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What is Community Policing?



This chapter will help you to:

- say what community policing is
- say why we need community policing
- tell others how community policing works
- know the legal framework of community policing

1 Why do we need community policing?

Community policing brings the police and the community together to solve problems of crime. If we work together, we can make our community a safe place to play, work and live in.



"One night at about 10.30, a stray bullet came through our diningroom window, through the cabinet, denting the wall. Nowadays no one sits in the diningroom after 10 p.m. because of what happened that night. My mother won't allow it! it's kinda ironic when you think about it - not being able to feel safe in your own home!"

Zulfa Petersen, Athlone, *Xpressions* 2002 Calendar

When incidents like these are spoken about among residents in a particular community, people often begin to feel threatened in their own homes and streets. Some residents will start talking about the need for a closer relationship with the police in their community.

Other residents might believe that the police need to care more about their perceived needs. Sometimes they want the police to listen to them in a more visible and open way and to take action in a way that the community understands. Some community members might also want to hear more directly from the police about police action against crime in their communities.

Some policemen and women might know very well that people in their communities express unhappiness about crime. Sometimes even the police themselves might feel that the problem is too big for them to solve on their own and that they cannot respond properly to each and every complaint. When these perceptions arise among community members and ordinary policemen and women, it is a good time for everyone to come together and help each other to make the community a safer place in which to work and to live.



"Poverty is one of the reasons which lead to crime, although we do not justify it. A hungry man is an angry man."

Once one's stomach is empty, the mind doesn't work properly and then people start to rob, steal and do all the nasty things. This situation can be corrected if theyouth can act together and open small enterprises or community-based projects."

Asanda Mgangxela, King William's Town. Xpressions 2002 Calendar

Yet - in some communities - when many residents are very poor and cannot get jobs, a few desperate people can easily turn to crime and even violence to survive. Some police officers then feel that they don't have the authority to deal directly with issues of poverty and joblessness in their communities. This is another good reason for the police and the residents to come together and find ways to improve their lives, because this will prevent crime.

Community policing is the best answer to a safer community, because it helps the community and the police to join hands against crime. When we talk to each other, we learn a lot about crime and its causes. Together, we can also plan the best solutions.

2 The elements of community policing

The Department of Safety and Security wrote a document called *The Community Policing Policy Framework and Guidelines (1997)*. It explains community policing in detail.

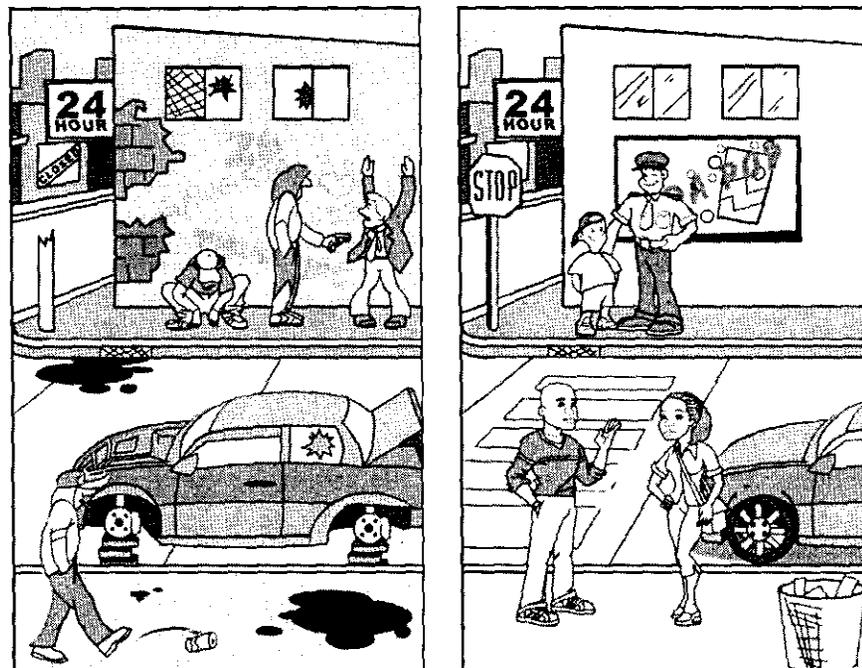
Some of the elements of community policing are:

2.1 More peace than police

In community policing, police officers are peace officers. They still make sure people obey the law, but they **also** help to prevent crime and end conflict.

2.2 More proactive than reactive

Community policing teaches us not to sit and wait for crimes to happen before we do something. Instead, we find out why people commit crime in the first place. Then we work together to solve the problems that cause crime.



Which community would you like to live in?

in the Northern Cape, alcohol abuse often leads to assault, domestic violence, rape and murder. The Northern Cape already has the highest number of police officers per citizen in the country. To solve the alcohol-related problems, the community and the police must think of new solutions. They could:

- find ways to control the availability and abuse of alcohol
- prohibit the sale of alcohol near schools
- provide victim support
- introduce regular patrols of high crime areas
- step up the enforcement of alcohol-related laws
- provide other forms of leisure for community members
- run programmes to rehabilitate community members who are addicted to alcohol
- provide educational and poverty reduction programmes

Adapted from Section 1 of the White Paper on Safety and Security, 1998. See Appendix IV.



2.3 More creative than rule-bound

We must be creative and think of new solutions to old problems. We cannot always prevent crime by making more police officers patrol our streets. Sometimes there are better solutions that last longer.

2.4 Community members are more valuable than money

The police cannot make an area safe if the community does not help them. The community often has important information about crime, so we can ask them to give this information to the police (or to Community Police Forum members) to help make their communities a safer place to live and work in.

2.5 Let's all join hands in the fight against crime

If we want a safe community, we need as many people as possible to work together. The police, citizens, community leaders, business owners, schools, churches, government departments, non-governmental organisations, service providers and the courts must become equal partners against crime. Everyone must join hands to improve the quality of life in the community.

2.6 Let's take decisions together

All police personnel and all community members may take part in decisions about community safety and crime. Everybody's voice is important.

2.7 Let's put vulnerable groups first

Community policing looks for special ways to protect vulnerable groups such as children, women, the elderly and the disabled. We must teach vulnerable groups how they can contribute to their own safety.

2.8 We like and trust police who are pleasant and who like to serve

Much like a business, a police service has clients (the community) and a product (community safety). The police service needs to make their clients welcome. They need to be familiar - and comfortable - with the differing needs and priorities of the community they serve.

2.9 We like and trust police who we can talk to easily and often

The police should make it easy for the community to interact and communicate with them. Then the public get to know their local police service and the police get to know their community. The community's expectations of the police also become more realistic. They learn that the police and the courts have different tasks.

2.10 We like and trust police who like to answer our questions

The police need to be accountable to the communities they serve. This means that communities may monitor, evaluate and advise the police. When this happens, communities and the police begin to trust each other. It also becomes easier to work together and find common solutions to crime, disorder and fear.

3 The legal framework

A number of legal and policy documents tell us that the police and communities must work together to prevent crime. These documents are:

- The Constitution of the Republic of South Africa Act No. 108 of 1996
- The South African Police Service (SAPS) Act No. 68 of 1995
- The SAPS Interim Regulations for Community Police Forums and Boards
- The White Paper on Safety and Security
- The White Paper on the Transformation of the Public Service (Batho Pele)
- The National Crime Prevention Strategy (NCPS)
- The Justice Vision 2000 – Justice For All policy document

All of these documents (apart from the Batho Pele White Paper) have been provided at the back of this Toolkit.



FURTHER READING

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

The Constitution of South Africa (1996) is the most important law of the country. It says everyone has the right to freedom and security. We also have the right to be free from all forms of violence.

See Section 12 in the Extracts from the Constitution of the Republic of South Africa Act 108 of 1996, given in Appendix I of this Toolkit.

The Constitution

of the Republic of South Africa, 1996



Act 108 of 1996

The Constitution says the task of the police service is to prevent, combat and investigate crime; maintain public order; protect and secure the people of the country and their property; and uphold and enforce the law (Section 205 in the Extracts).

Each province may monitor the police service and promote good relations between the police and the community (Section 206 in the Extracts).



FURTHER READING

3.2 The South African Police Service (SAPS) Act No. 68 of 1995

The South African Police Service (SAPS) Act No. 68 of 1995 tells us how the police service must work. It says the police service must cooperate with communities to combat crime (see the Preamble of the Act).

The Act also gives the rules for:

- (a) Community Police Forums (CPFs)
- (b) Area Community Police Boards
- (c) Provincial Community Police Boards

An Area Community Police Board is where all the Community Police Forums of one area meet to discuss crime in the whole area.

A Provincial Community Police Board is where all the Area Boards in a province meet to discuss crime in the whole province.

To find out more about the rules for Community Police Forums and Boards, see Chapter 7 of the SAPS Act in Appendix V of this Toolkit.



FURTHER READING

3.3 The SAPS Interim Regulations for Community Police Forums and Boards

The SAPS Interim Regulations for Community Police Forums and Boards (2001) give us a lot more information than the SAPS Act.

For example, it lists all the things a Station Commissioner must do to start a Community Police Forum at a police station.

When a police station area is very big, it can be subdivided into different parts, each with its own Sub-forum. A Sub-forum must be attached to a police station and it remains accountable to the main (or “Mother”) Forum. The Interim Regulations tell the police how and when to start Sub-forums.

The Interim Regulations also talk in detail about many other issues, for example: Area Boards, Provincial Boards, a community safety plan, financial matters and disputes.

You can read more about this in Appendix VI in this Toolkit



FURTHER READING

3.4 The White Paper on Safety and Security

The White Paper on Safety and Security (1998) is the government’s policy for safety and security from 1999 to 2004.

The White Paper also talks about community policing. It says the community, the local government and the police must meet in a forum. We call it a Community Police Forum (CPF). The CPF is where we work together to prevent crime.

Every police station should have a Community Police Forum.

You can read more about the role of a CPF in Section V of the White Paper in Appendix IV of this Toolkit.



FURTHER READING

3.5 The White Paper on the Transformation of the Public Service (Batho Pele)

Batho Pele means “People First”. We sometimes call the White Paper on the Transformation of the Public Service, the “Batho Pele White Paper”.

The Batho Pele White Paper says all government departments must provide good service to all South Africans. Like the other departments, the Department of Safety and Security must implement the Batho Pele principles of Consultation, Service Standards, Access, Courtesy, Information, Openness and Transparency, Redress, Value for Money.

3.6 The National Crime Prevention Strategy (NCPS)

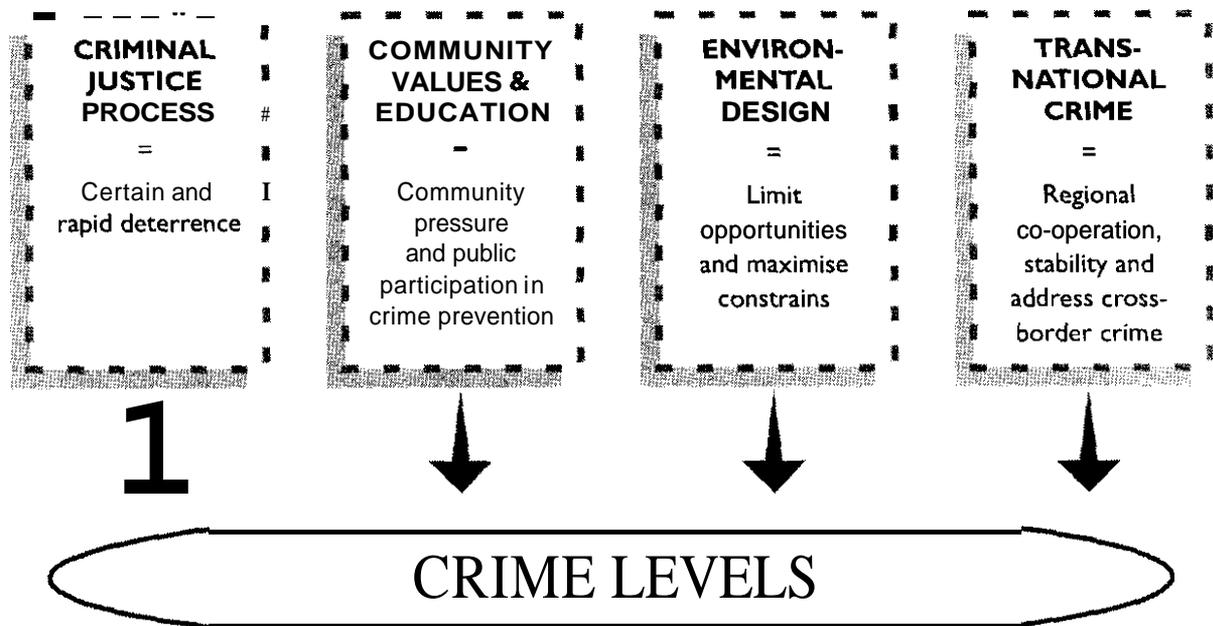
The government’s National Crime Prevention Strategy (NCPS) of 1996 says that the police and the courts cannot prevent all the crime on their own. The community must participate in crime prevention plans. The community must also tell its members not to commit crime. That is why public education and values are an important part of the crime prevention framework (see diagram).

You can read a summary of the NCPS in Appendix II of this Toolkit



FURTHER READING

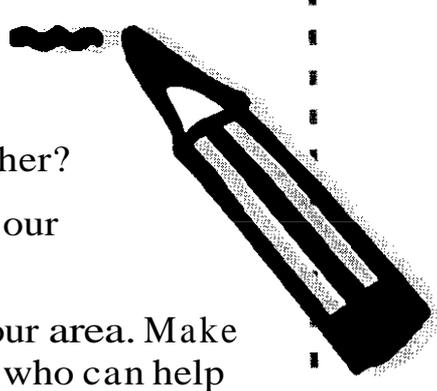
The National Crime Prevention Strategy



3.7 The justice Vision 2000 – JusticeFor **All** policy document
Justice Vision 2000 – JusticeFor **All** is the draft policy of the Department of Justice. It says the goal of the department is to build a positive relationship with communities. People must be able to participate in the administration of justice. The department will also strive to make the courts and the justice system better, fairer, cheaper and easier to understand.

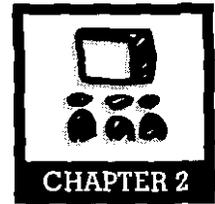
Exercises

1. **A** friend asks you to tell her more about community policing. What do you say **to** her?
2. Do we need community policing to make our communities safe? **Why** do you say **so**?
3. Choose two serious crime problems in your area. Make a list **of** all the organisations and people who can help you to solve these two problems.
4. **A** number of legal documents say communities and the police must work together to prevent crime. Can you name three of these documents?



Chapter 2

What is a Community Police Forum?



This chapter will help you to:

- say what a Community Police Forum (CPF) is
- tell others about the aims of a Community Police Forum
- give examples of Community Police Forum projects

1 Introduction

The community, the police and local government need to join forces and fight crime together. Because they need to plan projects and decide what everyone must do, they also need a place to meet. They need to start a Community Police Forum (CPF).

2 What is a Community Police Forum?

A Community Police Forum is a kind of forum that consists of organisations and institutions. For example, schools, mosques, churches, youth groups, ratepayers' associations, civic organisations and businesses can become members of the Forum.

The purpose of a Community Police Forum is to establish and maintain a safe and secure environment for its citizens, so only organisations who want to make the community safe should join the Forum. A Forum is a legislated structure that establishes a partnership between the community and the police.

Each Community Police Forum has its own constitution. The constitution tells people how the Forum works and how to elect an Executive Committee. The committee is very important because they must make sure the Forum works.



The government wants a Forum at every police station. That is why they made it into a law (see Chapter 1).

3 The aims of a Community Police Forum

By law, a Community Police Forum must have specific aims. Section 18 of the SAPS Act No. 68 of 1995 tells us what these aims are.

A Forum can also add more aims if its members agree to it. All the aims must be in the constitution of the Forum so that everybody can see them.

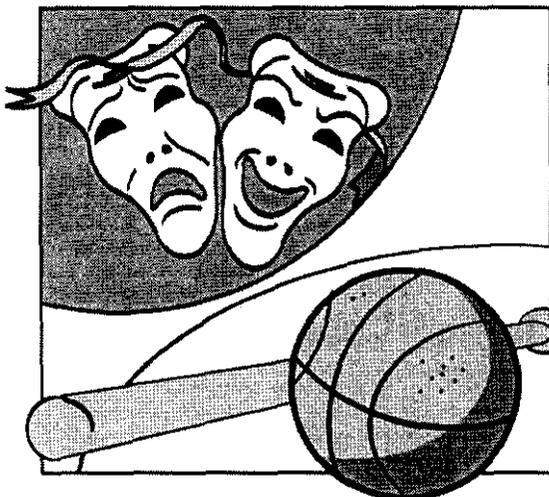
For example, in Section 3 of the Sample Constitution for Community Police Forums in the Western Cape (see Appendix IX) we suggest that a Forum has to:

- help the police service and the local community to work together
- make the police and the community partners against crime
- identify and solve problems to do with crime, disorder, fears and poor service by the police
- improve communication and relations between the police and the community
- find ways to make the police service transparent and accountable
- encourage the media to be fair when they tell people about police actions
- promote respect for human rights
- work together with other institutions in the local community
- monitor the police service, including complaints, charges, visits to cells and patrolling
- help different cultural groups to understand each other
- act in a mature and polite way when working with the police

4 Examples of Community Police Forums

There are many examples of successful Community Police Forums in South Africa. They can give us ideas for practical projects in our own communities.

(See also examples at www.saps.org.za/6_commpol/6_index.htm)



4.1 An inland town on the West Coast

In a small town on the West Coast, the local Community Police Forum organised sports teams, drama groups and a mass choir for the community's youth. They also had a newspaper that reported on these activities. More than 200 children participated with enthusiasm over a period of a year. The drama groups still perform in the community.

The aim of the project was to create role models for the youth. Each group

concentrated on topics such as drugs, alcohol and gangs. The project was able to bring down dramatically the number of assaults in the area.

4.2 A small coastal resort

Street children are very vulnerable to abuse by corrupt individuals. The children often become victims of crime or they commit crime themselves.

In a small coastal resort, the Community Police Forum runs a project for street children. The project returns the children to school and to their parents. **So** far they have been successful with **25** children. They **also** started a crime prevention programme for 250 children.

The Forum runs a soup kitchen for pre-school children. When the children come to the soup kitchen, Forum members teach them easy lessons about crime.

A teenage group went on educational outings to the nearby nature reserve. The Forum also took them on a leader's camp to teach them about positive role models.

4.3 A Groot Karoo town

The Community Police Forum in a Groot Karoo town gave bicycles to police reservists **so** that they could better serve the community.

The Forum also has a two-year life-skills programme – the Quest Project. It teaches children in Grade **6** about crime and drug abuse.

Exercises

- 1. Explain to a friend what a Community Police Forum is.**
- 2. What do you think are the most important aims of a Community Police Forum?**
- 3. Think of a practical project that your community can start to reduce crime.**



Chapter 3

Setting Up a Community Police Forum



This chapter will help you to:

- say how a community starts a Community Police Forum
- know what is in the constitution of a Forum
- say who are the members of an Executive Committee
- know who can be members of the Forum
- register a Forum or Sub-forum

1 Starting a Community Police Forum

Because the head of every police station is the Station Commissioner, it is his or her task to start a Community Police Forum at the police station.

See Section 2.1 of the SAPS Interim Regulations for Community Police Forums and Boards in Appendix VI of this Toolkit

The Provincial Commissioner is the head of the police in a province. He or she must check that all the Station Commissioners in that province have Forums at their police stations.

See Section 19 of the SAPS Act No. 68 of 1995 in Appendix V of this Toolkit

Most communities already have a Forum at their police station. When a Station Commissioner starts a Forum, he or she must follow specific steps. Let us look at these steps:

1.1 Getting people together

The Station Commissioner needs help from people in the community to start a Forum. So the first step is to organise a public meeting with the community. As many people as possible must come to this meeting.

The Station Commissioner must tell the public, community-based organisations and other groups in the police station area when and where the first public meeting will be held. He or she can use community radio stations, newspapers and leaflets to announce the meeting.

At the first public meeting, the Station Commissioner must tell people about the purpose of a Community Police Forum.

The people at the meeting must give names of a few community members who will help the Station Commissioner to start a Forum.



FURTHER READING



FURTHER READING

These community members will become a Steering Committee. They only hold their office until the first elections of the Executive Committee at the official launch (see below). The Station Commissioner is also a member of this Steering Committee.

Do's and Don'ts

Successful Attendance at a Community Meeting

Do identify powerful organisations, institutions, and community leaders in your community and call on them personally.

Don't neglect the popular maverick who has **no** actual base but who has strong and influential opinions.

Do make sure that your invitations go out in time.

Don't forget to make extra personal calls just before the meeting to confirm attendance.

Do try to get a popular speaker, entertainer or celebrity as a drawcard.

Don't choose an unknown venue.

Do book the venue well in advance – before the invitation goes out.

1.2 Preparing for the launch

The job of the Steering Committee is to prepare for the official launch of the Community Police Forum.

They have to:

- organise workshops to explain Community policing to police staff and the community
- find out from the community how they want the Forum to work
- write a draft constitution for the Forum
- organise the official launch of the Forum

1.3 The official launch of the Forum

The official launch of the Community Police Forum happens at the first formal meeting of the Forum (the “inaugural” meeting). It is very important that all Community groups send mandated representatives to this meeting. That is because the inaugural meeting will have to:

- adopt a constitution for the Forum
- elect an Executive Committee

Once they have been formally elected, the Executive Committee replaces the old Steering Committee. It is important to elect a good Executive Committee because it will be up to them to make the Forum work.



FUTHER READING

You can read more about the steps for starting a Forum in Section 2 of the SAPS Interim Regulations for Community Police Forums and Boards, which you can find in Appendix VI of this Toolkit.

2 Starting a Sub-forum

A Sub-forum is a smaller forum that covers a geographical subdivision of a large police station area. Like a forum, a Sub-forum must be attached to a police station.

The main (or “Mother”) forum can initiate one or more Sub-forums if necessary. Each Sub-forum must send its Chairperson or another representative to forum meetings.

The steps for starting a Sub-forum are almost the same as the steps for starting a Forum.

To find out how you start a Sub-forum, see Section 3 of the SAPS Interim Regulations for Community Police Forums and Boards in Appendix VI of this Toolkit.



FUTHER READING

Running a Successful Community Meeting or Workshop

Do's and Don'ts

- I Don't appoint an inexperienced Chair, unless you are prepared to train them beforehand.
- I Do start on time - and explain to latecomers where you are on the Agenda.
- I Don't start the Agenda before the meeting has agreed to the contents and to the time allocated to each Agenda point.
- I Do allow enough time on the Agenda for the most important points. Deal with them early.
- I Don't let the least important points drag on and on. Deal with them quickly at the beginning, ~~or~~ last of all.
- I Do ask the meeting ~~for~~ a cut-off time.
- I Don't let people ~~run~~ over time allocated to an Agenda point or start some new point that is not on the Agenda. Let the Chair be ruthless with wafflers and argumentative people, but lenient with speakers who bring light and clarity to the meeting.
- I Do give people the option of leaving at the appointed time for closure.

3 The Constitution of the Forum

Every Community Police Forum or Sub-forum must have a written constitution. The constitution gives the rules and regulations for managing the Forum. It also protects the Forum and its members.

The Department of Community Safety in the Western Cape, with the help of the communities themselves, put together a sample constitution as a guide for all Community Police Forums in the province. Any Forum or Sub-forum may use this sample as a basis for developing their own constitution.

See the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit



FUTHER READING

The constitution tells you about the:

- name of the Forum
- aims of the Forum
- structure of the Forum
- rights and duties of Forum members
- powers and duties of the Executive Committee
- meetings and procedures of the Forum
- financial administration of the Forum
- registration of the Forum
- Code of Conduct for members
- disciplinary procedures of the Forum
- process of amending the constitution

You can adapt the Department's constitution if your Forum has special needs. For example, perhaps there are many disabled people in your area. You may want to say explicitly that the Forum wants to protect them. If everybody agrees, you can add this as an aim in the Forum's constitution.

You need to inform your Area Board, Provincial Board and the Department of Community Safety if you made amendments to the sample constitution.

Recording a Community Meeting or Workshop Successfully

Write up a short summary of all the discussion points in a large felt-tip pen on a flip-chart and hang each piece up in numbered order on the walls - so that people can see that their points are being noted.

Send these notes out in typed form as soon as possible afterwards - so that people can see that you are efficient.

If the meeting attracts more than fifteen people, break the key Agenda points into smaller meetings (Commissions). Let the people "vote with their feet" as to which Commission they want to attend. This will give you an instant view of what the most important issues are for the community.

Make sure that each Commission has at least one member who acts as an observer or facilitator, but don't steer the meeting where you want it to go.

Give the community itself an opportunity to voice their concerns.



Make sure that the "silent ones" have an opportunity to talk at least once. Let those who talk more than twice have an opportunity to be quiet and listen to what others have to say.

If there are Action Points, make sure that each one has a name attached and a date for completion.

4 The Executive Committee of the Forum

Members of the Forum or Sub-forum must elect an Executive Committee every year, or every second year, depending on what their constitution says. The constitution also says how many people must be on the committee and what their functions are.

The Executive Committee must consist of:

- the Station Commissioner who convenes the first Forum and remains an Executive Committee member *ex officio* (by virtue of his or her office)
- a Chairperson who is a civilian (not a member of the police)
- a Deputy-Chairperson who is a civilian (not a member of the police)
- a Secretary who should preferably be a member of the police
- a Treasurer
- other members as decided by the Forum

See Section 7 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX, as well as Sections 2.4(a) and 7(e) of the SAPS Interim Regulations for Community Police Forums and Boards in Appendix VI of this Toolkit.

In the next chapter, "Running a Community Police Forum", we will look at the duties of these office-bearers.

5 Membership of the Forum

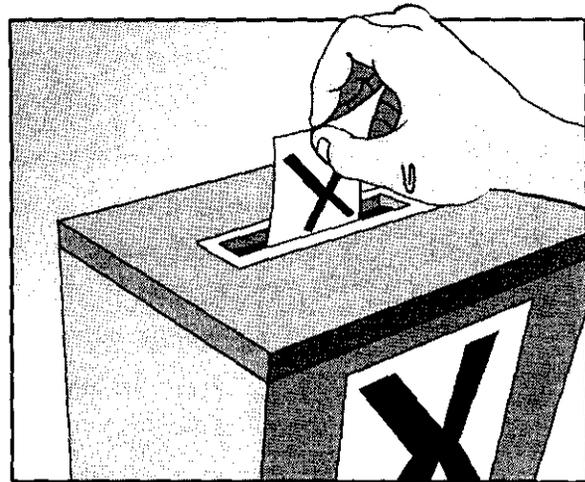
Organisations and institutions in the area of a police station can apply to become members of that police station's Forum. Youth groups, social groups, welfare organisations, schools, churches and businesses can all become members.

The Forum does not charge membership fees,

If you want to read more about membership, see Section 4 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit

6 Registering a Forum or Sub-forum

Every Community Police Forum must register itself with the Department of Community Safety. A Forum only becomes official after its registration. Any Sub-forums at the police station must also be registered.



FUTHER READING



FUTHER READING

6.1 The criteria for registration

The Department of Community Safety will only register a Community Police Forum or Sub-forum if it meets certain criteria.

You can register a Forum if it meets the following criteria:

- The Forum is attached to a police station
- The Forum had a public launch
- The Forum adopted a constitution
- The Forum has a membership list
- The Forum is accessible to community members and organisations
- The Forum is representative of the community
- The Forum provides a community profile of the area
- The Forum has a bank account
- The Forum has an accreditation procedure for organisations who want to apply for membership
- The local police have representation on the Forum
- There is a Code of Conduct for Forum members

You can register a Sub-forum if it meets the following criteria:

- The Sub-forum has been started by the main (or “Mother”) Community Police Forum
- The Sub-forum has representatives on the “Mother” Forum
- The Sub-forum is attached to a police station
- The Sub-forum meets all the criteria for Forums
- The Sub-forum has a letter of support from the Station Commissioner
- The Sub-forum has a letter of support from the Chairperson of the “Mother” Forum
- The Sub-forum clearly defines its role in the community
- The local police have representation on the Sub-forum

6.2 Registering for the first time

If the Forum or Sub-forum meets all the criteria listed above, its Chairperson or the Station Commissioner must apply for registration to the Department of Community Safety. The application must go to this address:

**The Director
Civilian Oversight
Department of Community Safety
P O Box 5346
CAPE TOWN
8000**

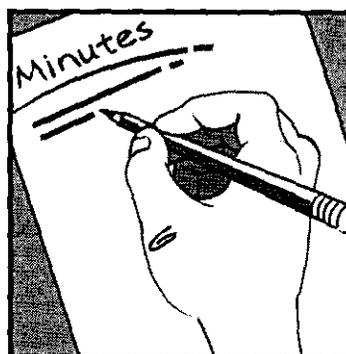
The application for registration must include the following documents:

(a) an application letter

The Station Commissioner or Chairperson must write and sign a letter to the Director of Civilian Oversight to apply for **registration**. The letter must say that the Forum or Sub-forum meets all the criteria we mentioned on page 3-6.

(b) the minutes of the inaugural meeting

The application must include a copy of the minutes of the inaugural meeting where members adopted a constitution and elected an Executive Committee. The minutes of this meeting must clearly show that it is an Annual General Meeting, as well give the date of this meeting .



(c) the attendance register of the inaugural meeting

The application must include a copy of the original attendance register that was signed by people at the inaugural meeting. Again, this register must clearly show that it was taken at an Annual General Meeting and give the date of this meeting.

**Attendance Register for the Annual General Meeting
of the (Name of Forum) held on (Date)**

Name of Person / Organisation	Contact Details	Signature
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		

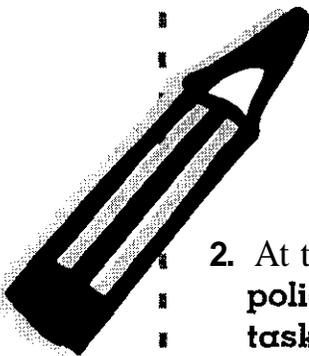
(d) a letter of support (Sub-forums only)

To register a Sub-forum, you also need a letter from the Station Commissioner and the Chairperson of the "Mother" Community Police Forum. The letter must support the application for registration.



FURTHER READING

You can read more about the annual re-registration of Forums and Sub-forums in Chapter 4 of this Toolkit, page 4-17.

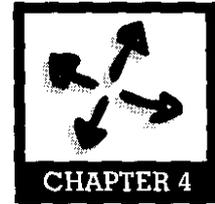


Exercises

1. Every police station must have a Community Police Forum. Who is the person that takes the first step to start a Forum at a police station?
2. At the first meeting between the community and the police, a Steering Committee is elected. What is their task?
3. The community and the police launch the Forum at an inaugural meeting. Two important things must happen at this meeting. What are they?
4. A friend asks you: "What is a Sub-forum?" What do you tell him?
5. Every Forum and Sub-forum must have a constitution. Can you mention four of the things that must be in the constitution?
6. The Department of Community Safety registers all Forums and Sub-forums. Can you mention the three documents you need to register a Forum for the first time?

Chapter 4

Running a Community Police Forum



This chapter will help you to:

- know the duties of the Executive Committee
- know the rights and duties of Forum members
- say what the different types of meetings are
- use correct procedures at meetings

1 Introduction

A Community Police Forum is an organisation. Like any other organisation, a Forum needs a certain amount of work. For example, someone must organise the meetings and make sure all the Forum members know about it.

The success of the Forum will depend on the people who organise its activities. These people are the Executive Committee of the Forum. The Executive Committee must do most of the work in the Forum. But they can ask other people to help them.

Meetings are an important part of the life of the Forum. The Executive Committee and other Forum members must know how to run successful meetings.

In this chapter, we will look at the duties of the Executive Committee. We will also look at meeting skills and procedures.

2 The Duties of the Executive Committee

The Executive Committee is responsible for the day-to-day running of the Community Police Forum. They must promote community policing in the police station area. They must also make sure the Forum implements community-policing projects.

Once a year, or every second year (depending on your constitution), the members of the Forum



elect an Executive Committee. The Executive Committee should at least have a:

- Chairperson
- Deputy Chairperson
- Secretary
- Treasurer

We call them **office-bearers**. Their roles are important, **so** choose people with the skills to do the job.

The Station Commissioner is always automatically a member of the Executive Committee. That is because the Station Commissioner is the head of the police station. We say he or she is an **ex-officio** member of the committee.

If the Forum wants a bigger Executive Committee, they can elect more members to help the office-bearers. They can also appoint additional Forum members from time **to** time.

The Executive Committee will represent the whole Forum. **So** the Forum must elect individuals who care about the safety of the community. They must also be reliable and the community must respect them.

The Executive Committee will have to work together as a team. **So** the Forum must elect people who are good team workers.



Common problems and issues found in teams

- **Keeping all the team members on board.**
- **Maintaining a clear focus and a commitment to the goal.**
- **Dealing with interpersonal needs.**
- **Attending to material requirements.**
- **Time management and planning.**
- **Communication.**
- **Conflict.**
- **Self-oriented behaviour.**
- **Unrealistic work expectations.**
- **Acceptance and respect among team members.**

What the most effective teams have is...

- **A** common purpose or goal
- **A** means of organisation which enables the team to achieve this common purpose or goal
- Common recognition of group boundaries - who belongs and who doesn't
- The ability to adapt and grow
- The absence of cliques and sub-groups
- The ability to resolve conflict

Friendly ways to overcome problems in teams

- Create a trusting climate through communicating objectives, progress and potential problem areas.
- Learn to express your feelings and thoughts as they relate to the activities of the team. Openness and honesty is crucial in all your communication with team members individually, as well as with the team as a unit.
- Be willing to express your fears, your hopes and your reservations, as well as your expectations concerning the group.
- Get involved in helping to form group norms.



The Forum constitution says the Executive Committee has the powers and duties to:

- set up Sub-Forums for specific parts of the police station area
- appoint sub-committees to deal with specific issues
- ask members of the Forum to serve on sub-committees
- control the members and the administration of the Forum
- investigate and decide on complaints about Forum activities
- initiate disciplinary proceedings should the need arise

See Sections 7 & 13 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit

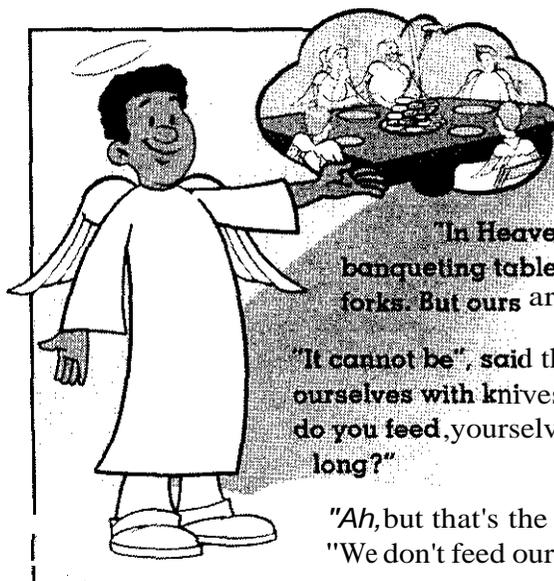


FURTHER READING

A lesson for team success

There is an ancient tale of two men talking, one from Heaven and one from Hell. The man from Hell lamented "It is indeed a wretched place; we are hungry all the time."

"You mean that there is no food?" the man from Heaven replied.



"Oh, there's food. We sit at banqueting tables with the most sumptuous food your eyes could behold spread out before us. But we are made to eat with knives and forks a metre long. No matter how hard we try, it's impossible to put food into our mouths."

"In Heaven", the other man replied, "we too sit at banqueting tables, and we too are made to eat with knives and forks. But ours are two metres long."

"It cannot be", said the first man in disbelief. "If we cannot feed ourselves with knives and forks a metre long, how in Heaven's name do you feed yourselves with knives and forks that are twice that long?"

"Ah, but that's the point, my friend," the man from Heaven replied. "We don't feed ourselves – we feed each other."

The Station Commissioner, Chairperson, Deputy Chairperson, Secretary and Treasurer of the Executive Committee also have other duties. Let us now **look** at these duties:

2.1 The Station Commissioner

The Station Commissioner is the head of the police station. He or she always represents the police on the Executive Committee.

The Station Commissioner is also responsible for the property and equipment of the police station. Members of the Forum can use some of the resources of the police station for official work of the Forum. For example, they can send an official fax. But they must first receive written permission from the Station Commissioner.

There are things for which the Station Commissioner cannot give permission. For example, members of the Forum may not drive police vehicles.

To find out what resources Forum members may use and under what conditions, see Sections 6.5, 6.6 & 11 of the Interim Regulations for Community Police Forums and Boards.



FURTHER READING

Other duties of the Station Commissioner are to:

- appoint between one and five members of the Forum
- tell police members about Forum decisions
- invite the Chairperson of the Executive Committee to sit in on police management meetings
- ask a specialised unit to talk about its work at a Forum meeting
- ask a specialised unit to write a report for the Forum about its work in the police station area

See Sections 4.3. and 6.5 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit See also Sections 9 and 10 of the SAPS Interim Regulations for Community Police Forums and Boards in Appendix VI of the Toolkit.



FURTHER READING

2.2 The Chairperson

The Chairperson must be a member of the community – not a member of the police.

A Chairperson should have good leadership and people skills. A good chairperson:

- motivates people
- thinks clearly
- gives direction
- has a sense of humour
- has a friendly personality
- controls difficult people

The duties of the Chairperson are to:

- chair meetings of the Forum
- give reports on the work of the Forum at General Meetings

- ensure that the work of the Forum conforms to the Forum constitution and to any other rules or procedures of the Forum
- sit in on police management meetings when invited by the Station Commissioner
- serve as a member of the Area Board, except if the area is divided into sub-areas/sectors (in the case of sub-areas/sectors, the sub-areas will elect representatives to the Area Board)
- report regularly to the Area Board
- report in exceptional circumstances to the Provincial Board

See Sections 6.5 and 15 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit.



FURTHER READING

2.3 The Deputy Chairperson

The Deputy Chairperson must be a member of the community – not a member of the police.

If the Chairperson is absent, the Deputy Chairperson must chair the meetings of the Forum and Executive Committee. If both of them are absent, the members must elect someone else to chair the meeting.

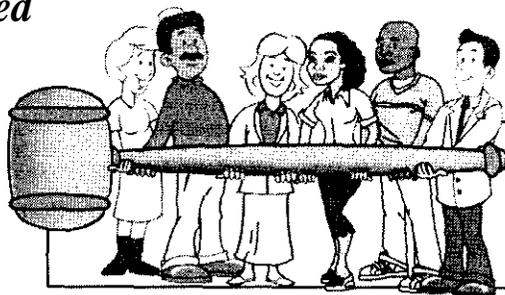
See Section 9.4.3 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit. See also Section 23.4 of the SAPS Act No. 68 of 1995 in Appendix V of the Toolkit



FURTHER READING

The secrets of a great leader revealed

- Give loyalty to those who serve with you and don't demand it first from them.
- Share the credit with others, but also share their blame.
- Always keep the larger picture in mind. Ask yourself, "What are we really trying to accomplish?"
- Concentrate on what you are doing, not on yourself as the doer.
- Never ask of others what you would not willingly do yourself.
- Work with things as they are, not as you wish they were, nor as you think that they should be, for the "impossible dream" can be attained only in possible stages.
- Work with the ability of others as they are, and not as you wish they were or think that they should be.
- Look for solutions. not problems.
- Share with others your goals and ideals. Keep them as your friends, and you will have their support.
- Make the team more important than the product, because a good team will develop many great products.
- Invite co-operation from others. don't demand their obedience.
- Inspire your team with faith in their own potential.



Adapted from J. Donald Walters: Secrets of Leadership

2.4 The Secretary

The Secretary should preferably be a member of the police. The Secretary must be respected, since he or she has a key role in the Forum. He or she also has to work closely with the Chairperson and they need to enjoy a good relationship.

Like the Chairperson, the Secretary needs good people skills. He or she should be:

- a good organiser
- hard-working
- systematic and orderly
- calm and friendly

The duties of the Secretary are to:

- arrange all meetings together with the Chairperson
- take minutes at meetings
- receive and send correspondence to and from the Forum
- keep all **official** documents of the Forum except financial records
- promote the interest of the Forum as instructed by the Executive Committee

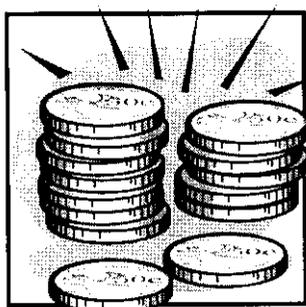


FURTHER READING

See Section 16 of the *Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit*

The Secretary writes and/or files the following documents:

- the membership database
- agendas
- attendance registers
- minutes
- reports
- correspondence



2.5 The Treasurer

The Treasurer can be a member of the community or the police. He or she will handle the money of the Forum

The Treasurer should:

- be reliable with money
- be systematic and good with detail
- know (or be willing to learn) bookkeeping basics

The duties of the Treasurer are to:

- handle the finances of the Forum
- operate a bank account on behalf of the Forum together with **two** appointed members of the Forum
- keep books of account and other records that show the financial position of the Forum
- give a financial report at each General Meeting

- present an annual financial report, audited financial statements and a budget at the **AGM**
- head the Financial and Project Committee who must:
 - work out and execute plans for fund-raising
 - plan and co-ordinate all projects of the Forum
 - prepare annual and other budgets

See Sections 12 and 17 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit See also Section 12 of the SAPS Interim Regulations for Community Police Forums and Boards in Appendix VI, which deals with the Financial Process and System.



FURTHER READING

The Treasurer is responsible for the following documents:

- budgets
- financial reports
- income and expenditure statements
- daily ledgers
- balance sheets
- receipts
- bank deposit slips
- bank statements

3 The rights and duties of Forum members

Voting at Forum meetings must follow the procedures that you have agreed upon in the Forum constitution.

Every member of the Forum has the right to:

- participate in all Forum activities
- look at the records, books and minutes of all meetings
- vote at meetings
- be elected to any position in the Forum

Every member of the Forum has the duty to:

- work for the aims of the Forum
- encourage the community and the police to participate in the Forum
- say what the policies and needs of policing should be
- avoid talking about party politics when the issue is safety and security
- avoid making racist, sexist or other abusive remarks
- act politely towards other Forum members and the police
- be accountable to their community
- be transparent and accountable with money
- come to meetings on time
- follow correct meeting procedures



FURTHER READING

See Sections 4-6 of the *Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit*

4 A Code of Conduct

Every Forum should have a Code of Conduct. A Code of Conduct tells Forum members what kind of behaviour is acceptable and what is not. It regulates how Forum members interact with each other and how they carry out Forum activities.

The Executive Committee must ensure that the Forum draws up a Code of Conduct for its members. The Code of Conduct can form part of the Forum constitution. There must also be disciplinary proceedings in place to deal justly with a member who is alleged to have violated the Code of Conduct.

A Code of Conduct

1. Members will at all times act in a manner that will uphold and promote the objectives and principles of the Forum as established in the Forum's constitution.
2. No member may exploit their membership of the Forum to their personal advantage.
3. Members shall serve the Forum in an unbiased and objective manner.
4. No member shall display racism, nor sexual or religious discrimination, nor use any form of abuse to any other person.
5. Members shall not divulge, to any other person, any confidential or privileged information that they may have acquired as a result of membership of the Forum.
6. Members may not address the media, nor make public announcements, in matters connected to the business of the Forum without the authority of the Forum's Executive Committee.
7. No member shall accept any payment, commission or gratuity in connection with their membership of this Forum, except after having been authorised to do so by the Forum's Executive Committee.
8. The Forum will not be aligned to any specific political party and members shall not use their membership to promote the aims and objectives of any political party.
9. Any member who is being prosecuted for a serious offence, or who is on bail for such an offence, shall be temporarily suspended by the Executive Committee until the case has been resolved. Should the member concerned be a member of the Executive Committee, or other office-bearer, the member shall cease to hold such office or position until the case has been resolved.
10. Any member who has been convicted of a serious crime, shall be expelled from the membership of the Forum.
11. In the case of any breach of this Code of Conduct, the Executive Committee may expel any member guilty of such a breach after due process should the Executive Committee consider that the person is no longer a fit and proper person to be a member of the Forum.
12. Any member who is absent from three consecutive Forum meetings, without apology or good excuse, may be expelled from membership by the Executive Committee.

5 Disciplinary proceedings

The Sample Community Police Forum for the Western Cape describes the aims of normal disciplinary proceedings. It also lists the offences that would call for a disciplinary inquiry.

The Area Community Police Board (in consultation with the Department of Community Safety) deals with disciplinary inquiries into the actions of Forum members. Two executive members of the Area Board and two representatives from the Area Commissioner's office will rule on such matters.

The accused in a disciplinary inquiry can appeal to the Executive of the Provincial Board.

To find out more about disciplinary proceedings, see Section 20 of the Sample Community Police Forum for the Western Cape in Appendix IX of this Toolkit.



FURTHER READING

6 Types of meetings

The members of the Forum must meet regularly. The Forum constitution tells us that the Forum has three types of meetings:

- Annual General Meetings
- General Meetings
- Special General Meetings

The Executive Committee of the Forum must attend all these meetings. But they must also meet separately at Executive Committee Meetings.

6.1 Annual General Meetings

An Annual General Meeting (AGM) of the Forum happens every year in October or November. Any member of the Forum can come to the AGM. Other interest groups can also come.

The purpose of an AGM is to:

- read and accept the minutes of the previous AGM and any Special General Meetings
- discuss any issues in the minutes that need further attention
- discuss and accept reports by the Executive Committee about the work of the Forum, including the Chairperson's report and the financial report
- elect a new Executive Committee either every year, or every second year, depending on the Forum constitution



- make decisions about community policing in the local community
- make proposals to the Area Board about the aims of Forums

The Secretary must send all Forum members a letter (written notice) to tell them about the time and place of the AGM. They must receive the notice **21** days before the AGM.

See Sections 9.1 and 11.1 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit.



FURTHER READING

6.2 General Meetings

General Meetings of the Forum must happen at least **two** times every quarter (three months). This means there must be at least eight General Meetings in a year.

The community and organisations must send representatives to the General Meetings.

The purpose of a General Meeting is to:

- discuss reports from the Executive Committee
- listen to reports about crime and policing in the community
- decide on the campaigns and programmes of the Forum
- decide what proposals must go to the Area Board
- discuss and implement decisions that come from the Area Board

See Section 9.3 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit



FURTHER READING

6.3 Special General Meetings

Sometimes the Forum needs a special meeting to make decisions about important or urgent issues. For example, the Forum may want to change or cancel decisions taken at an AGM. The Forum can then ask the Secretary to organise a Special General Meeting.

If some of the members of the Forum want a Special General Meeting, they can also ask the Secretary to organise one. But then they must write a letter with good reasons why they want the meeting. At least ten Forum members must sign the letter. And at least half of them must not be on the Executive Committee.

The Secretary must give all Forum members **21** days' written notice of a Special General Meeting. The notice must tell them exactly what the purpose of the meeting is.

See Section 9.2 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit



FURTHER READING

6.4 Executive Committee Meetings

Executive Committee Meetings must happen at least once a month. If necessary, they must happen more often. All the members of the Executive Committee should attend these meetings.

The purpose of an Executive Committee Meeting is to:

- make decisions about the management of the Forum
- prepare an agenda for the next General Meeting

If a member of the Executive Committee stays away from three meetings in a row without a good apology, the member immediately loses his or her position on the committee. The Forum must then elect a new person for that position.

See Sections 7.2 and 9.4 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit



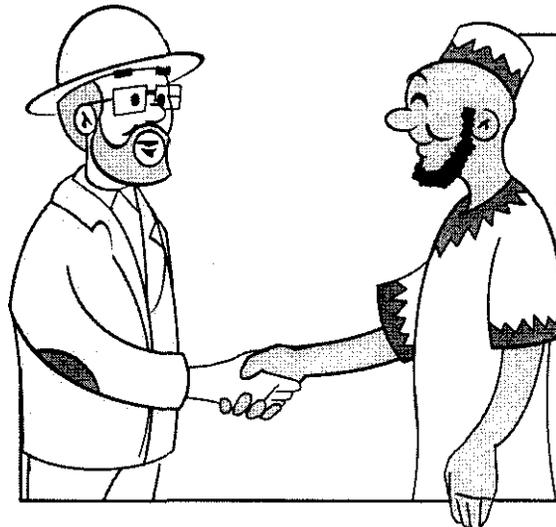
FURTHER READING

7 Meeting skills

A group of people can achieve a lot more than a single person. That is why meetings are so important.

A meeting brings together a group of people who make decisions and take action. But a meeting is only successful if you run it properly. A chaotic meeting can lead nowhere and make people angry. A good meeting is orderly and follows the right procedures.

We will now look at rules, skills and procedures for effective meetings.



7.1 Preparing for a meeting

Before a meeting can take place, the Executive Committee has to prepare a number of things.

They must:

- prepare the agenda
- write reports (for example, the Treasurer must write a financial report)
- book a venue
- send out a notice to members

They must also make sure the meeting will have enough copies of the:

- agenda
- minutes of the previous meeting
- reports

The Secretary is responsible for most of the practical arrangements such as booking a venue and organising photocopies. But he or she must consult with the Chairperson.

7.2 General rules for meetings

To make sure we get the most out of a meeting, there are general rules the Chairperson and the members must follow:

(a) rules for the Chairperson

The Chairperson of a meeting plays the role of guide or referee. He or she must help the meeting to reach decisions.

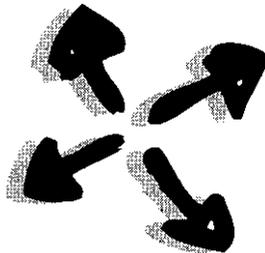
The Chairperson must:

- ensure the meeting follows the correct procedures
- ensure the meeting uses time effectively
- check that the meeting covers all the points on the agenda in the correct order
- tell members when they may speak
- stop people if they repeat themselves, go off the point or abuse others
- ensure all points of view are heard
- stay neutral and not take sides
- treat everybody fairly
- protect the dignity of members
- stay calm
- avoid talking too much
- sum up discussions to give clarity
- ensure that decisions reflect the will of the majority

The Chairperson has the right to adjourn (close) a meeting if it becomes very disorderly.

(b) rules for members

At meetings, people often discuss and debate issues. Sometimes there are serious disagreements. But we must respect each other even when we disagree. Otherwise our decisions won't benefit the community.



To make sure we respect each other, the Forum constitution gives some rules for meetings.

It says members must:

- keep quiet during meetings
- stay in their seats during meetings
- put up their hand if they want to speak
- address the chairperson when they speak
- stick to the issue under discussion

Members must obey the Chairperson. If a member behaves badly, the Chairperson can ask the person to leave the meeting.



FURTHER READING

See Section 11.2 of the Sample Community Police Forum Constitution for the Western Cape in Appendix IX of this Toolkit

7.3 Taking Decisions

The purpose of a meeting is to make decisions. The success of the Forum depends on good decisions and on members who implement the decisions.

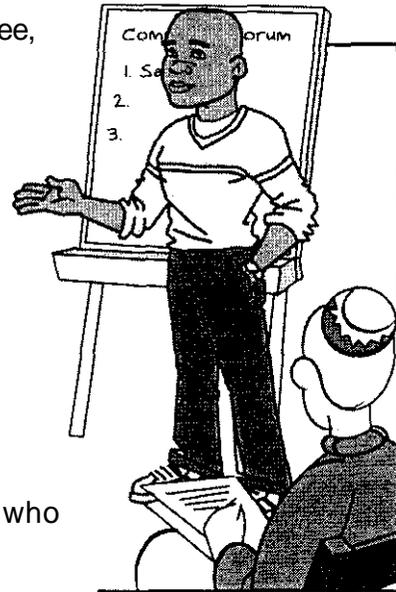
Decisions must be democratic – every member must get a chance to say what he or she thinks. If members cannot agree, they must vote on the issue. If most members vote for a certain decision, then the others have to accept it. That is democracy.

Decisions must be realistic. It does not help to make decisions that we cannot carry out. Before we make a decision, we must think of the time, money, equipment and people-power we need. Remember, small successes are better than big failures,

Decisions must say who is going to do what. The meeting must also give a time limit. Sometimes the best decisions are never implemented because the meeting never decided who must carry it out or what the deadline is.

Decisions must be in line with the constitution and the aims of the Forum.

To make decisions effectively, we have to know how quorums, motions and other meeting procedures work. Let us look at some of these procedures.



7.4 Setting an agenda

An agenda is the list of issues that a meeting must discuss. It gives structure and order to the meeting.

The Executive Committee decides what must be on the agenda. But members can also tell the Executive Committee if they think that there is an important issue to be put on the agenda. At the meeting, members also get a chance to add issues to the agenda.

An agenda must not be too long or there will not be time for everything. It must also be easy to understand.

An agenda usually have the following items:

- **Welcome** – the Chairperson welcomes the members
- **Apologies** – the Chairperson ensures that members sign the attendance register and asks if there have been any apologies from members who cannot attend the meeting
- **Additions to the agenda** – members get a chance to add new items to the agenda
- **Minutes** – the meeting **looks** at the minutes of the previous meeting to see if they are a true reflection of the discussions and decisions taken

- **Matters arising from the minutes** – the meeting discusses unfinished business from the previous meeting
- **Reports** – the meeting discusses financial and other reports
- **New business** – the meeting deals with a list of new issues that have not been raised at the previous meeting
- **General** – members mention announcements, congratulations and other less important matters here
- **Date of the following meeting** – members decide on a suitable date and venue for the next meeting
- **Closure** – the Chairperson adjourns the meeting

Members should receive copies of the agenda, minutes and any reports before the meeting. This gives them a chance to think about the issues. Then they can make better decisions. It also saves a lot of time at the meeting if people come prepared.

7.5 What is a quorum?

Decisions at a meeting must represent the wishes of most of the members. But what happens if most of the members do not come to a meeting? How do we prevent a small group from making decisions for everybody?

A quorum is the answer. We say that decisions at a meeting are “binding” (valid) only if there was a quorum.

A quorum is the minimum number of voting members that must be present at a meeting. Usually a Forum constitution says a meeting has a quorum if 50% plus one of the members are present.

So if a Forum has 20 members (registered organisations), then the quorum at an AGM will be 11 members.

The quorum for an Executive Committee Meeting is four members of the Executive Committee. These four must include the Secretary and the Chairperson or Deputy Chairperson.

A meeting can continue if it does not have a quorum. But the decisions at the meeting will not be binding. That means members do not have to accept the decisions or carry them out.

If an AGM does not have a quorum, it may only continue if at least one third of the registered members are present.

See Section 10 of the Sample Community Police Forum Constitution for the Western Cope in Appendix IX of this Toolkit.



FURTHER READING

Members must make sure they sign an attendance register when they go to a meeting. The attendance register will show if a meeting had a quorum or not.