

U3A - SOUTHERN HIGHLANDS INC.

INC 987 8806 ABN 82 452 155 213

OPERATING GUIDELINES AND PROCESSES



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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In February 2020 we repealed the then constitution and adopted a new constitution which was based on the “model constitution”.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. Copies of further updates are retained in our Archive and are 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 purposes of this Manual are 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.

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 A.

SECTION 2: PRINCIPAL EVENTS

2.1 ANNUAL GENERAL MEETING (Refer to Constitution clauses 104-106; 114-117)

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 B1), the agenda, (Appendix B2). 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 December 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.

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.

Organisation is a collaborative effort by Committee members. The luncheon is hosted by the Course Coordinator who issues invitations and monitors RSVPs with assistance from other Committee members. 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 October in preparation for membership renewals in November.

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, 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. All documents are stored within the U3A website.

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 recommendation to read the Constitution and Policies and current Standing Orders on the website 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. 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 minutes 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 AGMs 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.
 - 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 Treasurer and delegates duties include:

- **Receipts from members:**
 - Reconcile the U-MAS PayPal receipts report to the PayPal receipts report monthly.
 - Bank cheques received using the Deposit forms and process in U-MAS on a regular basis.
 - Process any EFT receipts per the bank transaction listing in U-MAS on a regular basis.
 - Reconcile the U-MAS Non-PayPal receipts report to the sum of the cheque and EFT receipts monthly.
 - Transfer funds from the PayPal account to the main bank account at least monthly (possibly twice during the Renewal period Oct-Dec).
 - Assist members who are unable to process online payments themselves.
- **Payments:**
 - In order to satisfy s146 of our Constitution the majority of payments should be initiated by the Treasurer via EFT or BPay and counter-authorised by another signatory.
 - A small number of payments can only be made via the Debit Card linked to our Internet bank account. To satisfy s69 of our Constitution these payments should be included on the monthly payments report presented to the next Committee meeting for approval.

Occasionally a payment may only be possible via PayPal. These payments should also be included on the monthly payments report presented to the next Committee meeting for approval.

- The Treasurer keeps the Cheque Book however it is rarely used.
- **Record Keeping and Reconciliations:**
 - All transactions are to be recorded in the MYOB financial software.
 - All supporting documentation and reports are to be kept to facilitate the Financial Review after year-end.
 - All Asset and Liability accounts are to be reconciled, ideally monthly, however at least quarterly.
 - Any duplicate/over payments in the Suspense account should be promptly refunded to members.
- 1. • **Insurance:**
- 2. • Ensure the Public Liability and Voluntary Workers Personal Accident policies are renewed annually.
- 3. • Ensure a copy of the Public Liability policy is emailed to Wingecarribee Council as an interested party.
- **Licences:**
- 4. Ensure the Copyright, OneMusic and ScreenRights licences are renewed annually.
- **Reporting:**
- 5. Provide Financial Reports for the Monthly Management meetings and Annual General Meeting (AGM).
- 6. Prepare an annual budget and 5-year forecast for approval by the Management Committee and presentation at the AGM.
- 7. Complete and forward an Annual Summary of our financial affairs, required under the Associations Incorporation Act, to Fair Trading and to the Public Officer.
- **Member Register:**
- 8. Ensure an Active Members report is run from U-MAS the night before renewals are open for the following year. This is the official Member Register for the current year, the total of which should be reconciled to the number of members who have paid for the current year.
- **U-MAS Rollover:**
- 9. Together with the System Administrator, perform the rollover in U-MAS, normally during November.
- **Membership Fees:**

10. Make a recommendation to the Committee for the setting of Membership Fees for the following year around August/September each year
- **Maintain Registers:**
 11. Maintain a Fixed Asset Register including calculation and recording of depreciation at year end.
 12. Maintain a Bond and Key Deposit Register.
- **Domain Name Registration:**
 13. Renew the domain name registration when it falls due (normally every two years in August).

4.5 COURSE COORDINATOR

The principal purpose of SH U3A is to enable a learning community. This is done by scheduling courses that aim to lead to members' learning and social interaction. Course coordination embraces the development and delivery of courses and it 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, Enrolments Coordinator, Equipment and Technology Coordinator, as well as the Course Support Coordinator, the Webmaster and the Course Booklet Editor/s, and also liaises with the Treasurer and Membership Coordinator.

4.5.1 COURSE COORDINATOR ROLE DESCRIPTION

The Course Coordinators endeavour to ensure that courses comply with our Aims and Constitution. The Coordinator and Co-Coordinator share the tasks below, according to their experience, interests and talents.

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

- **Sourcing Courses and Developing Course Leaders:**
 - 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, venues, dates, days, times, A/V requirements, probable numbers.
- **Course Planning and Project Management:**
 - a. Set a project plan for each term and ensure deadlines are met to enable Course Booklet publication on time.
 - b. Seek to minimise competition between courses of similar content.
 - c. Decide level of course assistance needed depending on course leader capability, how long the group has operated, venue capacity and expected attendance.
 - d. Within the limits of venue availability as discussed with the Venues Coordinator, select venues that suit each course leader's preference, expected numbers, equipment requirements, and cost.
 - e. For any new venue, in collaboration with the Venues Coordinator, identify its relevant features (e.g., location, capacity, facilities, cost) and ensure it is entered into the UMAS database. For any new venue, including offer of a member's home, conduct a site safety check inspection.
 - f. After developing an initial program, liaise with Venues Coordinator to confirm availability of the required venues for each term, and adjust any unexpected availability issues, notifying course leaders of any changes.
 - g. During the enrolments period, track enrolments progressively, and liaise with course leaders concerning any high or low enrolments.
 - h. Decide, in conjunction with Enrolments Coordinator, whether any courses are cancelled at close of enrolments due to low numbers, and any changes to maximum numbers if enrolments are high.
- **Recording Course Support Numbers:**

In entering courses into the database, numbers of course support members are recorded. These are reviewed when enrolments are known. The Course Support Coordinator uses these numbers when emailing participants in courses needing support.

- **Database Management:**
 - a. Set up all course details in the database, including checking for clashes. The Venues spreadsheet is very useful for this purpose.
 - b. Review course information for accuracy and completeness prior to preparation of the Course Booklet.
 - c. Ensure that all course leaders are given course leader access in UMAS.
When course leaders are not members, set up Guest Course Leaders by making them Guest CL members and granting them course leader access in UMAS.
- **Database Instruction and Support:**
 - a. Provide an up-to-date version of the CLs' Guide to UMAS to all course leaders, either by email or by referring course leaders to their availability on the SH U3A website.
 - b. Assist course leaders who need further help to access and make use of UMAS.
- **Zoom Instruction and Support:**
 - a. Provide an up-to-date version of the CLs' and Members' Guides to Zoom to those course leaders running courses by Zoom, either by email or by referring course leaders to their availability on the SH U3A website.
 - b. Assist course leaders who need further help in making use of Zoom.
- **Current term Issues Management:**
Follow up course issues during term, including course cancellations, course leader illness and unexpected venue unavailability.
- **Committee Involvement and Reporting:**
 - a. Participate in monthly Executive and Management meetings.
 - b. Write monthly reports for Management Committee meetings.
 - c. Write a Course Coordinators' report each term in the Course Booklet.
 - d. From time to time, update the Course Leaders' Handbook, sending it to the Webmaster for members to access online, and also the Course Coordinators' section of the Operating Guidelines.
 - e. Manage invitations and replies for the Course Leaders' Lunch.
 - f. Present at AGM, any General Meeting, Members' Meeting and the Course Leaders' Lunch.
- **Handover of Course Coordinators:**
 - a. As the Course Coordinator role is large and complex, it is important to arrange a sustained period of training before a new Course Coordinator takes over. This works well if the new Course Coordinator has previously served as Co-Coordinator.
 - b. The timing of a handover can be challenging, depending on the timing of the AGM relative to planning 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.

The Course Coordinators keep a running courses list as a Courses spreadsheet with details provided by course leaders and prospective course leaders. (This includes cases where course leaders provide ideas for courses some terms ahead.) In consultation with the course leaders, the group of courses offered repeatedly is presumed to be repeated each term, usually with the same timing and details, including venues, unless notified to the contrary. Because they have a cohort of regular attendees, the members usually decide on course support roles (course assistant, room setup) amongst themselves. These courses are loaded into the database early in the planning process.

Category 2 courses

There is a second category where courses are usually 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 planning process to enable early scheduling of those courses and entry into the 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, often after revision.

4.5.2.2. Process of sourcing courses: Multiple approaches

1. Early in a term, the Course Coordinators email all members and also Guest CLs, calling for courses for the coming term and perhaps for the remainder of the year or beyond.
2. In Course Coordinator remarks in the termly Course Booklet, encouragement is provided to members to put their hand up to lead a course.
3. This is also done in the Course Coordinator's annual report at the AGM.
4. Contact is made with those on the running Courses spreadsheet who have earlier indicated interest. The Course Coordinators do not rely on this list as changes may have occurred by the time contact is made.
5. Finding courses and course leaders is a responsibility of all members of the Management Committee through their contacts, reading and ideas from other U3As. All U3A members are regarded as potential course leaders. Whenever members (or non-members) express interest in or an aptitude for a subject area, they should be encouraged to discuss their ideas with the Course Coordinators, although potential course leaders who run businesses must not seek commercial outcomes.

4.5.2.3. Supporting course development

Many course leaders, especially new ones, need encouragement and support in developing their courses, particularly with course description, content and presentation, as well as the use of computer technology e.g., PowerPoint. Some new course leaders are uncertain about the appropriate level or kinds of presentation. The Course Leaders' Handbook, available on our website on the About Us>Policies and Procedures page (and elsewhere), answers some of these questions. Otherwise, the Course Coordinators can guide and mentor one-on-one, fleshing out with the course leader their Course Proposal (the form is in the Course Leaders' Handbook and downloadable from the website page About Us>Policies and Procedures), as well as how best to lead to sustain interest and to support learning.

4.5.2.4. Scheduling and venues

So that members have a wide choice of courses, the Course Coordinators spread courses throughout the week, although this is subject to course leader preferences and venue availability, with as few clashes as possible between courses with a similar appeal. Clashes with the AGM (term 1) are avoided, if possible.

Using information from the Venues Coordinator and the Venues spreadsheet to reveal the use of venues across a term, courses are allocated to suitable venues. A watch is kept on cost of venue versus number of participants to keep expenses controlled; sometimes a course is moved to an available smaller venue if final numbers are small. Courses are advised to the Venues Coordinator ready for booking at least two weeks before the Courses Finalised date in the annual committee calendar.

4.5.2.5. Entering courses in UMAS and Course Booklet

Once a Course Proposal is received from a course leader, the course is tentatively allocated to a suitable venue and loaded into the database. This entry includes information about maximum course numbers and numbers of course support people in readiness for enrolments. (Continuing courses commonly use volunteers from the group, so no numbers are allocated for them, except in exceptional circumstances.) Once all courses are entered, CLs are emailed to ask them to check the accuracy of course entries. After any modifications, venues are booked by the Venues Coordinator. This often takes some weeks. When bookings are finalised, Course Coordinators advise the Course Booklet editor/s that the data is ready for compilation.

4.5.2.6. Monitoring enrolments

During the enrolment preferences period, the Course Coordinators monitor enrolment requests in the database. Towards the end of the period, they make contact with course leaders where numbers are below

desired minimum or above stated maximum numbers. Course Coordinators may revise the database maximum numbers relative to enrolments. Occasionally, courses are cancelled, or postponed, when numbers are particularly low.

4.5.2.7. **After preferential enrolments close**

Course Coordinators may again revise the database course assistance numbers relative to enrolments. They then advise the Course Support Coordinator that numbers are ready for action.

4.5.2.8. **Before courses commence**

Approximately two weeks before a term commences, Course Coordinators email course leaders, describing the process involved in the administration of their courses (e.g., welcome participants, advise of any special course features, print Class and Attendance Lists and Accident Report Sheets). If course leaders cannot access the lists, close to the start of term, Course Coordinators email them to course leaders.

In parallel with this, the Course Support Coordinator contacts course leaders to ensure they have Class Lists and Attendance Lists; and the Equipment & Technology Officer discusses equipment needed.

Arrangements are confirmed by the Venues Coordinator for course leaders to access their venues, including information about keys, security and any specific venue details. Commonly, a familiarisation session with the venue and/or equipment (e.g., laptop, TV/data projector, microphone) is 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, with equipment and furniture, with venue managers cancelling a booking. For a variety of reasons such as illness, course leaders may need to cancel classes. In most cases, the course leader advises Course Coordinators who can direct the problem to whoever might best deal with the matter.

4.5.2.10. **After courses have finished**

Our U3A cannot regulate the quality of course content or delivery, nor does it formally evaluate course leadership, but Course Coordinators do sometimes seek feedback, particularly concerning new courses.

As records for insurance purposes, Course Coordinators retain course Attendance Lists provided by Course Assistants. It is useful but not obligatory, both for keeping control over venue costs and for keeping an eye on actual attendance patterns, to monitor attendance sheets from time to time.

4.6 **MAINTENANCE OF SUPPORT MATERIALS**

To ensure that they reflect the current rules, regulations and processes under which U3A courses are run, the following documents are regularly reviewed:

- *Course Leaders' Handbook*
- *CLs' Guide to UMAS*
- *CLs' Guide to Zoom, Members' Guide to Zoom*
- *Course Coordinators' Work With UMAS*
- *Course Proposal Form*
- the Course Coordinators section of the Operating Guidelines document which is located online in the Committee Documents section, under Policies and Procedures.

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 e.g. New Members Welcome.
- Holding blank membership forms to issue on request.
- Creating membership ID badges for new and renewing members and posting or emailing them only on request from a member.
- 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.

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.

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 system. 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 Enrolments Coordinator does the following, each Term, using the 'sohiu3a' website:

- Activates the online enrolment facility at the time set out in the U3A Calendar.
- Informs all members via a bulk email that the Course Booklet for the next Term is available on-line, and that on-line Preferences are open.
- During the preference selection period, collects the completed request forms mailed to the U3A post box (421) and enters the requests into the system. 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 any pre-payments are only to be made once enrolment is successful.
- 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.
- Backs up the preferences onto own computer, then processes the preferences using the online facility to determine the acceptances for each course.

After the Preferences program has been run, the Enrolments Coordinator will:

- Send Course Acceptance/Waitlisted advices to all applicants with known email addresses and mails out acceptances to those without email.
- Open Direct Enrolments and advise all members via another bulk email, that courses still on the list ARE available. (as courses reach their agreed maximum they will show as Full and will be Waitlisted)
- Monitor phone messages and emails during the enrolment period and process enrolment enquiries.

An outgoing Enrolments Coordinator should ensure that an incoming Enrolments 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.
- 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, “**Course Support Guide**”. These arrangements can be staggered over the term and should be in place several weeks prior to the course commencing. After COVID-19 regulations were relaxed, it was decided not to continue with Tea Break assistants, although kitchens are open and courses can be self-managing.

The Course Support Coordinator requests volunteers via email and/or phone calls from enrolled class members. Volunteers are reminded to read the Course Support Guide 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.

Course Assistant

The Course Assistant is asked to follow procedures below:

Collect a small donation from participants to purchase a card, token gift of wine, gift/book voucher to the amount of the donations if the course of longer than one session.

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

Set Up Team

The Set Up Team sets out the chairs and table/s according to requests of the Course Leader ensuring adequate spacing. They open/close windows, if applicable.

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.

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, two separate documents are available to members: The Course Booklet downloaded direct from UMAS4Members and the “The Wise Owl” newsletter containing items of news from the President, 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. **Currently this function is performed by the Enrolments Coordinator.**
- Liaise with Membership Co-ordinator to mail to those who have paid for a hard copy Course Booklet.
- 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.

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. 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, contact class members by email, and print attendance sheets. UMAS automatically notifies course leaders of member enrolments. 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 with the Treasurer.

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 Course booklet) 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; monitoring web site performance; and liaising with our host internet service provider RedRook on technical matters related to the website. Any changes or alterations are only to be made after discussion with Committee and/or Soft Sys and Barbending Designs.

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 both the official point of contact for an incorporated association and one of the authorised signatories. (An authorised signatory is a person with authority to sign official documents on behalf of the association). However, the Public Officer is not automatically a signatory to the association's bank account. The public officer is also the official address of the association which must be in NSW and not a Post Office box number.

A committee member, an ordinary member or a person outside the association may be appointed to hold the position of Public Officer. (It is not an elected position).

The committee must fill any vacancy in the position of Public Officer within 28 days of the position being vacated. A Public Officer will vacate the position if he/she dies, resigns in writing to the committee, is removed from office by the passing of a resolution at a General Meeting, becomes bankrupt, becomes a mentally incapacitated person, ceases to be a resident of New South Wales, or meets any circumstances as provided for in the constitution.

The new Public Officer must notify Fair Trading within 28 days of the new appointment.

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.
- Maintaining records of the Register of Committee Members and Register of Signatories each year.
- 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/she 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 15, 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 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.

5.11 ARCHIVES

- Prior to the implementation of U-MAS, soft-copy of all previous Wise Owls, Minutes of AGMs and Financial Reports were archived on the old database. These were copied onto USB sticks and copied across by the Technology and Equipment Coordinator onto the U3A laptops. Since the implementation of U-MAS, these documents are to be stored in the password-protected Committee Documents section.
- Financial records should be maintained for 5 years after they were made.
- 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.

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. An Example Calendar:

U3A 2023 CALENDAR

January Executive meeting	Thurs 5 Jan	Executive
January Management Committee meeting	Tues 17 Jan	Committee
Term 1, 2023 starts	Mon 30 Jan	
February Executive meeting	Thurs 2 Feb	Executive
Committee meeting to approve accounts	Mon 13 Feb perhaps	Committee
Nominations for Committee Close	Tues 14 Feb	
Mailout/email members re AGM	Mon 20 Feb	
Feb Management Committee meeting	Tues 21 Feb	Management Committee
End of year Financials loaded to database	Wed 1 March	Treasurer/Webmaster
March Executive meeting	Thur 2 March	Executive
Term 2 Courses Finalised	Mon 6 March	Course Coordinator
March Management Committee meeting	Tue 14 March	Management Committee
2023 AGM	Wed 15 March	Committee
CB Published/Enrolments Open	Mon 27 March	CB editor/ Enrolments Coordinator
April Executive meeting	Thur 6 Apr	Executive
End of Term 1, 2023	Thurs 6 April	
Term 2 enrolments close	Mon 10 Apr	Enrolments Coordinator
EASTER 2023	Fri 7 Apr - Mon 10 Apr	
April Management meeting	Tues 18 Apr	Management Committee
Term 2, 2023 starts	Mon 24 Apr	
Anzac Day	Tues 25 Apr	
May Executive meeting	Thur 4 May	Executive
May Management Committee meeting	Tues 16 May	Management Committee
Term 3 Courses Finalised	Mon 29 May	Course Coordinator
June Executive meeting	Thurs 1 June	Executive
King's Birthday Holiday 2023	Mon 12 Jun	
CB published /Enrolments Open	Mon 19 Jun	CB editor/Enrolments Coordinator
June Management Committee meeting	Tue 20 Jun	Management Committee
End of Term 2, 2023	Fri 30 Jun	
Term 3 enrolments close	Mon 3 July	Enrolments Coordinator
New Members Forum and Morning Tea	Tues 4 July	Committee
July Executive meeting	Thur 6 July	Executive
Term 3, 2023 starts	Mon 17 July	
July Management Committee meeting	Tue 18 July	Management Committee
August Executive meeting	Thurs 3 Aug	Executive

August Management Committee meeting	Tue 15 Aug	Management Committee
Term 4 Courses Finalised	Mon 21 Aug	Course Coordinator
September Executive meeting	Thur 7 Sep	Executive
CB published/Enrolments Open	Mon 11 Sep	CB editor/Enrolments Coordinator
September Management meeting	Tues 19 Sep	Management Committee
End of Term 3, 2023	Fri 22 Sep	
Term 4 enrolments close	Mon 25 Sep	Enrolments Coordinator
Labour Day Holiday 2023	Mon 2 Oct	
October Executive meeting	Thur 5 Oct	Executive
Term 4, 2023 starts	Mon 9 Oct	
2023/2024 Rollover	TBA	Webmaster/Treasurer
October Management Committee meeting	Tue 17 Oct	Management Committee
November Executive meeting	Thur 2 Nov	Executive
MEMBERSHIP RENEWALS FOR 2024 OPEN	Mon 6 Nov	Membership Coordinator
Melbourne Cup Day	Tues 7 Nov	
Term 1, 2024 Courses Finalised	Mon 13 Nov	Course Coordinator
November Management Committee meeting	Tue 21 Nov	Management Committee
December Executive meeting	Thur 2 Dec	Executive
CB published + Notice of AGM/Enrolments Open	Mon 4 Dec	CB editor/Enrolments Coordinator
End of Term 4, 2023 (Schools Tue 19 Dec)	Fri 15 Dec	
Term 1, 2024 Enrolments Close	Mon 18 Dec	Enrolments Coordinator
<i>December Management Committee Xmas meeting</i>	TBA	

Add in Executive Meetings: 1st Thursday in the month 4.30pm.

Add in Committee Meetings: 3rd Tuesday in the month 9.30 am. December Meeting most likely replaced by a Christmas Committee Function.

2. **Add in AGM:** Wednesday after Management Committee Meeting.
3. **Nominations for Committee Close:** 2 weeks prior to AGM.
4. **Public Notices re AGM:** 3 weeks prior to AGM (Secretary).
5. **Add in Course Leaders Function:** During School holidays at end Term 3 (Wed) (Committee).
6. **Add in Membership Renewals Open:** After Term 4 starts in October.
7. **Add in Roll-Over:** To be agreed between Treasurer and Webmaster (most likely November).

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]**

	FAMILY NAME	GIVEN NAME	YOUR SIGNATURE

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APOLOGIES ONLY ON THIS SHEET

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

FAMILY NAME

GIVEN NAME

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VISITORS ONLY ON THIS SHEET

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

	FAMILY NAME	GIVEN NAME	YOUR SIGNATURE

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