of communities and individuals. These projects will be implemented either collaboratively or separately.

6.3.2. The Implementation Protocol covers programmes and functions which address Street People, Substance Abuse, Youth Development, Poverty Alleviation, Disability; Gender, Early Childhood Development and Social Crime Prevention.

6.4. By-law relating to Streets, Public Places and the Preventative of Noise Nuisances, 2007

6.4.1. The City Streets, Public Places and Public Nuisance by-law makes anti-social behaviour, drinking, urinating, defecating and sleeping in public places, noise nuisance, fires and aggressive begging an offence.

7. Policy Directives

7.1. Street People Identification

- 7.1.1. Street people may be identified by concerned residents through the City's call centre, the Displaced People's Unit, fieldworkers, social service professional or social workers contracted by the SDECD for that purpose.
- 7.1.2. Once a street child, adult, person is identified, a social auxiliary worker or a social worker will meet with the identified person and facilitate his/her referral to an assessment centre.
- 7.1.3. A detailed case file shall be kept by the social worker and shall be logged into the central street people database.
- 7.1.4. Should the street person be identified due to anti-social behaviour or a violation of the law or by-laws or engaging in criminal behaviour, proceedings may be lodged against that person by the City law enforcement agencies or South African Police Services.
- 7.1.5. If a street child is identified, the child will be taken to the assessment centre where the social worker will refer the case to Provincial Department Social Development.

7.2. Street People Assessment

- 7.2.1. A street person may be referred to an assessment centre by a social worker, a fieldworker, social service professional, a shelter or another organisation, or may present themselves at the centre.
- 7.2.2. Each assessment centre will conduct a case history and aid in the development of the street person's personal development plan.
- 7.2.3. Detection of mental health problems will be dealt with by the Social Worker in accordance to the Mental Health Act, Act No. 17 of 2002.
- 7.2.4. The social worker or other relevant professional shall assess street person's general physical health and referral will be made, if necessary, to appropriate health centres or nearest hospital.
- 7.2.5. The social worker or other relevant professional shall identify if there is a suspected substance abuse problem and referral by referral to appropriate health centres or nearest hospital.
- 7.2.6. The relevant professional shall conduct a job readiness assessment and if possible facilitate a temporary job placement through the Expanded Public Works Programme.
- 7.2.7. The relevant professional will consult with the LNOC to facilitate reunification, if possible. If reunification is not possible, reintegrated into alternative community structures or independent living may be facilitated.

7.3. Temporary Accommodation

- 7.3.1. After the assessment process, the street person might be sent home or if the social worker needs more time for assessment, the person may be accommodated until his/her personal development plan is concluded.
- 7.3.2. Temporary emergency accommodation may also be allocated if the person comes to the assessment centre after normal business-hours and is in need of accommodation.

7.3.3. Temporary emergency accommodation may also be granted if street person appears to be in distress.

7.4. Secondary Accommodation

7.4.1. The City shall only refer street people to shelters which comply with the norms and standards as prescribed by the Provincial Government and all other applicable legislation.

7.4.2. A social worker, social service professional, fieldworker or auxiliary social worker may refer a street person to a shelter for rehabilitation or a diversion programme following a decision by the community court.

7.5. Skills and Training Opportunities

7.5.1. SDECD will work with NGOs that assist street people through the provision of training and life skills training. This training must help the street person develop an appropriate skill or life skills which will enable the person to access job opportunities or facilitate reintegration.

7.5.2. The SDECD shall establish programmes that will enable street people in rehabilitation programmes to access temporary job opportunities in the EPWP programme.

7.6. Establishment of Local Networks of Care (LNOC)

7.6.1. The Street People Programme shall establish Local Networks of Care (LNOC) comprising of relevant stakeholders such as NGOs, FBOs and CBOs in each community.

7.6.2. Those LNOC are required to meet regularly and should adopt a constitution within 60 days of establishment as set out in the guideline in Annexure B.

7.6.3. SDECD will provide on-going mentoring and support to develop the effectiveness of these forums.

7.6.4. LNOC are required to develop a plan to assist the City with preventing migration onto the streets

7.6.5. LNOC 's are key players in reintegrating street people back into their communities or origin, they will be required to monitor street people and provide quarterly report on the status of the person in question.

7.7. Awareness Raising Activities

7.7.1. The City shall run campaigns aimed at the general public and tourists to encourage them to donate to street people in a responsible manner.

7.7.2. These campaigns shall discourage the donation of money directly to street people and rather encourage donations to shelters or organisations supporting street people.

7.7.3. SDECD will consider the expansion of its current campaign so that other organisations that are not directly related to the campaign may benefit.

8. Implementation Programme

- 8.1. This programme will be implemented in collaboration with stakeholders. MOU's will be signed with NGOs to ensure the delivery of quality services.

9. Monitoring, Evaluation and Review

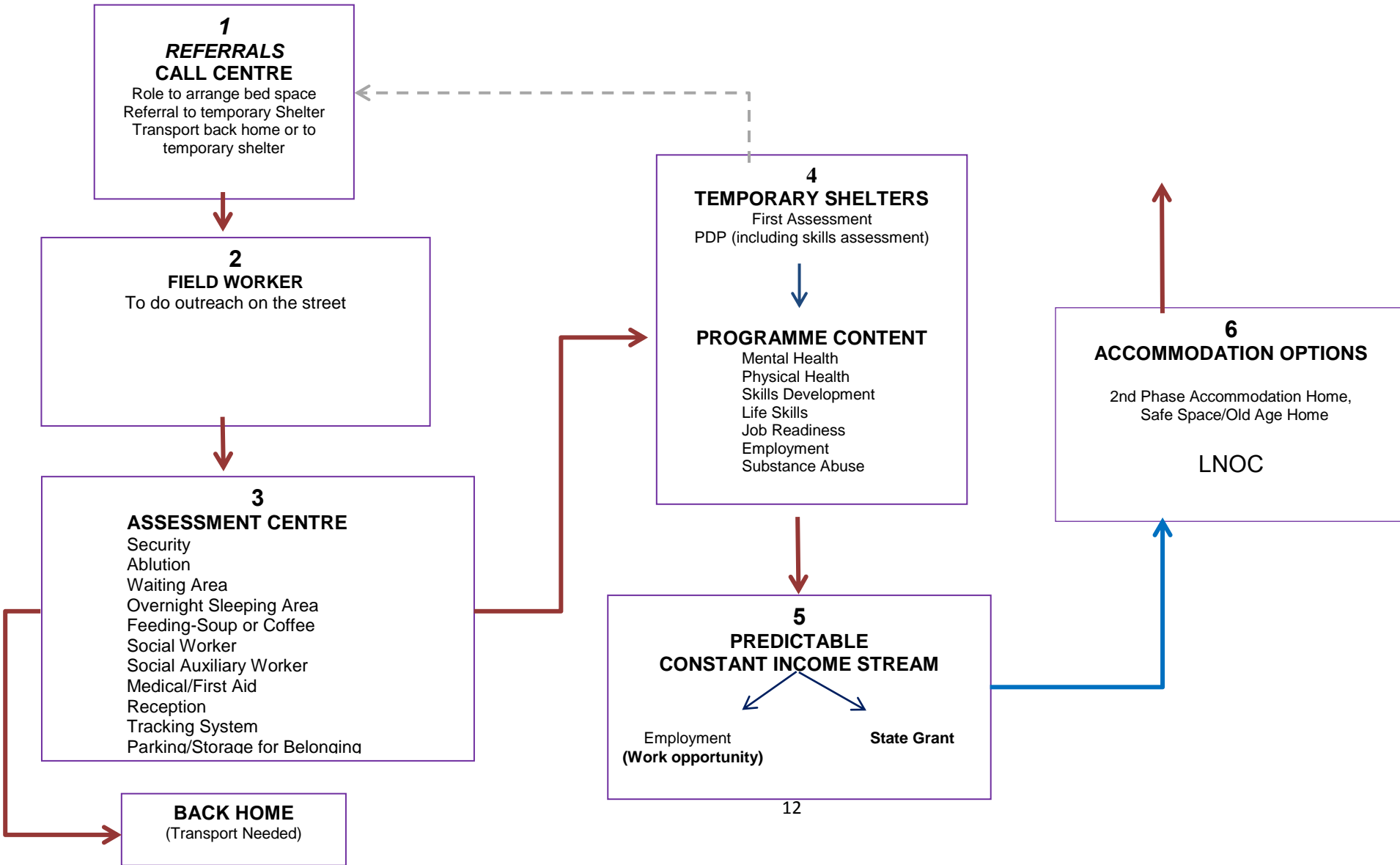
- 9.1. The policy will be reviewed and updated every two years or in light of evidence that indicates that this policy is not meeting the outcomes set out in section two.
- 9.2. Street people forums, networks, structures and other affected parties may consult with the Street People Programme on the efficacy of this policy and the extent to which it achieves its aims. This will be relayed directly to the Head of SDECD through the appropriate channels.
- 9.3. The compilation of annual implementation plans will specify details of targets to be reached in the short, medium and long term and evaluation tools will specify quantitative and qualitative indicators with time-frames, which will assist in tracking progress on the achievement of policy objectives. The implementing role players will use these tools in their internal M&E process by providing regular reports on policy and programme performance.

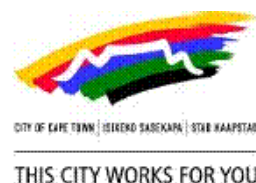
10. Annexures

This policy should be read in conjunction with the following Annexures

- A Street People implementation Plan
- B LNOC Constitution

Annexure A - Street People Process Flow



ANNEXURE B

Guidelines of the Local Network of Care

Branch _____

1. Name

1.1. The Organisation shall be known as the Local Network of Care (LNOC)

2. Description:

2.1. The LNOC is a network of organisations consisting of volunteer care givers residing within a community who provide a network of support to: (a) assist in the prevention of the vulnerable and at-risk within the community from becoming street people and b) to assist with the reintegration of street people back into the community.

3. Area of Operation

3.1. Each branch of the LNOC shall provide service delivery within the area of the subcouncil to which it is affiliated.

4. Registration

4.1. Each LNOC shall be duly registered with the subcouncil applicable to the area in which it is situated.

5. Aims and Objectives

5.1. The main aim of the organisation shall be to:

- 5.1.1. Engage in a forward looking partnership with the City of Cape Town in order to systematically reduce the numbers of street people through the rendering of holistic programmes and services to vulnerable and “at-risk individuals” and reintegrating them.
- 5.1.2. Identify “at risk” persons within the community and provide a network of preventative care
- 5.1.3. Provide a network of supportive care for persons seeking reintegration into the community
- 5.1.4. Facilitate such services as may be required to fulfil the above points. These may include:
- 5.1.5. Substance abuse assessment and referrals
 - ‘Drug-Free’ programmes for youth
 - Counselling for youth, families and the elderly
 - Mentoring and monitoring of reintegrated persons
 - Relapse services
 - Pre-school child care
 - After school care
 - Sports clubs and activities
 - Arts and culture programmes and activities
 - Feeding programmes
 - Care of the elderly
 - Life skills training
 - Entrepreneurial skills training
 - Sheltered work opportunities
- 5.1.6. Collaborate with Assessment Centres, Shelters and Rehabilitation Programmes in order to initiate or maintain the rehabilitation of community members;

5.1.7. Liaise with appropriate Social Development departments in order to ensure that optimum preventative and rehabilitative care is made available to those in need;

5.1.8. Institute or maintain organisational capacity building programmes for members, including:

- Personal development services including mentoring and coaching geared towards outcomes based interventions;
- Organisational competence assessments;
- Networking and partnership building;
- Good governance and legal compliance.

5.2. **The secondary objectives** of the organisation are to:

5.2.1. Develop community awareness and education with regard to destructive lifestyle behaviours;

5.2.2. Develop opportunities for personal growth and development;

5.2.3. Create improved lifestyle opportunities;

5.2.4. Create sustainable and outcome-positive transformative engagements within the community;

5.2.5. Create a knowledge base for the provision of information and resources;

5.2.6. Create opportunities for economic sustainability and self-reliance.

5.3. **Local Objectives**

5.3.1. Each LNOC may further develop its aims and objectives to meet the specific needs of its community.

6. Guiding Principles

6.1. That no one will be discriminated against by reason of race, gender, religion, culture, sexual orientation or disability;

6.2. That the Organisation shall employ a broad decision making and consultative process among its members;

6.3. That the spirit of “Ubuntu” or “Togetherness” is employed and that the right of every individual to respect and dignity is acknowledged and upheld;

6.4. That the right of individuals to be economically active with their families within their community is acknowledged;

6.5. That the rights of the homeless (and those at risk of becoming homeless) should be protected while ensuring that they are subjected to the laws of the land and the bylaws of the Provincial Government

6.6. That all programmes should be accessible and co-ordinated within a holistic framework of care;

6.7. That the services provided will promote interventionist prevention and a developmental approach through the active involvement of individuals, families and communities.

7. Membership

7.1. Members can join the LNOC as either an Associate Member or as an Ordinary Member. Associate membership is reserved for organisations or individuals who have recognised programmes that provide care for the community in terms of the Street People Policy of the City of Cape Town. Ordinary Membership is for those individuals who wish to make a voluntary contribution towards the care of the community

7.2. Associate Membership

7.2.1. Anyone who is a member of a Non-Profit Organisation that renders programmes and services allied to the aims and objectives of the LNOC may apply for Associate Membership

7.2.2. No more than two (2) members of an Organisation may become Associate Members. Any additional members of the Organisation who wish to join must apply to become Ordinary Members

7.2.3. Individuals who are eligible for ordinary membership and who provide programmes and services approved by the City of Cape Town Street People Management may apply for Associate Membership.

7.3. Ordinary Membership

7.3.1. Any natural or legal person eighteen (18) or older with an interest in social upliftment and community development and whose voluntary commitment is consistent with the values, vision and mission of the LNOC, is eligible to become an Ordinary Member of the LNOC

7.4. Application for Membership

7.4.1. Application for membership must be done according to the prescribed Registration Form of the LNOC and should be submitted to the relevant Sub Council for approval and acceptance.

7.5. Membership will terminate when:

- 7.6. The member or organisation has resigned in writing.
- 7.7. The organisation or member has not been active for six (6) months or has missed three consecutive management committee meetings without a reasonable apology.
- 7.8. The management committee has decided to terminate membership due to any action on behalf of the member that may have caused, or is likely to cause, damage to the good standing and reputation of the LNOC.
- 7.9. A member is unable to serve due to an incapacitation of any nature which prevents the performance of duties within the LNOC.
- 7.10. Two thirds or more of the total membership of the LNOC records a no-confidence vote in a member and can show due cause that the actions of such member have caused, or are likely to cause, damage to the good standing of the organisation.

8. Meetings

8.1. Management Meetings

8.1.1. The management committee will meet monthly at a time, date and place to be mutually agreeable, but shall not take place less than ten (10) times per annum.

8.2. General Meetings

8.2.1. The management committee shall meet with ordinary members at a time, date and place to be determined by the committee, but shall not take place less than ten (10) times per annum.

8.3. Annual General Meeting

8.3.1. All members of the Organisation shall attend the annual General Meeting where:

- Members of the Management Committee will be elected for the next term of office.
- All members of the Organisation shall be entitled to vote at the Annual General Meeting.

8.4. Special General Meetings

8.4.1. The Co-ordinator or 5 members of the Management Committee may call a Special General Meeting if necessitated.

8.4.2. Notice of the meeting, together with an agenda of issues to be raised, is to be forwarded to the members of the management committee at least fourteen (14) days prior to the proposed date of the meeting.

8.4.3. The Co-ordinator or the Management Committee is obliged to call a Special General Meeting should two thirds or more of the membership call for such a meeting.

9. Affiliations and Partnerships

9.1. The Organisation shall enter into partnerships and affiliations only with the approval of the subcouncil with which it is registered

10. The Management Committee

10.1. The Management Committee shall be elected annually at an annual general meeting of the LNOC. Office Bearers serve for one year but may be re-elected for a second term.

- 10.2. The services, operations and activities of the LNOC shall be managed by the Management Committee.
- 10.3. The Management Committee shall consist of not less than six members, namely:
- Co-ordinator
 - Deputy Co-ordinator
 - Capacitation Officer
 - Service & Programme Officer
 - Secretary
 - Treasurer
- 10.4. In addition, up to four (4) additional members may be appointed.
- 10.5. Only Associate Members are eligible to become office bearers. However, Ordinary Members may be co-opted onto sub-committees or be asked to act in an ex-officio capacity as appropriate to the aims and objectives of the LNOC.
- 10.6. The Co-ordinator shall act as the chair for all Management Committee meetings. If the Coordinator is unable to attend, the Deputy Co-ordinator will act as chair. In the event that both are absent, the remaining members of the committee may elect one of their number to chair the meeting.
- 10.7. Decisions at the management meetings can only be made if a quorum of members is present, that being 50% plus 1 of members. Where possible, decisions shall be reached by consensus. If this is not possible the Management Committee will vote on the issue, motion or resolution and in the case of a tied vote the Co-ordinator shall have either a second, or deciding vote.
- 10.8. If a member does not attend three (3) consecutive meetings without having applied for and received a leave of absence from the committee, then a new member may be elected to fill the vacant position.
- 10.9. Minutes will be taken at every meeting to record the Management Committee's decisions. The minutes of each meeting are to be provided to Management Committee members within 7 days of the meeting being held. The minutes shall be confirmed at the next meeting of the Management Committee as a true record of proceedings and decisions taken and shall thereafter be signed by the Co-ordinator
- 10.10. Decisions taken at subcommittee meetings must be ratified by the Management Committee prior to their implementation.
- 10.11. All members of the LNOC are to abide by the decisions taken by the Management Committee.
- 10.12. Members of the Management Committee (including those co-opted) will not bear personal liability for the loss suffered by any person as a result of an act or omission which occurs in good faith while they are performing duties for or on behalf of the LNOC.

11. Duties of the Management Committee Members

The duties of the office bearers include:

11.1. Co-ordinator

- To lead, guide, inform, align, motivate and support the members of the LNOC in the pursuance of its aims and objectives;
- To help the LNOC to clarify what it wants to achieve and why;
- To help the LNOC to access its creativity and unlock its full potential;
- To help the LNOC maintain a professional and ethical attitude;
- To help the LNOC develop a collective resilience to set backs;
- To help the LNOC monitor its progress and take the necessary action to achieve or maintain excellence in performance;
- To inspire innovative solutions and high performance outcomes;
- To provide the vision that binds the LNOC together in common purpose;
- To ensure that members abide by the rules of the Constitution;

- To scrutinise all expenses
- To ensure that all members complete their agreed tasks;
- To ensure that meetings take place as required;
- To prepare the annual report;
- To chair the Annual General Meeting;
- To perform the duties that the LNOC expects of its Co-ordinator;
- To Serve

11.2. Deputy Co-ordinator

- To take over the Coordinator's role when he or she is not able to be present
- To take on the duties and functions that may be passed on to him or her
- To serve as an ex-officio member on sub-committees as requested

11.3.Capacitation Officer

- To provide information and guidance to members in order to ensure that they have the requisite knowledge and skills to render a quality service as well as adherence to legal and legislative matters.

11.4.Service & Programme Officer

- To ensure that all services and programmes undertaken by the LNOC are:
- Compliant with the requirements of the City of Cape Town Street People Policy;
- Conform to agreed service standards;
- Outcomes based with measurable results where possible.

11.5.Secretary

- To keep proper records of all meetings;
- To give appropriate notice of meetings;
- To deal with correspondence;
- To compile the agenda and prepare the venue for meetings;
- To keep membership records up to date;
- Prepare reports as required.

11.6.Treasurer

- To maintain accurate records of any financial activity;
- To prepare and monitor the budget;
- To keep proper records of donations and donors;
- To prepare and present financial reports as required.

12. Powers of the Management Committee

12.1.The legal person of the LNOC is embedded within the Management Committee

12.2.The Management Committee may take on the power and authority it deems necessary to achieve its aims and objectives. However, all activities must abide by the law in all respects.

13. Code of Conduct

13.1.The members of the LNOG agree to abide by a common Code of Conduct focused on minimum standards and adherence to ethical and transparent processes.

13.2.All members agree to:

- Adhere to the Constitution of the LNOG
- Strive to act in the best interests of the organisation;
- Attend all meetings well prepared and to follow the guidance of the Chair at such meetings;
- Respect organisational, management and individual confidentiality;
- Strive to uphold the integrity of the organisation;
- Seek prior permission from the Management Committee before adopting a public position (i.e. in a speech or an article) relating to the LNOG;
- Seek prior permission from the City of Cape Town Street People Management before adopting a public position on a matter allied to the City of Cape Town Street People Policy;
- Participate as much as possible in training, development and capacity building and mentorship activities;
- Continually seek to improve operating and governance practices;
- Commit to the time reasonably required to fulfil their role to the best of their ability;
- Behave and communicate, at all times, in a manner that reflects the ethical and moral standards of the LNOG.

14. Amendments to the Constitution

14.1.The Constitution of the LNOG may be amended should two thirds of the members agree to such change at an Annual General Meeting or at a Special Meeting called by the Management Committee. The amended Constitution is to be ratified by the Sub council with which the LNOG is registered before it may be adopted by the Management Committee.

14.2.No change may be made to the Constitution which will affect the voluntary status of the LNOG or which detracts from the LNOG alliance with the Street People Policy of the City of Cape Town.

15. Dissolution

15.1.A motion to propose the dissolution of the LNOG is to be supported by at least two thirds of the membership at a Special General Meeting.

15.2.Any money or assets held by the LNOG at the time of dissolution and after all liabilities have been met, are to be passed to a similar organisation. The decision as to the receiving organisation is to be made in conjunction with the Street People Manager (or such person as the Social Development Directorate of the City of Cape Town may appoint).

16. Adoption of the Constitution

The constitution was approved and accepted by members of the duly constituted Management Committee of the _____ Local Network of Care at a meeting held on the _____ (place) at _____ (time)

Coordinator _____

Secretary _____

Full name _____

Full Name _____