

**U3A - SOUTHERN HIGHLANDS INC.**

INC 987 8806 ABN 82 452 155 213

# **OPERATING GUIDELINES AND PROCESSES**



**January 2022**

**P O Box 421, Bowral NSW 2576**  
**Phone (virtual message bank) (02) 9990 6650**  
**Website [www.sohiu3a.org.au](http://www.sohiu3a.org.au)**

## Table of Contents

<b>SECTION 1: INTRODUCTION</b> .....	<b>1</b>
1.1 ABOUT THIS MANUAL.....	1
1.2 THE U3A YEAR .....	1
<b>SECTION 2: PRINCIPAL EVENTS</b> .....	<b>1</b>
2.1 ANNUAL GENERAL MEETING .....	1
2.2 OTHER GENERAL MEETINGS.....	2
2.3 COURSE LEADERS' LUNCHEON .....	2
2.4 U3A CHOIR and BUSKERS CONCERTS .....	2
<b>SECTION 3: THE MANAGEMENT COMMITTEE</b> .....	<b>2</b>
3.1 COMPOSITION.....	2
3.2 MEETINGS .....	3
3.3 ELECTION OF THE MANAGEMENT COMMITTEE.....	3
3.4 MANAGING COMMITTEE CHANGES .....	4
<b>SECTION 4: PRINCIPAL OFFICERS</b> .....	<b>7</b>
4.1 PRESIDENT.....	7
4.2 VICE PRESIDENT .....	7
4.3 SECRETARY .....	7
4.4 TREASURER.....	9
4.5 COURSE COORDINATOR.....	9
4.5.1 COURSE COORDINATOR ROLE DESCRIPTION .....	10
4.5.2 THE COURSE COORDINATION PROCESS .....	11
4.6 MAINTENANCE OF COURSE LEADERS' HANDBOOK .....	13
<b>SECTION 5: COMMITTEE &amp; DELEGATED PORTFOLIOS</b> .....	<b>13</b>
5.1 MEMBERSHIP .....	13
5.2 ENROLMENTS .....	14
5.3 VENUES .....	15
5.4 COURSE SUPPORT .....	15
5.5 EQUIPMENT AND TECHNOLOGY .....	17
5.5.1 ORGANISING TECH SUPPORT FOR VENUES.....	17
5.6 EDITOR: THE "WISE OWL" NEWSLETTER .....	18
5.7.2 WEB MANAGER .....	20
5.8 COMMUNICATIONS.....	20
5.9 PUBLIC OFFICER .....	20
5.10 GOVERNANCE OFFICER.....	21
5.11 FINANCIAL REVIEW .....	21
5.12 ARCHIVES .....	21
APPENDIX A: GENERIC CALENDAR.....	22
APPENDIX B1: NOTICE OF ANNUAL GENERAL MEETING.....	24
APPENDIX B2: AGENDA AGM /GENERAL MEEETING .....	25
APPENDIX B3: Checklist of Activities for AGM / GENERAL MEETINGS .....	26
APPENDIX B4: ATTENDANCE SHEET TEMPLATES.....	27

## **SECTION 1: INTRODUCTION**

### **1.1 ABOUT THIS MANUAL**

U3A Southern Highlands Inc, incorporated under the Associations Incorporation Act 2009, as amended, (“the Act”) and is governed in accordance with its constitution. The Associations Incorporation Regulations, 2016 as amended, Schedule 1 sets out the matters that must be included in a constitution of an association (referred to in the Act as the “model constitution”). If our constitution does not address any of these matters, then the provisions of the “model constitution” in relation to that item not dealt with or inadequately addressed is taken to form a part of our constitution.

In February 2020 we repealed the then constitution and adopted a new constitution which was based on the “model constitution”.

A *Procedures Manual* was initiated in 2003/2004 and updated in 2009. A copy of this 2009 Manual is retained in our Archive and is revised and replaced by this document. In addition to the constitution, the Management Committee has from time to time made procedural rulings known as Standing Orders maintained and held by the Secretary. The details of such rulings are contained in the Minutes of the meeting at which the ruling was made.

The purpose of this Manual is to:

- Combine in one place all those documents governing the conduct of the Association’s affairs.
- Document the day-to-day processes by which the business of the Association is administered.
- By documentation of the duties of nominated roles, to provide role clarity and facilitate the efficient transfer of these responsibilities with changes in personnel.
- Separately it is intended to store a set of specific procedures for each Committee Portfolio on ‘the Cloud’.

### **1.2 THE U3A YEAR**

The U3A year corresponds to the calendar year and the association’s schedule of activities is set out in an annual Calendar adopted by the Management Committee at the end of the preceding year.

A template for the calendar is attached as Appendix B.

## **SECTION 2: PRINCIPAL EVENTS**

### **2.1 ANNUAL GENERAL MEETING**

The Constitution provides that an AGM must be held within 6 months of the end of the association’s financial year. The Committee has determined as a matter of “good order” that the AGM should be held by 31 March. Copies of the Notice of Meeting, (refer Appendix C1), the agenda, (Appendix C2). and the Financial Statements, including the Financial Reviewer’s report, comprising the Balance Sheet and Income and Expenditure Statement are provided to members by email or post as nominated in the Register of Members. The minutes of the previous AGM and the Financial Statement package referred to above are made available on the website.

Notice of the AGM to members is given by a notice in the Term 1 Courses Booklet and the “Wise Owl” newsletter, which are published in November of the previous year, followed by a formal Notice of Meeting with any attachments sent to members.

The AGM is chaired by the outgoing President, with minutes being taken by the outgoing Secretary.

Following the AGM an opportunity arises for a less formal “Members’ Forum” for member participation chaired by the new President.

## **2.2 OTHER GENERAL MEETINGS**

General Meetings are provided (refer Constitution 104).

A Special General Meeting(s) may be held (refer Constitution 108).

Paragraphs 139 and 140 now provide for General Meetings to be conducted at two or more venues, electronically.

## **2.3 COURSE LEADERS’ LUNCHEON**

This is primarily an opportunity to thank course leaders and co-leaders. It is also a means for course leaders and the Management Committee, especially the Course Co-ordination team, to exchange ideas, share information and generally get to know each other. It may be used as an opportunity for ‘intending’ course leaders to learn more about the context in which they may be presenting their own courses.

The format is informal, with across-the-table discussion over a catered lunch funded by U3A Southern Highlands. The meeting is held at a time that avoids clashing with regular classes, usually at East Bowral Community Centre.

Organisation is a collaborative effort by Committee members. The luncheon is hosted by the Course Coordinator who issues invitations and monitors RSVPs. The President usually begins the function with a welcome and thanks to all course leaders. Catering and overall co-ordination is organised by Course Support Coordinator.

Invitees are course leaders and co- course leaders from that year and, in consultation with the President, other members who may be interested to attend.

## **2.4 U3A CHOIR and BUSKERS CONCERTS**

When events are organised by either of these groups, invitations are extended to members via the relevant “Wise Owl”.

## **SECTION 3: THE MANAGEMENT COMMITTEE**

The Management Committee is responsible for the strategy and operations of the organisation and for its financial and governance obligations. One of the tasks is to set the annual membership subscription rate which occurs in September in preparation for membership renewals in October.

### **3.1 COMPOSITION**

(In Accordance with the Constitution 48-50).

The Principal Officers are directly elected by membership at the AGM. The Principal Officers comprise the President, Vice President, Secretary, Treasurer and Course Coordinator.

The Management Committee is comprised of 12 members which is the maximum number established under the Constitution.

The balance of the Committee, after election of Principal Officers, (up to 7) is elected without portfolio by the membership at the AGM.

Portfolios are allocated by the President and confirmed by the Management Committee at its first meeting following each AGM. In these portfolios, members report to the President and the Management Committee

on operational and policy matters but have a fair degree of autonomy and responsibility for day-to-day operational matters within their portfolio.

The Principal Officers (President, Vice President, Secretary, Treasurer and Course Coordinator) form an Executive of the Committee, which provides strategic advice to the Management Committee as a whole.

If twelve members are not sufficient to spread the workload of overseeing the operation of our U3A, the Constitution gives the Committee the power to delegate functions to other people. These delegates are not members of the Committee and may attend meetings only at the invitation of the President, or of the Chair of meetings, from time to time. If functions are delegated, the terms of the delegations need to be clear, approved and minuted by the Secretary. The Webmaster is one of those delegates.

### **3.2 MEETINGS**

(In Accordance with the Constitution 79-87).

The Committee meets monthly, except January, and the Executive of the Committee meets monthly between Committee meetings. Conduct of the meetings is reasonably formal, at least to the extent that decisions are agreed and clearly minuted, with reference to business papers where relevant.

Notices of meeting including the final agenda, which has been discussed between President and Secretary, should be circulated a week before a meeting, with previous minutes, all reports and explanatory notes. Any items for discussion should be circulated in advance of a meeting by their authors to all Committee members. Any other business not on the agenda should be limited to urgent matters.

The minutes should record all substantive decisions made. They may include explanatory details and information re day-to-day operational matters. Formal motions should be recorded in full stating mover, seconder and whether passed or defeated. Matters agreed by consensus should be recorded clearly, with reference to any relevant circulated papers. Opposition to the motion may also be recorded if specifically requested.

Minutes should be circulated a week after a meeting (after liaison about them between Secretary and President). A signed hard copy of minutes is kept in a Minute Book, which may be loose bound. All reports for consideration by Management Committee should be circulated by the author to all members of the Management Committee. Reports should form part of attachments to the minutes of meetings. Minutes of all meetings of U3A SH Inc should be retained indefinitely.

Our current Constitution, paragraphs 91&92, permits the use of technology in the conduct of a Committee meeting.

### **3.3 ELECTION OF THE MANAGEMENT COMMITTEE**

(In accordance with Constitution 54).

To be valid, a nomination form must be signed by a member of the Association and by the nominee who must also be a current member. Nomination forms are to be 'opened' by the Secretary in the presence of the President (or Presidential nominee) on the date of closure.

To ensure that a full and strong Management Committee is appointed each year, it is desirable to canvas actively for candidates from the membership during the second half of the preceding year. Though nominations have not exceeded the number of positions vacant in recent years, there can be no guarantee that members encouraged to stand will actually be elected when positions are contested.

#### Ballot for Election of Committee

Under the Constitution, if the number of nominations for President, Vice-President, Secretary, Treasurer and Course Coordinator and 7 ordinary Committee positions matches the number of vacancies, the nominees are taken to be elected. If the nominations are fewer than required for any position, those nominated are taken to be elected when nominations close. If the number of nominations exceeds the number of vacancies for any position, a 'ballot' is required at the AGM under our Constitution.

To meet these requirements, prior to a ballot, the Secretary should:

- Check the validity of nominations prior to the AGM, i.e. confirm that nominations are signed by both nominee and nominator and that both are financial members.
- Confirm to nominees in writing or by email that a valid nomination has been received and ask them to prepare a statement of no more than 100 words in support of their candidature.
- Record candidates' names and the position sought on the agenda for the meeting, provided a valid nomination form is received by the date the Notice of Meeting is forwarded to members. Any statement the nominee intends to rely on should also be attached to the agenda. In the event nominations close after the Notice of Meeting has been dispatched, the nomination and any accompanying candidate statement may be sent to members.
- Print ballot papers – say 150 – with the candidates for each contested position listed in random order for distribution at the election. Note that a ballot paper must leave spaces for the names of unsuccessful candidates for Principal Officer positions to be written in to allow them to contest ordinary Committee positions.
- Appoint in advance a Returning Officer and three scrutineers, other than candidates for the Committee, from the general membership [in consultation with the President] or in consultation with the President, appoint in advance a member to conduct the election if the President is standing for any position.

#### At the meeting

The Returning Officer and scrutineers should distribute ballot papers (if any) for the vacant position(s), one per member present, immediately prior to the election and collect them for counting after, say, five minutes.

On completion of the count the Returning Officer presents the results to the Chair, who announces the successful candidates. Ballot papers are shredded by the Returning Officer at the end of the meeting.

When Principal Officers' positions are contested, ballots may become complicated because the names of unsuccessful contestants for Principal Officers' positions who become contestants for ordinary Committee positions need to be added to the ballot paper, in order for a vote to be taken.

In these circumstances, the Chair of the meeting may choose to conduct elections by shows of hands, with permission from the Meeting.

### **3.4 MANAGING COMMITTEE CHANGES**

The Management Committee is an ongoing entity but its membership may change both during a year and at each AGM.

Because many of the portfolios of the Committee require some aptitudes and desirably some background experiences, Management Committees and especially Presidents have been giving considerable attention in recent years to the processes both of succession and of transition within the Committee.

#### Appointments

(In accordance with Constitution paragraphs 75-76).

When there is a vacancy on the Committee, for whatever reason, our Constitution provides the Committee, to appoint a member of the Association to hold the position until the next AGM.

### Succession

To enable orderly successions ('board renewal'), there have been efforts in recent years to recruit and train U3A members for particular jobs, including to serve as assistants and backups in particular portfolios (for the whole or part of a year, without the necessity for them to be members of the Committee or for them necessarily to join the Committee as vacancies occur).

The primary responsibility for finding and training assistants and backups lies with the Committee members who will need to work with them, but the President and Committee should help with this and must approve any delegation of functions. Assistants and backups may be invited to attend Committee meetings (as observers).

- It may be desirable to recruit members with aptitudes in particular areas who will be prepared to help the Committee regardless of whether they are members of the Committee, and
- The Operating Guidelines & Processes Manual outlines the essentials of each portfolio, which then provide a role description, in order that the existing Committee knows who does what and can step in if required. It is also useful for future members considering the portfolio. Procedures for each portfolio that are sufficient for a handover to a new person are documented in the Procedures Manual and kept updated by each incumbent. Both documents are stored in our cloud storage facility.

### Transitions

The period of changeover that follows each AGM can be a difficult time of transition. Even when new members of the Committee have been fully briefed before joining the Committee on the portfolios they might take on, they may not take over the tasks immediately and it may take several months until they feel comfortable in their new roles. Among ways of easing the stresses of this time of transition:

- An incoming President might send a Welcome letter explaining Committee procedures to incoming members of the Committee. A copy of the Constitution and Policies and current Standing Orders should also be provided.
- Outgoing officers should fully brief incoming members on their portfolios as soon as portfolios have been assigned by an incoming President, and copies of the current Operating Guideline manual given to incoming members. This is easier said than done because, at the time of an AGM, many outgoing Committee members will need to remain involved in the final stages of gearing up for Term 2, but it is up to both incoming and outgoing Committee members to get incoming members actively involved as soon as practicable.

The appropriate Committee member(s) should arrange familiarisation sessions for each incoming member of the Committee on the website functions to which they will have access.

- Incoming and outgoing Presidents and Secretaries should ensure that outgoing Committee members have archived the papers relevant to their portfolios and have handed their electronic and hard copy files over to incoming Committee members and any Archival Coordinator who may have been appointed.

The Associations Incorporation Act requires any former committee member to deliver 'all documents in his or her possession that belong to the Association' within 14 days after vacating office, which applies to members stepping down at an AGM as well as during a year. In practice, it may be difficult to comply with this requirement, especially for outgoing members involved in gearing up for Term 2 at the time of an AGM. Therefore, to meet this requirement, outgoing members in a particular portfolio should ensure that incoming members have a copy of all current documents relevant to their portfolio, as soon as appointments are known, and are involved in the work of their new portfolio as soon as possible.

The Secretary should ensure that hard copies and/or electronic copies of registers of Committee meetings, minutes of meetings and the correspondence and reports referred to in meetings and Standing Orders are passed on to the incoming Secretary.

### Changeovers

To maintain continuity in the work of the Committee, there are some matters that must be addressed immediately by an incoming President and others that need to be addressed formally at the first meeting of an incoming Committee or as soon as possible thereafter.

Among the things that an incoming President should attend to immediately are:

- Providing the newsletter editor with a President's Report for the Term 2 newsletter (for which copy will be about to close).
- Considering and negotiating the allocation of portfolios to members of the Management Committee and other Members.
- Ensuring that members new to positions are satisfactorily briefed and understand how their tasks have been carried out in the past.

At its first meeting the Management Committee should:

- Confirm portfolio responsibilities, approve new appointments and delegations and confirm existing delegations that are to continue.
- Confirm all of the Principal Officers as Bank signatories with any two to sign.
- The Secretary should also provide a copy of the recent Management Committee minute in which the Principal Officers are listed to enable changes of signatories.
- Ensure access is facilitated to the relevant areas of the database according to role/portfolio.
- Request Webmaster to update Committee details.
- Confirm how agendas, meetings, minutes and records should be managed.

As soon as possible thereafter, the Secretary should:

- Update the Register of Committee members (a 'Register' required under the Associations Incorporation Act) and a list of people (including people who are not on the Committee) to whom functions have been delegated.
- Update the Register of Delegations.

Each outgoing Committee member is required to advise their external contacts of the new incoming Committee member.

In order that due notice (typically, a week) can be given of the first meeting of the renewed Committee, it is for the outgoing President and Secretary (in consultation with the incoming officers-holders if they are known in time) to arrange for the content and circulation of the agenda for this first meeting. This meeting should be held as soon as possible after the AGM.

## **SECTION 4: PRINCIPAL OFFICERS**

### **4.1 PRESIDENT**

The President is the public face of the Association and has overall responsibility for all the activities undertaken by it.

Broadly, the duties of the President are to:

- Provide leadership and direction in the formulation of policy and planning,
- Exercise general supervision over all the operational affairs of the Association.
- Authorise banking.
- Ensure that the Vice President is kept informed on all of these matters.
- Liaise as appropriate with the Public Officer (section 5.9).
- Chair all General, Annual and Special Meetings of members.
- Chair meetings of the Management Committee.
- Oversee the preparation of agendas for meetings.
- Review draft minutes of meetings prior to their circulation.
- Appoint people to carry out tasks at the behest of either the membership or the Management Committee, and set deadlines for completion of these tasks.
- Serve *ex officio* as a member of all [sub] committees of the Association.
- Be the public spokesperson on issues involving the Association.
- Support the roles of other members of the Management Committee.
- Oversee revision of policies and operating guidelines as required and ensure the maintenance of an updated electronic version of the Operating Guidelines Manual, Course Leaders' Handbook, Guide for Course Support Members, Safety Policy and Accident Report and Complaints Policy and Complaints Form.
- Report regularly to the membership through the newsletter and other forms of communication.
- Sign official documents (e.g. correspondence) as required.
- Enforce the Association's Constitution and procedures.
- Respond to suggestions, queries and complaints from members.

### **4.2 VICE PRESIDENT**

As the Constitution does not provide for a President-elect, the Vice President is, effectively, the Backup for the President even if a presidency does not eventuate. In order to carry out this role, the Vice President will need to understudy the President and be prepared to act as President in all matters in the absence or incapacity of the President.

The President should keep the Vice-President involved fully informed on all matters in train. The Vice President may hold a particular portfolio.

### **4.3 SECRETARY**

The duties of the Secretary and Treasurer are defined generally in our Constitution, paragraph 61-64.

More specifically, the Secretary should:

- keep minutes (in written or electronic form) of:
  - i. all appointments of office-bearers and members of the Committee, and

- ii. the names of members of the Committee present at a Committee meeting or a general meeting, and
  - iii. all proceedings at Committee meetings and general meetings.
- Minutes of proceedings at a meeting must be signed by the chairperson of the meeting or by the chairperson of the next succeeding meeting.
- The signature of the chairperson may be transmitted by electronic means for the purposes of Clause 63.
- Maintain the Register of Committee members with dates of appointment and cessation.
- Maintain a record of delegations and other appointments.
- Locate and keep the original of certificates such as incorporation, insurance and domain name (noted as lost in 2018).
- Ensure that the proper name of the Association (U3A – Southern Highlands Inc.) is used on all official documents.
- In consultation with the President and Committee, arrange business meetings of the Executive Committee and Management Committee and take or arrange for the taking of minutes at Committees' and General meetings.
- Keep a hard copy of signed minutes, and an electronic and/or hard copy record of corrected minutes and all substantive business papers and correspondence used in meetings.
- Keep electronic and hard copies of the 'current' (Committee-approved) version of the *Operating Guidelines and Procedures Manual*, and Policies.
- Maintain a list of important dates and in conjunction with the President, compile a Calendar of events and term dates for the following year. The template in Appendix A sets out the principles.
- Along with the president, maintain a watching brief over the affairs of U3A Network NSW Inc and U3A Online Inc, both of which our U3A is a member.
- Keep the Committee informed on communications from the U3ANSW Network.
- Initiate and respond to official correspondence.
- Along with other Committee members, keep the Newsletter Editor informed of matters requiring publication.
- Provide Committee Nomination form on request.
- Issue Notice of AGM, General Meetings and Special General Meetings in accord with the provisions of the Constitution. Publish in "Wise Owl", appropriately, an advice of those meetings and/or if appropriate notice of the meetings if timing permits.
- At least 14 days prior to the AGM, publish on the association's website (members only section) the minutes of the previous AGM, the Treasurer's report for the financial year together with the audited Statement of Income and Expenditure Account and Balance Sheet.
- Update the Standing Orders and circulate as necessary.
- Maintain a record of Accident Reports and follow up on each Report as deemed necessary.
- Maintain the Confidential Complaints Folder.

Committee members are responsible for keeping the Secretary up to date.

#### **4.4 TREASURER**

The duties of the Treasurer are defined generally in our Constitution paragraphs 65-72.

The Treasurer duties include:

- Maintain a list of bank signatories and persons authorised.
- Bank cheques received and process in the Membership Administration System.
- Assist any member unable to process their own online payment via Pay/Pal by processing those payments in the Member Administration System.
- Pay most accounts by EFT and forward to a second bank signatory for authorisation.
- Pay those accounts which can only be paid by credit card using U3ASH card linked to the Internet bank account.
- Process all members' Electronic Funds Transfers received in the database (this activates membership).
- Pay all accounts by EFT and forward to second bank signatory for authorisation.
- Keep the Receipt Book, Deposit Book, Cheque Book.
- Record all transactions in the Association's financial software.
- Keep all supporting documentation and reports to facilitate the Financial Review after year end.
- Reconcile bank statements to the Association's financial software monthly.
- Reconcile bank statement receipts from PayPal to the Financial Reports in the Member Administration System monthly.
- Reconcile bank statement cheque receipts to the Financial Reports in the Member Administration System monthly.
- Reconcile the Suspense account monthly and ensure duplicate/over payments are promptly refunded to members.
- Reconcile Total Member numbers per the Member Register to Total numbers per Member Payments reports monthly.
- Provide financial reports for all meetings including the Management Committee and Annual General Meetings.
- Prepare an annual budget for approval of Management Committee.
- Act as Administrator for on-line banking facilities and keep records of on-line banking authorities and relevant correspondence.
- Complete and forward the annual statement required by the Office of Fair Trading under the Associations Incorporation Act.
- Make a recommendation to the Committee for the setting of Membership Fees for the following year at the September Management Committee Meeting each year.
- Keep two separate membership registers at the point of Rollover for the consecutive years.
- Renew domain name registration when it falls due.
- Maintain a Fixed Asset Register
- Maintain a Bond and Key Deposit Register
- Ensure that all insurance policies determined by the Committee to be required are kept up to date with the relevant premiums paid.

#### **4.5 COURSE COORDINATOR**

The principal purpose of U3A is to enable a learning community. This is done by scheduling activities (courses) with outcomes for members of lifelong learning and social interaction. Course coordination

embraces the tasks to do with the development and delivery of courses and is a central function of the Management Committee. The overall responsibility for course co-ordination rests with the Course Coordinator as a Principal Officer and a member of the Executive and Management Committees. The Course Coordinator is supported by a Co-Coordinator and a collaborative team comprising Venues Coordinator, Equipment and Setup Coordinator, Course Support Coordinator. The Course Coordinator also works in collaboration with the Enrolments Coordinator, the Webmaster and the “Wise Owl” Editor and liaises with the Treasurer and Membership Coordinator.

#### **4.5.1 COURSE COORDINATOR ROLE DESCRIPTION**

The Course Coordinator ensures courses comply with our Aims and Constitution. The Coordinator and Co-Coordinator share the course coordination tasks outlined below as agreed between the two incumbents according to their experience, interests and talents.

Each term, the Course Coordinator and Co-Coordinator are responsible for:

- Sourcing courses and developing course leaders (as requested);
  - a. Seek new courses from existing course leaders, other members or non-members (Guest Course Leaders).
  - b. Help develop new courses and ‘mentor’ course leaders where necessary,
  - c. Negotiate with course leaders regarding course descriptions, dates/days/times, A/V requirements, probable numbers and venues while working across all courses to ensure an equitable course structure.
- Course Planning and Project Management;
  - a. Set a Project Plan for each term and ensure deadlines are met to enable “Wise Owl” publication and distribution on time as advertised.
  - b. Seek to minimise competition between courses of similar content or member interest.
  - c. Decide on level of course assistance needed depending on course leader capability, venue capability, and expected course attendance.
  - d. Assess the balance of courses and select venues that suit course leader’s preference, within the limits of venue availability, (as discussed with the Venues Coordinator), expected numbers, equipment requirements and cost.
  - e. After developing an initial program, liaise with the Venues Coordinator to confirm availability of the required venues for each term, and adjust, notifying course leaders of any change.
  - f. During the Enrolments period, track enrolments progressively, and liaise, if necessary, with course leaders concerning high or low enrolments.
  - g. Decide, in conjunction with Enrolments Coordinator, as to whether any courses are cancelled at close of enrolments due to low numbers, and any changes to maximum numbers if enrolment numbers are high.
- Confirm Course Support Numbers;
  - a. Immediately after course numbers are agreed with the Enrolments Coordinator, the numbers of Course Support team members are entered into the database. The Course Support Coordinator uses these numbers when communicating with members of courses that need member support.
- Database Management;
  - a. Set up all course details in the U3A database including checking for clashes.
  - b. Review all course information for accuracy prior to preparation for “Wise Owl”.
  - c. Set up a Guest Course Leader when a Course Leader is not a member of U3A Southern Highlands.
- Current Term Issues Management;

- a. Follow up Course issues during Term including course cancellations, course leader illness, and venue unavailability.
- Committee Involvement and Reporting;
  - a. Participate in monthly Executive and Management meetings.
  - b. Write monthly reports for Management Committee meetings.
  - c. Write Course Coordinators report each term in the “Wise Owl”
  - d. Manage Invitations for Course Leaders’ Lunch.
  - e. Present at AGM, General Meeting and Course Leaders’ Lunch.

The timing of a handover of a Course Coordinator role can be challenging, depending on the timing of the AGM relative to setting up for a term. It is strongly suggested that where possible, both Course Coordinator and Co-Coordinator do not step down at the same time.

## 4.5.2 THE COURSE COORDINATION PROCESS

### 4.5.2.1. Sourcing courses

Category 1 courses are courses that repeat all or most terms.

As much as possible, look beyond just the next term and explore courses several terms ahead. Keep a running Courses list, probably as a spreadsheet, with high-level details provided by the course leaders.

In consultation with the course leaders, the group of courses usually offered each term (Category 1 courses) is now presumed to be repeated each term with the same timing and details unless notified to the contrary or at the latest when the “Wise Owl” is available for checking 1-2 weeks before courses are finalised for the “Wise Owl” Editor. Wherever possible, these courses are allocated to the same venues each term and, as they have a cohort of regular attendees, the members usually decide on Course Support Roles (set-up/tea break/course assistant) amongst themselves. The courses are loaded into the “Wise Owl” database early in the term.

### Category 2 courses

There is a second category where courses are repeated each term but where details e.g. dates and times vary. There are usually not many of these courses. Contact with these course leaders is made early in the term to enable early scheduling of those courses and entry into the “Wise Owl” database.

### Category 3 courses

The third category of courses are those courses that are offered for one Term only. These courses may be single or multiple session and on rare occasions they may extend over more than one Term. Category 3 courses often include courses that have been held in previous Terms and are being repeated.

### 4.5.2.2. Process of sourcing courses

Early in a term, email all members Calling for Courses for the coming term and for the remainder of the year.

Contact needs to be made with those on the running Courses list who have indicated interest. Do not optimistically rely on this list as you may be disappointed by the time contact is made.

Finding courses and course leaders is a responsibility of all members of the Management Committee through their contacts, ideas from other U3As and U3A online. All U3A Members should be regarded as potential course leaders, and whenever members (or others for that matter) express interest in or an aptitude for a

subject area – not necessarily in their fields of expertise – they should be encouraged to discuss ideas with the Course Coordinator, although potential course leaders must not have commercial outcomes in mind.

#### 4.5.2.3. Supporting course development

Many course leaders, especially new ones, need encouragement and support in developing their courses, both as to Course outline, content and presentation as well as the expectations of a course leader. Many new course leaders have no clear idea about the level or kinds of presentation that might be appropriate, or about what is expected of a course leader. The Course Leaders' Handbook (2018), available on our website, endeavours to answer some of these questions. Otherwise the Course Coordinators are there to guide and mentor one-on-one, fleshing out with the Course Leader their Course Proposal (found in the Course Leaders' Handbook and downloadable from the website) as well as how best to deliver to sustain interest.

#### 4.5.2.4. Scheduling and venues

So that members have as wide a choice of courses as possible, it is important to spread courses throughout the week, although this is subject to course leader preferences, with as few clashes as possible between Courses that may have a similar appeal to members. Clashes with the AGM and general functions and events also should be avoided as far as possible.

Using a Venues spreadsheet to reveal the use of each venue across a term, courses are allocated to suitable venues in collaboration with Venues Coordinator. A watch is kept on cost of venue vs number of course members to keep expenses controlled. Courses are set up and advised to the Venues Coordinator ready for booking two weeks before the 'Courses Finalised' dates in the annual calendar.

#### 4.5.2.5. Entering courses in the database

Once a Course Proposal is received from a course leader, the course is allocated to a suitable venue and loaded into the database. This entry includes information about minimum and maximum course numbers and Wait List numbers in readiness for the Enrolment process. The database includes a feature to find course clashes, i.e. where courses are scheduled in the same venue at the same time.

Once courses are all loaded and venues have been successfully booked, Course Coordinators advise the "Wise Owl" Editor that the data is ready to be downloaded in preparation for "Wise Owl" compilation.

#### 4.5.2.6. Monitoring enrolments

During the enrolment period, it is useful for the Course Coordinators to monitor enrolment requests as they appear in the database. Towards the end of the enrolment period, this enables them to make contact with course leaders where numbers are below minimum or above maximum numbers.

#### 4.5.2.7. After enrolments close

Course Coordinators update the database with numbers for Course Assistance Teams (Tea Break, Set-up and Course Assistant) required relative to the size of the course. Continuing courses commonly use volunteers from the group, so no numbers are allocated for them other than in exceptional circumstances. They then advise the Course Support Coordinator that numbers are ready for him/her to take action.

Course Coordinators advise course leaders that Attendance Sheets and Class Lists (containing names of successful applicants and those on the Waiting List) are available online and produces and mails out Attendance Sheets and Class Lists to course leaders without web access.

#### 4.5.2.8. Before courses commence

Approximately 2-3 weeks before courses commence, Course Coordinators email course leaders with the Process Steps involved in the administration aspects of their courses (extracted from Course Leaders Handbook), e.g. print out Course Attendance Sheets and Accident Report forms, manage Wait List. At this point they hand over to the Course Support Coordinator and the Equipment and Technology Coordinator, who contact course leaders to make sure they have their Class Lists/ Attendance Sheets off the website and to provide any equipment or other instructions that may be needed. At this time arrangements are confirmed for course leaders to access their venues. Keys, security and venue instructions should be provided as necessary and, sometimes a familiarisation session with the venue and/or equipment may need to be arranged before classes start.

#### 4.5.2.9. Supporting delivery

During a term, problems can arise. There can be problems with attendances and with some class members, problems with equipment and furniture, problems with domestic arrangements and tidying up. There can be problems with content and delivery as presentations proceed. Course leaders may need to cancel classes. In most cases, the Course Leader would advise Course Coordinators or the Course Support Coordinator, who can direct the problem to whoever might best deal with the matter.

#### 4.5.2.10. After courses have completed

Our U3A cannot regulate quality of course content or delivery, but we do welcome feedback.

Course Coordinators retain Course Attendance Sheets provided by course assistants, as records for insurance purposes.

It is useful but not obligatory both for keeping control over venue costs and for keeping an eye on attendance patterns, to monitor attendance sheets from time to time after they have been returned to the Course Coordinator.

## **4.6 MAINTENANCE OF COURSE LEADERS' HANDBOOK**

The Course Leaders Handbook is to be maintained to ensure that it reflects the current rules and regulations under which U3A courses are run.

## **SECTION 5: COMMITTEE & DELEGATED PORTFOLIOS**

Generally, all portfolios are held by Management Committee members with the exception of the Webmaster. In addition, roles within portfolios may be held by a non-Committee member, referred to as delegates, by approval of the President and Committee. Under a delegation, the delegating Committee member remains responsible for oversight of the task(s). Distribution of tasks within portfolios may change from time to time.

Committee members are expected to attend, contribute and report on their portfolio to monthly Committee meetings and to assist at any major events held during the year e.g. AGM, Course Leaders' Lunch.

### **5.1 MEMBERSHIP**

The Membership Coordinator is responsible, by delegation, for the matters set out in Part C of our Constitution, and for the matters that might be described more generally as 'Membership Services'. The Membership Coordinator (or a helper, by delegation) is responsible for:

- Responding weekly to telephone messages left on 9990 6650, #246812#.
- Receiving completed membership forms/renewals from the Treasurer.
- Entering Members' personal details into the U3A online database as necessary.

- Organising functions for members as determined by the Management Committee eg New Members Welcome.
- Holding blank membership forms to issue on request.
- Creating membership ID cards for new and renewing members and posting or emailing them.
- Preparing address cover sheets for mailing “Wise Owl” to members
- Sending out the yearly Membership Renewal Reminder bulk email to existing members to align with the annual calendar.
- Assisting with answering questions about membership and providing membership forms.
- Purchasing stationery for general and Newsletter mail-outs within expenditure authority guidelines.
- Responding to Membership enquiries by phone, email or post.
- Deleting members from the Membership list on advice of their departure from the area or death.
- Submitting a monthly report to the Management Committee.

### 5.1.1 The Membership modules on the website

Membership data is stored in the membership modules on the website. It is gathered online or via hard copy forms. Members may update their details on the website or by advising the Membership Coordinator by mail or by phone.

## 5.2 ENROLMENTS

The Enrolments Coordinator is responsible for all matters associated with the process of enrolling members into Courses, including running the Enrolment program to allocate members to their selected Courses on an availability basis according to the selection criteria below. The Enrolments Coordinator may be assisted by Members appointed to carry out specific tasks such as data entry.

Members enter enrolment requests directly on the website and the processing program is run from the website. Requests that have been mailed are entered into the program using a bulk upload function. The enrolment program allocates members to the places that are available based on members’ course preferences and subsequently advises them by mail or email as to the course(s) in which they have been accepted.

The Enrolment Coordinator does the following, each Term, using the ‘sohiu3a’ website:

- Activates the online enrolment facility at the time of the mail out of the “Wise Owl” and updates the Term to the one referred to in the new WO.
- Informs all members via a bulk email that the “Wise Owl” for the next Term is available on-line, and that on-line Enrolments are open.
- During the enrolment period, collects the completed enrolment forms mailed to the U3A post box (421) and enters the requests into the online enrolment facility. Any changes to members’ personal details that have been entered on the forms should be notified to the Membership Coordinator as soon as possible (to ensure correct addressing of acceptances).
- Sends a reminder email to all members advising the closing date coming up, and that pre-payments must be made for certain courses.
- Prior to the closing date for enrolments, reviews enrolments with the Course Coordinator to assess whether course numbers should be increased, larger venues used, waiting lists revised and so on. Changes maximums and minimums on-line as agreed with the Course Coordinator.
- Backs up the enrolments onto own computer, then processes the enrolments using the online facility to determine the acceptances for each course.

After the enrolment program has been run, the Enrolment Coordinator will:

- Send Course Acceptance advices (or unsuccessful advice/waiting list) to all applicants with known email addresses and mails out acceptances to those without email, using the website facility to produce the advices and envelopes.
- Open on-line enrolments again using the Post-Process button and advise all members via another bulk email, that courses still on the list ARE available. (as courses reach their agreed maximum they disappear from the list, but Course Leaders can add members independently, including over the maximum.).
- Advise members whose application forms arrive after the closing date, to approach Course Leaders directly (if there are vacancies) after mailing date.
- Monitor phone messages and emails during the enrolment period and process enrolment enquiries.

An outgoing Enrolment Coordinator should ensure that an incoming Enrolment Coordinator has been familiarised with the enrolment functions on the website before data entry begins.

### 5.3 VENUES

Broadly, the management of Venues entails:

- Investigate and assess existing and new venues for courses and other U3A activities.
- Maintain currency of venue information on the database e.g. (contact details, equipment, costs).
- Provide advice to Course Coordinators re venue options to meet a course leader's venue and equipment requirements.
- Source venues on request of the Course Coordinators according to course leader needs.
- Be responsible for all venue bookings, manage all changes and cancellations.
- Negotiate rates and amounts due each term with venues.
- Establish and maintain mutually agreeable liaison with venue owners and managers.
- Provide venue owners and managers with appropriate agreements, documents and current insurance details.
- Ensure that Course Leaders are provided with keys and venue information.
- Keep a record of all keys held by U3A, issuing and collecting them as appropriate.
- Inform Equipment Coordinator of Key Holders.
- Advise Treasurer of when bookings are complete and can be.
- Advise Treasurer of any cancellations or changes during the term and after Term payments have been made.
- Report on venues to the Course Coordinator and Management Committee.
- **For critical dates each term**, to align with the timetable set for website as described in the annual calendar;
  - i. 2 weeks prior to 'Courses Finalised' date, on advice from the Course Coordinators, book venues for the following term's courses.
  - ii. Total Cost to be included from the Venue Hiring List Summary when venue is booked.
  - iii. Advise Course Coordinators if any venues are not available and seek alternatives.
  - iv. By 'Courses Finalised' date, confirm to Course Coordinators when bookings have been confirmed by venues.

### 5.4 COURSE SUPPORT

The task of the Course Support Coordinator is to arrange the volunteer help for courses.

Upon advice of the Course Coordination team after enrolment numbers are finalised, the Course Support Coordinator will access the specific requirements from the U3A website, where the number of helpers for each Course will be listed: Course Assistant, Tea Break Main, Tea Break Assistant, Set-Up. For actual specifications for each job, refer to the U3A website, "[Guidelines for Course Support Members](#)". These arrangements can be staggered over the term and should be in place several weeks prior to the course commencing. At present, due to COVID-19 regulations, there will be no kitchen facilities available in most of our venues and therefore no need for Tea Break assistants.

The Course Support Coordinator requests volunteers via email and/or phone calls from enrolled class members. Volunteers are reminded to read "Guidelines for Course Support Members" so that they are fully aware of their duties, an extract from which is emailed to them.

Once Course Support volunteers have been appointed, the Course Support Coordinator sends their contact details to the Course Leader. The Course Support Coordinator provides contact information to each member of the Course Assistance team, confirms course enrolment numbers and any special requirements for the course. The names of the volunteers are added to the database as they are covered by the U3A accident and injury insurance whereas members who are not designated volunteers need coverage of their own medical insurance for any accidents or injury incurred during a course.

For one-session courses, the Course Support Coordinator may organise a gift for the course leader up to \$20 value. For all other courses, the Course Assistant is asked to do so.

### **Course Assistant**

The Course Assistant is asked to follow procedures below unless they do not comply with the COVID regulations in force at the time :

- ✓ One Session: Purchase a thank you card prior to the Course, sign it on behalf of the participants and will be reimbursed OR collect a card at Station Street for this purpose.
- ✓ Several Sessions: Collect a coin donation from participants, purchase a card, token gift of wine, gift/book voucher to the amount of the donations.

On arrival, the Course Assistant also alerts each participant to the hand sanitiser and wearing of mask as applicable. T

The Course Assistant asks each participant to sign the Attendance Sheet.

At present, the Course Assistant, is requested to ask if each participant is fully vaccinated against COVID. If the participant replies "no", s/he is asked to please not enter. If the Course Assistant has a concern, s/he is to refer to the Course Leader. There is no formal request to sight the certificate, or to enter this in the Attendance Sheet.

### **Set Up Team**

The Set Up Team sets out the chairs and table/s according to current COVID regulations regarding spacing at the time of the Course. They also wipe surfaces, chairs, and all touch points in the venue/room, prior to, and at the end of each session. They open/close windows, if applicable. If applicable, an extra person should be added to the Set Up Team to cover health and safety issues.

Course Support also coordinates catering and assistance at functions and other events organised by the Management Committee and liaises with the Committee accordingly. Details of functions held throughout the year are to be kept as these will be a helpful reference when planning future events.

## **5.5 EQUIPMENT AND TECHNOLOGY**

U3A Southern Highlands owns equipment mainly used for course-related and more general audio and visual communication presentations, and for general catering purposes. The items are listed in the inventory. An Equipment Coordinator who is usually a member of the Management Committee, should be appointed to:

- Maintain currency of software, antivirus software and Office 365 updates:
- Maintain an inventory of equipment and its location (in hard copy or on the website) as required for accounting, insurance and operational purposes.
- Advise the Treasurer of serial numbers, warranty and other information relevant to major equipment items.
- Ensure that items of equipment are made available to Course Leaders and other Members as needed for U3A purposes and as authorised/advised by the Management Committee and/or Course Committee.
- Assist Course Leaders as necessary, to understand the use of the various items of equipment, arranging workshops from time to time in consultation with the Course Coordinator on the use of hardware and software.
- Attend to the secure storage and maintenance of items, including purchase of spare parts and new equipment as needed.
- Maintain a record of the location, allocation, return and usage of equipment items.
- Research and recommend purchase for specific equipment needs.

Currently, unallocated equipment is stored in our storage area at 73 Station St, Bowral when it is not being used for Courses. Depending on circumstances and as set out in a roster each term, equipment items may be collected and returned to this location, ferried back and forth by the Equipment Coordinator and/or a helper, or held by a Member during Term time - sometimes to be collected and returned by other Members for use in their courses.

Equipment that has been procured for particular courses is generally held by a course member during Term, to be returned to Station Street storage unit when not in use. This equipment may be used for other U3A purposes at the discretion of the Equipment Coordinator.

The Management Committee has determined not to insure U3A equipment, because of the costs of insuring portable equipment and the problems of securing it at Station Street and elsewhere.

### **5.5.1 ORGANISING TECH SUPPORT FOR VENUES**

As soon as the Courses Booklet is issued prior to the commencement of each term, the Equipment and Technology Coordinator will prepare a schedule of courses where technology support is required. The schedule will include:

- Name of Course.
- Name of Course Leader & phone or email contact details.
- Venue location.
- Day of Week the course will be conducted.
- Time of day course will commence.
- Frequency (weekly, fortnightly, etc).
- Name of U3A office holder assigned to provide technology support for each session.
- Weekly schedule of course sessions highlighting the date of each session.

The E&T Coordinator will arrange a panel of members willing and trained to attend sessions at least 30 minutes before commencement, to assist in the setup of computer/projector and sound presentations.

The Course Support Schedule is distributed to the Venues Coordinator and the panel members so that they can identify those courses that they will be available to support.

Each member allocated to support a course contacts the Course Leader prior to commencement of each course to arrange venue access and set up of the required technology. The support member should attend at the conclusion of each session to ensure technology items are properly closed down and stored and the venue closed up.

## **5.6 EDITOR: THE “WISE OWL” NEWSLETTER**

In the past, “The Wise Owl” was published four times a year comprising the term’s course-related information and schedule together with news to the membership.

From Term 2, 2022, 2 separate documents will be available to members: The Course Booklet downloaded direct from UMAS4Members and the “The Wise Owl” newsletter containing items of news from the President and the Course Co-ordinator, articles about courses and inputs from members.

The Editor is usually a member of the Management Committee.

Duties include:

- Quarterly download the Course Booklet as a Word document from the database when advised by the Course Coordinator that the course lists have been finalised. This Booklet (which does not provide course leader contact details to protect their privacy) is to be provided to the Web Manager for uploading to our website. Timing is as defined in the Annual Calendar.
- For those members not on email, copies can be collected from the Station Street Office. **For 2022 ONLY**, liaise with Membership Co-ordinator to mail to those who have paid for a hard copy Course Schedule.
- For publication in “The Wise Owl” newsletter, obtain reports from the President and Course Coordinator along with any general information, articles and photos for publication.
- Edit drafts as provided by Committee and members to ensure an engaging and readable document for members overall.
- Arrange for proofing by selected Committee Members in PDF format, with a deadline for return with specified changes.
- When complete, email to all members or provide a link to the source document.

**For critical dates each term**, to align with the **U3A annual Calendar**:

- i. *Courses Finalised* which is when Course Coordinators give the OK to proceed to extract the data from the database.
- ii. Ensure the Course Booklet is available on the website 1-2 days before Enrolments open.

After the Management Committee changeover at the AGM, the outgoing “Wise Owl” Editor will be required to ensure a smooth transition to the new editor, often by preparing at least part of the next term’s “Wise Owl”. The incoming Editor should liaise with the outgoing Editor about when and how he/she should be eased into the new role.

## **5.7 THE ONLINE U3A MEMBERSHIP ADMINISTRATION SYSTEM (UMAS)**

We use UMAS for managing our U3A memberships and courses. UMAS and its companion systems are provided commercially by the software development firms of Soft Sys and Barbending Designs, and used by more than 50 U3As.

UMAS is accessed from our U3A Southern Highlands website via desktop, laptop, tablet, and smart phone computers. Our members and prospective members have access to the members-only component of UMAS which is called U-MAS for Members (or U-MAS) to join or renew their memberships, maintain their personal details on file, enrol in courses, pay membership and course fees, and report class absences. The administrative component of UMAS is available only for course leaders and Management Committee members and their delegates to perform administrative functions necessary to run our operations. For example, course leaders can use UMAS to track their course enrolments and member absences, contact class members by email, and print attendance sheets. UMAS automatically notifies course leaders of member enrolments and absences. UMAS is customisable by the Systems Administrator through selection of various system settings. This functionality allows us to tailor the system to best match our operating policies and procedures.

### **5.7.1 SYSTEMS ADMINISTRATOR**

UMAS and U-MAS are administered by the Systems Administrator at the direction of the Management Committee. The role consists of the following duties:

- Be knowledgeable of the primary software functionality, database, and operations of UMAS and U-MAS.
- Provide support for members generally, and specifically for members of the Management Committee and their delegates, and course leaders in using UMAS and U-MAS in the areas accessible to them.
- Assist in training users in the operation of UMAS and U-MAS as requested by the Management Committee.
- Maintain the system settings for UMAS and U-MAS and regularly monitor the settings to ensure they are correct and best match our operating policies and procedures.
- Help ensure the security of UMAS and U-MAS:
  - ✓ Maintain a confidential master password in UMAS for the systems administrator access security level and communicate it to two of the principal officers of the Management Committee for backup purposes.
  - ✓ Assign access security levels in UMAS to Management Committee members and their delegates.
  - ✓ Delegate to the Course Coordinator the assignment of access security level 4 in UMAS to course leaders.
  - ✓ Regularly monitor the UMAS Member Security List and ensure the access security levels are assigned correctly.
- Attend U3A Network Victoria UMAS User Group meetings where possible and be on the mailing list for the User Group communications.
- Liaise on technical and business functionality, usage, problems, and operations of UMAS and U-MAS with:
  - ✓ Key members of the U3A Network Victoria UMAS Support Team and the Website Template Support Team,
  - ✓ Key software developers/owners of the Soft Sys and Barbending Designs software development firms,
  - ✓ The technical support/owner of the Red Rook hosting service provider, and
  - ✓ Our U3A Southern Highlands Web Manager.
- Research, document, and report UMAS and U-MAS problems and apparent system discrepancies to Soft Sys and Barbending Designs.
- Promptly perform UMAS software upgrades when instructed by Soft Sys to do so and confirm UMAS operates correctly after each upgrade, and promptly thereafter request Barbending Designs to perform an upgrade of our Priority Enrolments System (PES) on our behalf and confirm that U-MAS works correctly after each upgrade.
- Plan and coordinate user testing of changes in UMAS and U-MAS functionality.
- Keep the Management Committee informed of important happenings related to UMAS and U-MAS.
- Routinely make backup copies of the UMAS database.
- Annually perform a UMAS rollover of the membership database.

## 5.7.2 WEB MANAGER

As a delegate of the Management Committee, our Web Manager is responsible for the technical operation and maintenance of our website. This includes making changes to the site content based on instructions from the content owner(s) and uploading and storing content in the WordPress media library both on an ad hoc basis and on a recurring scheduled basis (eg, changes to term dates and uploading the newsletter) as approved by the Management Committee. Also included are technically maintaining and keeping up to date the WordPress content management system, the U3A Theme and any plug-ins approved by the Management Committee; writing HTML (hypertext markup language) as needed; performing regular system backups (and restores if needed), ensuring the security of the system; monitoring web site performance; and liaising with our host internet service provider RedRook on technical matters related to the website

## 5.8 COMMUNICATIONS

### External:

While membership numbers are greater than 1000, there is no urgent need to attract more members. However, the Management Committee believes in the social duty we have to ensure members of the community are aware of our existence and the benefits to be derived from belonging to U3A. To this end, the Communications Coordinator will use various media to provide information to the community about the role of U3A and its courses.

### Internal:

- Where required, give assistance to Committee members or course leaders for any information they need to generate, either in a writing, editing or verbal capacity.
- Review all documents available on the website, to ensure they are up to date and that the wording is clear and unambiguous.
- Facilitate the updating as necessary of all U3A policies.

## 5.9 PUBLIC OFFICER

The public officer is the official point of contact for the association. The Public Officer is one of the authorised signatories of the Association. (An authorised signatory is a person with authority to sign official documents on behalf of the association).

The public officer is responsible for:

- Notifying Fair Trading of any change in the association's official address within 28 days.
- Receiving all association documents from a committee member within 14 days, upon the Committee member ceasing or vacating office. In practice it is expected that an exchange will occur between Committee members holding similar role without the intervention of the Public Officer.
- Returning all association documents to a Committee member within 14 days, upon the Public Officer member ceasing or vacating office.
- The address of the Public Officer is the address of service of documents served on the association. The Public Officer is tasked with bringing them to the immediate attention of the Committee.
- Delivering the Association's documents if and when the Association is subject to external administration or a winding up order.
- Keeping the Committee informed on matters affecting the corporate status of the Association (such as changes to legislative requirements), while the President and Committee should ensure that the Public Officer has such access to the records of the Association as he may require but that access the extent of

that to any third parties is to be determined by the Executive Committee or Committee, whichever is the more convenient to convene, recognising the provisions of the Constitution and in particular, Clause 154, and the determination of the Executive or Committee will prevail. For clarification the Public Officer is not to provide access to any of the Associations records without reference to the President or in the absence of the President the Vice President in the first instance and in the absence of the Vice President, the Secretary.

### **5.10 GOVERNANCE OFFICER**

This position is a delegation from the Committee, not a Committee role. The Governance Officer is responsible for:

- Advising the President and Management Committee on matters of governance. Keep the Committee informed on;
  - o matters relating to good governance,
  - o matters affecting the corporate status of the Association (such as changes to legislative requirements),

### **5.11 FINANCIAL REVIEW**

There is no statutory requirement for the association to appoint an auditor. Nevertheless the Management Committee has determined that a member with an appropriate understanding of the organisation and the accounting systems be appointed to carry out an annual limited review of the financial records and to assure the membership of their accuracy and integrity of the accounts and that the Annual Financial Statements represent a true and fair view of financial state of the association. The reviewer is appointed at each Annual General Meeting on the recommendation of the Management Committee.

### **5.12 ARCHIVES**

- Hard copy of past records (such as minutes and treasury information) are stored securely in U3A storage facility.
- Financial records should be maintained for 5 years after they were made <https://www.ato.gov.au/search/#>.
- Minutes and meeting papers to be retained indefinitely.
- Register of Members needs to be retained indefinitely.
- Documents that provide title to assets such as title deeds or evidence relating to intellectual property should also be retained indefinitely.

“Wise Owls” and AGM and General Minutes are currently archived on the website but, they, and those documents generally described above and other association records may and /or will be moved to an online cloud document storage facility.

## APPENDIX A: GENERIC CALENDAR

[The Annual Calendar file can be recorded most easily onto Excel for editing]

Our U3A year follows the NSW Public School terms calendar and hence our calendar is built around those dates. In recent terms, a student-free day has been held in schools on the first Monday of the new term. Because of the number of public holidays on a Monday, we have scheduled our term to start on that Monday with minimal impact on members/courses.

1. **Add in Public Holidays.**
2. **A Generic Term working backwards from start of a term (applies for Terms 2,3 and 4).**

What	When	Who	Example Term 2, 2018
Term Starts (Mon)			Mon 30 April
Mail out/Email Enrolment Acceptances (Mon)	3 weeks before	Enrolments	Mon 9 April
Enrolments Close online (Postal Enrolments close 2 days later on the Friday)	Wednesday of the week before	Enrolments	Wed 4 April
"Wise Owl" posted /email sent re Enrolments open	2 weeks prior	WO editor/ Membership Coordinator	Wed 21 March
Courses Finalised	3 weeks prior	Course Coordinators	Wed 28 Feb

3. **Term 1 Exception:** Whereas Term 1 is set up late in the previous year for the following year; Mail out /Email Enrolment Acceptances occur Monday AFTER Term 4 ends Mon 17 Dec.
4. **Add in Executive Meetings: 1st Thursday in the month 4.15pm. January Meeting 2nd Thursday.**
5. **Add in Committee Meetings: 3rd Tuesday in the month 9.30 am. January Meeting 1st Tuesday after** Term 1 starts and before AGM. December Meeting most likely replaced by a Christmas Committee Function.
6. **Add in AGM and GM:** Wednesday after Executive Meeting (Committee).
7. **Nominations for Committee Close:** 2 weeks prior to AGM.
8. **Public Notices re AGM:** 3 weeks prior to AGM (Secretary).
9. **Add in Course Leaders Function:** During School holidays at end Term 3 (Wed) (Committee).
10. **Add in Membership Renewals Open:** Soon after Term 4 starts in October.
11. **Add in Roll-Over:** To be agreed between Treasurer and Webmaster (most likely November).

**EXAMPLE: 2020 CALENDAR**

<b>U3A 2020 CALENDAR</b>		
January Executive meeting to approve special resolutions/email to Man Comm for review and approval	Thurs 9 Jan	Executive
Committee Nominations Open	Friday 17 Jan	
Email/Mail SGM notices to all members posted/emailed	Thurs 23 Jan	Secretary
Call for Nominations for Positions	Sat 25 Jan	
Public Holiday for Aus Day	Mon 27 Jan	
<b>Term 1, 2020 starts</b>	<b>Tues 28 Jan</b>	
<b>Advertise AGM/email re AGM</b>	<b>Mon 3 Feb</b>	Secretary
January Management Committee Meeting to approve accounts	Wed 5 Feb	Committee
February Executive meeting	Thurs 6 Feb	Executive
Nominations close for committee positions to be included in notice paper.	<b>Sat 8 Feb</b>	Secretary
Email/Mail AGM notices with names of nominations for Committee to all mem	Mon 10 Feb	Secretary
End of year Financials loaded to database	12-Feb	Treasurer/Webmaster
AGM/Special GM	26-Feb	
<b>Term 2 Courses Finalised</b>	Wed 26 Feb	Course Coordinator
NEW Management Committee February meeting	3-Mar	Management Committee
March Executive meeting	Thur 5 Mar	Executive
March Management Committee meeting	Tue 17 Mar	Management Committee
<b>WO published/Enrolments Open</b>	Wed 18 Mar	WO editor/Enrolments Co-ordinator
<b>Term 2 enrolments close</b>	Wed 1 Apr	Enrolments Co-ordinator
April Executive meeting	Thur 2 Apr	Executive
<b>Mailout of acceptances</b>	Mon 6 Apr	Enrolments Co-ordinator
<b>End of Term 1, 2020</b>	<b>Thurs 9 Apr</b>	
<b>EASTER</b>	<b>Fri 10 - Mon 13 April</b>	
April Management Committee Meeting	Tue 21 Apr	Management Committee
<b>Term2, 2019 starts</b>	<b>Mon 27 Apr</b>	
May Executive meeting	Thur 7 May	Executive
May Management Committee Meeting	Tue 19 May	Management Committee
<b>Term 3 Courses Finalised</b>	Wed 20 May	Course Coordinator
June Executive meeting	Thur 4 Jun	Executive
Queens Birthday Holiday	Mon 8 Jun	
<b>WO published /Enrolments Open</b>	Wed 10 Jun	WO editor/Enrolments Co-ordinator
June Management Committee Meeting	Tue 16 Jun	Management Committee
<b>Term 3 enrolments close</b>	Wed 24Jun	Enrolments Co-ordinator
<b>Mailout of acceptances</b>	Mon 29 Jun	Enrolments Co-ordinator
July Executive meeting	Thur 2 July	Executive
<b>End of Term 2 2020</b>	<b>Fri 3 Jul</b>	
<b>Term 3 2020 starts</b>	<b>Mon 20 Jul</b>	<b>Note School starts Tuesday</b>
July Management Committee Meeting	Tue 21 July	Management Committee
August Executive meeting	Thu 6 Aug	Executive
<b>Term 4 Courses Finalised</b>	Wed 12 Aug	Course Coordinator
August Management Committee Meeting	Tue 18 Aug	Management Committee
<b>WO published/Enrolments Open</b>	Wed 2 Sep	WO editor/Enrolments Co-ordinator
September Executive meeting	Thur 3 Sep	Executive
September Management Committee meeting	Tue 15 Sep	Management Committee
<b>TULIP TIME</b>	22 Sept - 5 Oct	
<b>Term 4 enrolments close</b>	Wed 16 Sep	Enrolments Co-ordinator
<b>Mailout of acceptances</b>	Mon 21 Sep	Enrolments Co-ordinator
<b>End of Term 3 2020</b>	<b>Fri 25 Sep</b>	
<b>Labour Day Holiday</b>	<b>Mon 5 Oct</b>	
October Executive meeting	Thur 10 Oct	Executive
<b>Course Leaders Meeting / Lunch</b>	<b>Wed 7 Oct</b>	Management Committee
<b>Term 4 2020 starts</b>	<b>Mon 12 Oct</b>	
<b>MEMBERSHIP RENEWALS FOR 2021 OPENS</b>	<b>13-Oct</b>	Membership Co-ord
October Management Committee meeting	Tue 20 Oct	Management Committee
<b>Term 1, 2021 Courses Finalised</b>	Wed 4 Nov	Course Coordinator
November Executive meeting	Thur 5 Nov	Executive
<b>2020 Rollover</b>	17-Nov	Webmaster/Treasurer
November Management Committee Meeting	Tue 17 Nov	Management Committee
<b>WO published with notices of AGM/GM/ Enrolments Open</b>	Wed 25 Nov	WO editor/Enrolments Co-ordinator
December Executive meeting	Thur 3 Dec ?	Executive
<b>Term 1 2021 Enrolments Close</b>	Wed 9 Dec	
<b>End of Term 4 2020</b>	<b>Fri 11 Dec</b>	<b>NSW School hols start Wed 16th</b>
<b>Mailout of acceptances</b>	Mon 14 Dec	Enrolments Co-ordinator
<i>December Management Committee Xmas meeting</i>	<b>TBA</b>	

## APPENDIX B1: NOTICE OF ANNUAL GENERAL MEETING

### U3A - SOUTHERN HIGHLANDS INC

#### NOTICE OF ANNUAL GENERAL MEETING

[Prior notice of AGM with date to be included in “Wise Owl” preceding date of AGM]

Members are invited to attend the **Annual General Meeting** of U3A - Southern Highlands Inc to be held on [Insert Date] at [Insert Time] at [Insert Venue].

The business of the meeting will be to confirm Minutes of the previous AGM (copies are U3A Southern Highlands website, Archives/ AGM), to receive reports on the activities of U3A, and to elect a President, Vice President, Secretary, Treasurer, Course Coordinator and up to seven general members of the Management Committee for [Insert Current Year].

Financial Statements will be available 14 days prior to the AGM on U3A Southern Highlands website at *Archives/ Balance Sheets & Income and Expenditure* for [Insert Previous Year].

An Open Forum may be held at the close of the meeting.

A notice of Annual General Meeting will be further sent to all members on the Register of Members at the date of transmission at least 14 days, subject to the notice provisions, by email for those who have registered email addresses and by post in the absence of an email address, together with an Agenda for the meeting.

## APPENDIX B2: AGENDA AGM /GENERAL MEEETING

### U3A - SOUTHERN HIGHLANDS INC

#### ANNUAL GENERAL MEETING and GENERAL MEETING

[Insert Venue]

[Date and Year]

#### Agenda

The Business of the meeting is:

- 1 Welcome
- 2 Declaration that a quorum is in attendance
- 3 To confirm the minutes of the last Annual General Meeting
- 4 To receive Reports -
  - A President Report
  - B Course Coordinator Report
- 5 Financial Reports -
  - A To receive the Treasurer's Report for the year ending 31 December
  - B To receive the Financial Statements comprising the Statement of Income and Expenditure and Balance Sheet, for the year ended 31 December (insert) and the Opinion of the Financial Reviewer
6. To elect the Principal Officers
  - The Executive:
    - President
    - Vice President
    - Secretary
    - Treasurer
    - Course Coordinator
7. To elect the Management Committee- up to 7 members to be elected. Nominations have been received from .....
8. To elect the Financial Reviewer
9. Other Business- Any other business that may be properly brought to the notice of the ..... meeting
- 10 Closure of the meeting

**Please Note:** Other Business Notice required, refer to the Model Constitution, Associated Incorporations Regulations 2016, Paragraph 28(4).

Any business requiring a resolution of the meeting requires 14 days' notice prior to the meeting and compliance with email and postal notice provisions.

OPEN FORUM (Optional)

Refreshments will be served after the close of the meeting.

## APPENDIX B3: Checklist of Activities for AGM / GENERAL MEETINGS

- NOTICES AND AGENDA - Secretary consulting with President
- MULTIPLE COPIES OR POWERPOINT PROJECTIONS OF PREVIOUS MINUTES AND FINANCIAL STATEMENTS – Secretary, Treasurer and Course Coordinator
- SPECIAL EQUIPMENT –Equipment Coordinator in liaison with venue contact
- CATERING and SET-UP –Course Support Coordinator
  - LAYOUT OF SEATING
  - LAYOUT OF COMMITTEE TABLE
  - LAYOUT OF REFRESHMENT AREA
- PUBLICITY including Newspaper Notice - Secretary
- REPORTS printed copies for the minutes and/or projected copies
  - President
  - Treasurer
  - Course Coordinator
- HAVE MINUTE BOOKS FROM PREVIOUS MEETINGS AVAILABLE – Secretary
- In case of need, ensure access is available to CURRENT MEMBERSHIP REGISTER - Membership Coordinator
  - REGISTER FORMS FOR MEMBERS PRESENT AND APOLOGISING, AND OF VISITORS
  - TABLE FOR ATTENDANCE REGISTER- Secretary
- VENUE - Venues Coordinator
  - CONFIRM BOOKING AND SET UP ARRANGEMENTS incl arrangements for any needed TABLES and LECTURNS
- ARRANGE / RETURNING OFFICER /TEMPORARY CHAIRMAN TO CONDUCT ELECTIONS -President
- WHEN AN ELECTION IS REQUIRED:
  - MULTIPLE COPIES OF VOTING PAPERS AND CANDIDATE STATEMENTS - Secretary
  - MULTIPLE COPIES OF BLANK VOTING PAPERS (if additional nominations need to be taken from the floor at an AGM) – Secretary
  - ONE RETURNING OFFICER AND THREE SCRUTINEERS-- Secretary in consultation with President

**APPENDIX B4: ATTENDANCE SHEET TEMPLATES**

**MEMBERS ONLY ON THIS SHEET**

**U3A -SOUTHERN HIGHLANDS INC REGISTER OF ATTENDANCE  
ANNUAL GENERAL MEETING [DATE]**

	<b>FAMILY NAME</b>	<b>GIVEN NAME</b>	<b>YOUR SIGNATURE</b>
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>5</b>	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>10</b>	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>15</b>	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>20</b>	.....	.....	.....

**APOLOGIES ONLY ON THIS SHEET**

**U3A -SOUTHERN HIGHLANDS INC REGISTER OF ATTENDANCE  
ANNUAL GENERAL MEETING [DATE]**

**FAMILY NAME**

**GIVEN NAME**

.....

.....

.....

.....

**5** .....

.....

.....

.....

.....

**10** .....

.....

.....

.....

.....

**15** .....

.....

.....

.....

.....

**20** .....

**VISITORS ONLY ON THIS SHEET**

**U3A -SOUTHERN HIGHLANDS INC REGISTER OF ATTENDANCE  
ANNUAL GENERAL MEETING [DATE]**

	<b>FAMILY NAME</b>	<b>GIVEN NAME</b>	<b>YOUR SIGNATURE</b>
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>5</b>	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>10</b>	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>15</b>	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
	.....	.....	.....
<b>20</b>	.....	.....	.....

