



Dacorum U3A

Committee Members' Handbook

Version 1.0

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Table of Contents

1 Introduction.....	5
2 The Charities Commission.....	6
3 The Third Age Trust.....	6
4 Herts Network of U3As.....	6
5 Induction of New Committee Members.....	6
6 Constitution.....	6
1 Name.....	6
2 Administration.....	6
3 Objects.....	7
4 Powers.....	7
5 Membership.....	7
6 Executive Committee.....	8
7 Election of Members of the Executive Committee.....	9
8 Meetings and Proceedings of the Executive Committee.....	9
9 Finance.....	10
10 Property.....	11
11 Accounts.....	11
12 Annual Report.....	11
13 Annual General Meeting.....	11
14 Special General Meeting.....	12
15 Procedure at General Meetings.....	12
16 Alterations to the Constitution.....	12
17 Dissolution.....	12
18 Arrangements for Implementing the Revised Constitution.....	12
7 Standing Orders.....	13
8 Role Specifications.....	13
8.1 Committee Member Roles and Requirements.....	13
8.2 Common Requirements For Trustees.....	13
The Governance Role.....	13
Conduct.....	13
Qualities.....	14
8.3 Committee Member (General Template).....	14
Example Overall Role.....	14
Example Specifically.....	14
8.4 Chair.....	14
Overall Role.....	14
Specifically.....	14
8.5 Vice Chair.....	15
Overall Role.....	15
Specifically.....	15
8.6 Treasurer.....	15
Overall Role.....	15
Specifically.....	16
8.7 Secretary.....	16
Overall Role.....	16
Specifically.....	16
8.8 Membership Secretary.....	17
Overall Role.....	17
Specifically.....	17
Photocopier.....	18
8.9 Group Liaison Officer.....	18
Overall Role.....	18
Specifically.....	18
Starting a New Group.....	19

Consumables Grant Procedure.....	19
Coordinators' Day.....	20
8.10 Hall Bookings Secretary.....	20
Overall Role.....	20
Specifically.....	20
8.11 Equipment Manager.....	20
Overall Role.....	20
Specifically.....	20
8.12 Speaker Secretary.....	21
Overall Role.....	21
Specifically.....	21
8.13 Non Voting (Helper) Member.....	21
Overall Role.....	21
Specifically.....	21
The Governance Role.....	21
Conduct.....	22
8.14 Refreshment Coordinator.....	22
Specifically.....	22
8.15 Minutes Secretary.....	22
Specifically.....	22
8.16 Database Manager.....	22
Specifically.....	22
8.17 WebAdmin.....	23
Specifically.....	23
8.18 Digest Editor.....	23
Specifically.....	23
8.19 Equipment Manager.....	23
Specifically.....	23
9 Coordinators' Handbook.....	23
10 Amendments.....	23

1 Introduction

Dacorum U3A, Reg. Charity 1012612, is an independent learning co-operative of older people, which enables Members to share in educational, creative and leisure activities. There is no minimum age limit but Members generally join when retirement beckons or when they are no longer in full-time employment and would like to take part in a variety of mentally and physically stimulating activities.

In July 2019 there are over one thousand U3As in the UK with a total of over 425,000 Members. Each is a separate charity with its own constitution, groups and methods of operation.

To see our topical programme and current group leaders and Committee Members, the quarterly Digest or <https://u3adacorum.org> should be referred to. The Third Age Trust at <https://u3a.org.uk> provides advice and support that is relied on by all U3As, and receives an annual fee based on our headcount.

As a registered charity, Dacorum U3A has to obey the rules of the Charity Commission and have a constitution and a governing Committee. The people voted onto the committee at Annual General Meetings (AGMs) are known as trustees. The trustees share responsibility for all aspects of running the U3A. All have equal voting rights, and nobody has the right to make 'executive' decisions. However, should there be deadlock, the Chair has an extra 'casting' vote. See <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3> for guidance about the running of a charity and the responsibilities of a trustee.

In accordance with our Constitution, Trustees may serve three two-year terms and must then step down for at least a year. There are also other Members - helpers - who are not trustees and do not have voting rights, but who perform various tasks and are appointed by the Committee.

The trustees, together, make the longer term decisions about the way the U3A is organised and run. They meet about ten times a year, usually on the Friday before each monthly meeting. Depending on the subject matter, and their role, the helpers may or may not attend the meetings, which are open to all Dacorum U3A Members.

There are two types of trustee: Officers, sometimes called 'honorary', and Members.

The officers are the Chair, Vice-Chair, Treasurer and Secretary, who have specific (traditional) responsibilities. The Chair is the figurehead and runs the Committee and monthly meetings; The Vice-Chair assists and steps in as required; The Treasurer keeps the finances and books; The Secretary ensures meetings are correctly recorded, that the voting at the AGM is done correctly and makes annual returns to the Charity Commission.

Not all tasks performed by the Committee have to be done by trustees, although many of them are. The main roles, found to be necessary over many years to run the U3A, which can be seen in any copy of the Digest are:

- Chair
- Vice-Chair
- Treasurer
- Secretary
- Group Liaison Officer
- Membership Secretary
- Hall Bookings Secretary
- Speaker Secretary
- Equipment Manager
- Digest Editor
- Accessibility Officer
- Refreshment Coordinator
- Database Manager

- Webmaster and database developer (Helper Member)
- Minutes Secretary (Helper Member)
- New Members Liaison (Helper Member)

The role descriptions are expanded below and are a reflection of 'How we work' at the time of writing and subject to change and adjustment. As any post becomes vacant it is open to any Member to fill.

2 The Charities Commission

The Charities Commission is the government body that regulates all charities. See <https://www.gov.uk/government/organisations/charity-commission> for a wide range of publications explaining all aspects of charity management. Trustees should refer to the document 'The essential trustee: what you need to know, what you need to do (CC3)', which is downloadable from the above site.

3 The Third Age Trust

There is an overarching and supporting U3A organisation called the Third Age Trust (TAT) to which every U3A pays a capitation fee in exchange for legal support, advice, insurance, music and film licences, magazines and other benefits. Go to <https://u3a.org.uk> for more details. You will have to register to access detailed documents. TAT is also a charity. It does not replace the Charities Commission and provides advice rather than regulation.

4 Herts Network of U3As

Many U3As like to compare their ways of working and experiences and provide feedback to TAT. Because the traditional UK regions are rather large, a number of more conveniently sized 'Networks' have been created by TAT. We belong to the Herts Network, which usually meets quarterly at Woolmer Green. We are allowed to send three delegates.

5 Induction of New Committee Members

People who express an interest in standing for a place on the Committee are usually invited to attend several committee meetings before they are elected. In addition to receiving a copy of this handbook they are also directed to the Third Age Trust web site where the responsibilities are well explained.

6 Constitution

The current constitution is reproduced below in its entirety, including typos.

**CONSTITUTION OF THE UNIVERSITY OF THE THIRD AGE (DACORUM)
A MEMBER OF THE THIRD AGE TRUST
AS AN UNINCORPORATED ASSOCIATION,
ADOPTED AT THE ANNUAL GENERAL MEETING ON 6th AUGUST 2018.**

1 Name

The name of the charity is DACORUM, UNIVERSITY OF THE THIRD AGE hereafter referred to as **The U3A**.

2 Administration

Subject to the matters set out below the Charity and its property shall be administered and managed in accordance with this constitution by the Members of the Executive Committee, constituted by clause 6 of this constitution.

3 Objects

The Object of **The U3A** is the advancement of education, and in particular the education of older people and those who are retired from full time work, by all means including associated activities conducive to learning and personal development, in DACORUM and its surrounding locality.

4 Powers

In furtherance of the Objects but not otherwise, the Executive Committee may exercise the following powers:

- 1) To raise funds and to invite and receive contributions provided that in raising funds the Executive Committee shall not undertake any substantial permanent trading activities and shall conform to any requirements of the law;
- 2) To receive donations, endowments, sponsorship, grants, legacies and subscriptions from persons desiring to promote all or any of the Objects of **The U3A** and to hold funds in trust for the same and apply any funds so acquired for the charitable purposes (subject to any restricted funds being applied to the relevant restricted purposes);
- 3) To buy, take on lease or in exchange any property (real or personal) necessary for the achievement of the Objects and to maintain and equip it for use;
- 4) Subject to any consents required by law to sell, lease or dispose of all or any part of the property of the charity;
- 5) To co-operate with other charities, voluntary bodies and statutory authorities operating in furtherance of the Objects or of similar charitable purposes and to exchange information and advice with them;
- 6) To support any charitable trusts, associations or institutions formed for all or any of the Objects;
- 7) To appoint and constitute such advisory committees as the Executive Committee may think fit;
- 8) To organise promote and run conferences, lectures, seminars, courses and educational events;
- 9) To publish supply and make available books, pamphlets, reports, leaflets, journals, Office instructional matter educational materials and aids of all kinds, whether in printed, electronic or any other forms;
- 10) To associate and collaborate with other U3As and groupings of U3As (such as regional associations and networks) and The Third Age Trust in any way;
- 11) To do all such other lawful things as are appropriate to the pursuit of the charitable purposes and the delivery of benefit to the public in accordance with the charitable purposes.

5 Membership

- 1) Membership of **The U3A** shall be open to individuals who are not in full time gainful employment who are in their Third Age (being the period of time after the first age of childhood dependence and the second age of full time employment and or parental responsibility) who are interested in furthering the work of **The U3A** and who have paid the annual subscription as determined by the Executive Committee and confirmed by the Membership at an Annual General Meeting, and any corporate body or unincorporated association which is interested in furthering the work of **The U3A** and has paid any annual subscription, provided that they agree to abide by this constitution and any conditions properly imposed by the Executive Committee.
- 2) Every individual Member shall have one vote.
- 3) Each Member organisation shall be entitled to receive notice and attend General meetings of **The U3A** having appointed an individual to represent it and informed the secretary of the details but shall have no voting rights.

- 4) The Executive Committee may and for good reason terminate the Membership of any individual or Member organisation if annual Membership or other fees are unpaid 3 months after the due date or the Member acts in a way which is prejudicial to **The U3A** or to the running of **The U3A** or brings it into disrepute provided that the individual concerned or the appointed representative of the Member organisation concerned shall have the right to be heard by the Executive Committee accompanied by a friend who may also speak, or make written representation before a final decision is made.

6 Executive Committee

The management of **The U3A** shall be vested in an Executive Committee, consisting of the Members whose duty it shall be to carry out its general policy and to provide for the administration, management and control of the affairs and property of **The U3A**.

- 1) The Honorary Officers (Chairman, Vice-chairman or men, Secretary, Treasurer) shall be appointed by the Members at the Annual General Meeting.
- 2) The Executive Committee shall consist of not fewer than 5 and not more than 12 Members being:
 - a) The Honorary Officers specified in the preceding clause
 - b) Not fewer than 1 and not more than 8 Committee Members elected at the Annual General Meeting, who shall hold office from the conclusion of that meeting.
 - c) No person may be proposed for appointment or serve as an Officer or as a non-Officer Member of the Executive Committee if they are currently serving as an Officer or non-Officer Member of the Executive Committee of any other local U3A.
 - d) An individual may only serve in one Officer role at a time.
- 3) The roles and responsibilities of the other Members of the Executive Committee will be set by the elected Trustees at its first meeting immediately after the Annual General Meeting.
- 4) The Executive Committee may in addition appoint not more than 2 co-opted Members (who must be U3A Members), who shall have full voting rights and hold office until the next Annual General Meeting. At that meeting a retiring co-opted Member could be proposed for appointment to a first full term on the Executive Committee in accordance with the relevant provisions of this constitution, provided always that an individual cannot be co-opted more than three times in succession. Co-opted Members shall also be appointed Trustees.
- 5) Persons who need not be Members may be invited by the Executive Committee to serve because of their special expertise. They shall have no voting rights and their term of service shall expire at the next Annual General Meeting.
- 6) The Executive Committee may fill any vacancy arising amongst the Officers or other Committee Members, until the following Annual General Meeting. Any such appointee must be a U3A Member. A person so appointed may stand for appointment to a first full term at that meeting, provided he remains a Member of **The U3A**.
- 7) The proceedings of the Executive Committee shall not be invalidated by any vacancy among their number or by any failure to appoint or any defect in the appointment, election or co-option of a Member.
- 8) A Member of the Executive Committee shall cease to hold office if he or she:
 - a) Is disqualified from acting as a Member of the Executive Committee by virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).
 - b) Becomes incapable by means of mental disorder, illness or injury of managing and administering his or her own affairs.

- c) Is absent without the permission of the Executive Committee from 3 consecutive meetings and the Executive Committee resolve that his or her office be vacated.
- d) Is subject to a vote of no confidence from the Executive Committee as a result of actions which bring **The U3A** into disrepute or conduct prejudicial to **The U3A** or failure to abide by the terms of this constitution or decisions of the Executive Committee.
- e) Notifies in writing to the Executive Committee a wish to resign (but only if at least four Members of the Executive Committee will remain in office when the notice of resignation is to take effect which shall be at least 21 days from the receipt of the notification).

7 Election of Members of the Executive Committee

- 1) The outgoing Executive Committee may decide that there shall be a Postal Ballot of all Members to elect the new Members of the Executive Committee. The results of such a ballot shall be announced at the AGM.
- 2) If the Executive Committee has not decided that there shall be a Postal Ballot, the election of Members of the Executive Committee shall be held at the Annual General Meeting of **The U3A**.
- 3) The newly elected Executive Committee shall take office at the conclusion of the Annual General Meeting.
- 4) Honorary Officers and other Committee Members may serve for a period of 2 years. Retiring Honorary Officers and other Committee Members may stand for re-election provided that no one may be elected for more than 3 consecutive 2—year periods without an intervening period of at least one year. These limits will come into effect at the first election after this revised constitution is adopted. [2nd July 2012]
- 5) Prior written nomination of any candidate for appointment as an Officer or a non-Officer Member of the Executive Committee at an Annual General Meeting shall normally be required, made by a proposer and seconder from amongst the Membership of **The U3A** (not being themselves Officers or non-Officer Members of the Executive Committee), to be in the hands of the Secretary of **The U3A** at least 28 days before the meeting. Should nominations exceed vacancies, the decision about appointments shall be taken by ballot. Otherwise, nominations of candidates and the conduct of voting for appointments shall be dealt with in accordance with the Standing Orders of **The U3A** or, if there are no Standing Orders, as determined by the Executive Committee. However if there are insufficient candidates standing for the vacancies the Chairman of the meeting may, as a last resort, appeal for any willing Member present to agree to stand. A vote must be taken and carried by a simple majority for such an appeal for volunteers at the meeting to be permitted. Any willing candidate may then offer himself and be proposed to the meeting for appointment in accordance with the Constitution.
- 6) If insufficient nominations are received to fill the Vacancies for Officers and/or Committee Members, the Executive Committee may as a last resort, appeal to the assembled Members at the Annual General Meeting for permission to ask whether anyone present was willing to reconsider and put themselves forward as a candidate for one of the vacancies. A vote must be taken on this motion and must be carried a simple majority of the Members present for the request to be made.
- 7) In the event of no nominations being received for one or more of the Honorary Officer a majority decision can be taken by the Executive Committee to ask the retiring officer to stay until the next AGM.

8 Meetings and Proceedings of the Executive Committee

- 1) The Executive Committee shall hold at least 4 ordinary meetings each year.

- 2) A special meeting may be called at any time by the Chairman or by any two Members of the Executive Committee upon not fewer than seven days notice being given to other Members of the Executive Committee of the matters to be discussed unless it concerns the appointment of a co-opted Member in which case not fewer than 21 days must be given.
- 3) The Chairman shall chair the meetings and in his or her absence the vice-chairman shall take over or if he or she is also absent the Executive Committee shall choose one of their number to be chairman of the meeting before any business is transacted.
- 4) A President elected by **The U3A** shall not be a Member of the Executive Committee and shall not have voting rights.
- 5) There shall be a quorum when at least one third of the numbers of Members of the Executive Committee for the time being or three Members of the Executive Committee whichever is the greater, are present at the meeting.
- 6) Every matter shall be determined by a majority of votes of the Members of the Executive Committee present and voting on the question but in the case of equality of votes the Chairman of the meeting shall have a second or casting vote.
- 7) The Executive Committee shall keep minutes of the proceedings at meetings of the Executive Committee and any subcommittees and these minutes shall be available for inspection should a Member request it.
- 8) The Executive Committee may from time to time make and alter rules for the conduct of their business, the summoning and conduct of their meetings and custody of documents (including, but not limited to, the use of electronic communications). No rule may be made which is inconsistent with this constitution.
- 9) The Executive Committee may appoint sub-committees consisting of at least one Member of the Executive Committee for the purpose of performing any function or duty which in the opinion of the Executive Committee would be more conveniently undertaken or carried out by a sub-committee, provided that all acts and proceedings of any such subcommittees shall be fully and promptly reported to the Executive Committee. The Executive Committee shall authorise the terms of reference of sub-committees and may alter them from time to time. Sub-committees may make proposals to the Executive Committee, but may not make binding decisions and they shall not have any expenditure authority unless specifically approved by the Executive Committee.
- 10) No Executive Committee Member shall be chargeable or responsible for loss caused by any act done or omitted to be done by him/her or by any other Executive Committee Member or by reason of any mistake or omission made in good faith by any Executive Committee Member or by reason of any other matter other than wilful and individual fraud or wrongdoing or actions knowingly beyond the scope of a specific authority or limit thereon on the part of the Executive Committee Member in question.

9 **Finance**

- 1) The funds of **The U3A**, including all donations, contributions and bequests, shall be paid into an account operated by the Executive Committee in the name of **The U3A** at such bank as the Executive Committee shall from time to time decide. All cheques drawn on the account must be signed by at least 2 Executive Committee Members.
- 2) The funds belonging to **The U3A** shall be applied only in furthering the objects.
- 3) No funds shall be transferred in any way to Committee Members, provided that nothing herein shall prevent the payment in good faith of reasonable and proper out of pocket expenses, incurred in the course of U3A work.
- 4) All proper costs, charges and expenses incidental to the management of **The U3A** and Membership of the Third Age Trust may be defrayed from the funds of **The U3A**.

10 Property

- 1) All property of The U3A shall be applied solely towards the objects of **The U3A**.
- 2) Ownership of property is vested in **The U3A** and items may with the agreement of the committee be transferred. on a temporary basis to a nominated Member's home in pursuance of the his or her designated role until such time as the Member's tenure of office ceases or the Executive Committee request its return.

11 Accounts

The Executive Committee shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification of that Act) with regard to:

- 1) The keeping of accounting records for **The U3A**;
- 2) The preparation of annual statements of account for **The U3A**;
- 3) The independent examination of the statements of account of **The U3A**;
- 4) The transmission of the statements of account of **The U3A** to the Charity Commission.

12 Annual Report

The Executive Committee shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification of that act) with regard to the preparation of an annual return and its transmission to the Commission.

13 Annual General Meeting

- 1) There shall be an Annual General Meeting of **The U3A** which shall be held on such date as the Executive Committee may determine in each calendar year but not later than 15 months after the preceding Annual General Meeting.
- 2) Every Annual General Meeting shall be called by the Executive Committee. The secretary shall give at least 28 days notice of the Annual General Meeting to all the Members of **The U3A**. All the Members of **The U3A** shall be entitled to attend and vote at the meeting.
- 3) Accidental omission to give notice to any Member shall not invalidate the proceedings of any General Meeting.
- 4) Notices of meetings, documents and other communications from **The U3A** to a Member may be sent by electronic communication provided **The U3A** wishes to do so and the relevant Member wishes to receive them in this way and provides an appropriate electronic address to **The U3A**. It is the responsibility of that Member to notify **The U3A** of any change to that address and to comply with any security and other procedures determined by the Executive Committee for such communications. A Member may opt to return to hard copy communications at any time.
- 5) The Executive Committee shall present to each Annual General Meeting the report and accounts of **The U3A** for the preceding year for approval.
- 6) The Executive Committee shall seek approval for the appointment of the examiner for the accounts.
- 7) Nominations for election to the Executive Committee must be made by Members in writing and must be in the hands of the Secretary of the Executive Committee at least 21 days before the Annual General Meeting. Should nominations exceed vacancies, election shall be by ballot.
- 8) If the election of the Executive Committee is to be by Postal Ballot then notification of the AGM must be sent at least 28 days and voting papers must be sent out at least 21 days before the AGM.
- 9) Any proposals to amend the constitution subject to clause 16 shall be considered at the Annual General Meeting and any other business published in the agenda.

14 Special General Meeting

The Executive Committee may call a Special General Meeting of the charity at any time or if at least 100 Members request such a meeting in writing stating the business to be considered, the Secretary shall call such a meeting. At least 21 days notice shall be given. The notice must state the business to be discussed. Subject to clause 15 (The Procedure at general Meetings) item 3) below there shall be a quorum when 100 or 10% of the Members are present, whichever is the smaller.

15 Procedure at General Meetings

- 1) The secretary or other person specially appointed by the Executive Committee shall keep a full record of proceedings at every General Meeting of **The U3A**.
- 2) There shall be a quorum when at least 100 or 10% of the Members of **The U3A** are present at any General Meeting, whichever is the smaller.
- 3) If within half an hour from the time appointed for the meeting a quorum is not present, the meeting if convened at the request of the Members shall be dissolved. In any other case the Members present shall be a quorum.
- 4) The Chairman of **The U3A** shall be the Chairman of the General Meeting at which he or she is present.
- 5) If there is a tied vote the Chairman should have a single casting vote.

16 Alterations to the Constitution

- 1) Subject to the following provisions of this clause, the Constitution may be altered by a resolution passed by not fewer than two thirds of the Members present and voting at a General Meeting. The notice of the General Meeting must include notice of the resolution, setting out the terms of the alteration proposed.
- 2) No amendment may be made to clause 1 (the NAME of the charity) clause 3 (the OBJECTS clause) clause 17 (the DISSOLUTION clause) or this clause without the prior consent in writing of the Commissioners.
- 3) No amendment may be made which would have the effect of making the Charity cease to be a charity at law.
- 4) The Executive Committee shall promptly send to the Charity Commission a copy of any amendment made under this clause.

17 Dissolution

If the Executive Committee decides that it is necessary or advisable to dissolve **The U3A** it shall call a meeting of all Members of **The U3A**, of which not fewer than 21 days notice (stating the terms of the resolution to be proposed) shall be given. If the proposal is confirmed by a three quarters majority of those present and voting the Executive Committee shall have power to realise any assets held by or on behalf of the Charity.

Any assets remaining after the satisfaction of any proper debts and liabilities shall be given or transferred to other such local charitable institution or institutions having objects similar to the Objects of **The U3A** as the Members of **The U3A** may determine or to the Third Age Trust Registered Charity No. 288007. A copy of the statement or account and statement, for the final accounting period of **The U3A** must be sent to the Charity Commission.

18 Arrangements for Implementing the Revised Constitution

The first constitution of **The U3A** was adopted on 13th May 2003.

An update was made to the constitution of **The U3A** at the AGM held on 2nd July 2012.

A further updated constitution of **The U3A** was approved at the AGM held on 4th August 2014 and came into force immediately after that meeting.

This updated constitution of **The U3A** was approved at the AGM held on 6th August 2018 and came into force immediately after that meeting.

7 Standing Orders

Dacorum U3A does not have any Standing Orders for the conduct of meetings.

8 Role Specifications

8.1 Committee Member Roles and Requirements

The following requirements are common to all trustees. The equivalent for non trustee Members is under **Non Voting (Helper) Member**.

8.2 Common Requirements For Trustees

The Governance Role

Together the Management Committee Members will:

- Determine Mission and Strategy – actively take part in setting the organisation’s direction and determining how it will get there.
- Be accountable – agree to be held to account for the actions of the organisation and to hold those who carry out the work to account.
- Look after the committee – play a part in committee renewal, contributing to the recruitment and induction of new trustees. Contribute to effective decision-making and information sharing processes, positive group dynamics, and take part in reflection, learning and development as necessary.
- Safeguard assets – act as custodian of the assets, tangible (money, property, etc.) and intangible (Dacorum U3A’s reputation and name), ensuring that assets are used appropriately and constitutionally. Ensuring that there are sufficient assets for the organisation’s survival.
- Be an ambassador for the organisation, representing the organisation and linking the organisation to its stakeholders, such as Members, the community, funders etc.
- Contribute to the recruitment of new Committee Members and Coordinators as appropriate.

Conduct

Agree to:

- Be active – attending all meetings if possible, sending apologies to the Secretary for absences.
- Act jointly – exercising no powers on one’s own unless powers have been specifically given by the Committee, and minuted at a Committee meeting.
- Prepare for meetings by reading the agenda, papers and emails before the meeting. Talk to others before the meeting if clarification is required.
- Act constitutionally, and within the law – make sure that Dacorum U3A acts within the objects (remit) set out in its constitution, including following the constitution on how meetings are run and how the Committee is recruited.
- Act in the interests of the beneficiaries – put oneself in the beneficiaries’ position and make decisions that are best for them.
- Act reasonably and honestly at all times.
- Have a duty of care – act prudently and reasonably.
- Participate fully in the meeting;
 - Listen to what others have to say and keep an open mind.
 - Contribute positively to the discussions.

- Try to be concise and avoid soliloquies or speeches.
- Help others concentrate on the meeting. Discourage side conversations.
- Treat all committee internal discussions as confidential.
- Do not delegate control; Accept ultimate responsibility and accountability for what is delegated.

Qualities

Management Committee Members should:

- Have a commitment to the organisation and its aims.
- Have a willingness to devote the necessary time and effort.
- Possess good judgement and independence of mind.
- Show a willingness to work collectively as part of a group.
- Seek constructive debate and dialogue rather than confrontation.

8.3 Committee Member (General Template)

Example Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for every Trustee.) The Chairman cannot make “executive” decisions, but has a single casting vote.

[Details immediately below should be agreed when joining the Committee. Tailor the wording to each Member. Not all will want to, or be able to take on all these roles.]

Non-Committee (non-voting) Helper Members who do other work (New Member Liaison, Web Manager, Minutes Secretary, etc), have a separate role description that does not include the Committee responsibilities. The roles mentioned here and below are examples only, and illustrate the position in 2018. Remove these instructions after completion.]

- To make my areas of expertise known and to undertake to make my advice and expertise available to the Committee, Coordinators and Members as required.

Example Specifically

[To undertake one or more activities or projects (eg Halls Manager, Digest Editor, Membership Secretary, Equipment Manager, Speaker Secretary). The Officers: Chair, Vice-Chair, Treasurer and Secretary have separate Role Descriptions.]

8.4 Chair

Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for everyone on the Committee.) The Chairman cannot make “executive” decisions, but has a normal vote, plus a single casting vote to resolve deadlocks.
- Lead the committee and the organisation to enable it to fulfil its purpose.
- Ensure an effective relationship between:
 - The committee and the Members;
 - The committee and the external community.
- Act as a spokesperson and figurehead as appropriate.

Specifically

- Ensure we follow the aims and principles of the Dacorum U3A Constitution.

- Ensure that we conform with the requirements of the Charities Commission.
- Chair U3A Committee Meetings.
- Chair Monthly Meetings.
- Liaise with Committee and non-Committee Members. Encourage them to take on duties commensurate with their knowledge and aptitudes.
- Plan and prepare Committee meetings and the AGM with others as appropriate.
- Chair committee meetings ensuring:
 - A balance is struck between time-keeping and space for discussions.
 - Business is dealt with and decisions made.
 - Decisions, actions and deliberations are adequately minuted.
 - The implementation of decisions is clearly assigned and monitored.
- Ensure adequate support and supervision arrangements are made for the volunteers directly managed or reporting to the committee.
- Attend Coordinators' meetings, Herts Network of U3As and local community meetings where relevant.
- Ensure we are represented appropriately at the Third Age Trust National Conference and AGM.
- Ensure that a successor is found before the term of office finishes.
- Keep our Members informed of any new proposals from the Third Age Trust.
- Encourage Members to put forward ideas for the improvement of our U3A.
- Consolidate our progress, while continuing to aim for growth in numbers and breadth of interests.

8.5 Vice Chair

Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for everyone on the Committee.)
- To make my areas of expertise known and to undertake to make my advice and expertise available to the Committee, Coordinators and Members as required.

Specifically

- Act as an assistant and deputy to the Chairman.
- Chair Committee Meetings when the Chairman is absent.
- Host monthly meetings in the absence of the Chairman.
- When deputising, observe the Chairman's Role Specification and Notes thereto.
- Check that all the facilities required for the meeting are available and in working order.
- In general, deal with any unexpected problem that may arise in order to ensure a smooth running of any event.

8.6 Treasurer

Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for everyone on the Committee.)
- Oversee the financial affairs of the organisation and ensure they are legal, constitutional and within accepted accounting practice.

- Ensure proper records are kept and that effective financial procedures are in place.
- Monitor and report on the financial health of the organisation.
- Oversee the production of necessary financial reports and returns, accounts and audits.

Specifically

- To use a computerised accounting system for all transactions.
- To bank all incoming cash monies and record all monetary receipts
- To check receipts and invoices for all monetary claims and to issue payment. To record the transaction.
- To follow procedure guidelines laid down by the Committee, based on the requirements of the Charity Commission.
- To give a Financial Report at each Committee Meeting.
- Lead on appointing and liaising with an independent Book Examiner.
- To prepare data for the Book Examiner at the end of each Financial Year.
- To submit the end of year accounts to the Book Examiner.
- Liaise with relevant Members and group Coordinators to ensure the financial viability of the organisation.
- Make fellow Members aware of their financial obligations and take a lead in interpreting financial data to them.
- Ensure proper records are kept and that effective financial procedures and controls are in place.

8.7 Secretary

Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for everyone on the Committee.)
- To ensure the Committee follows the Constitution.
- To ensure that the requirements of the Charity Commission are met:
 - To ensure that committee meetings are properly administered and recorded;
 - To ensure that the list of Trustees at the Charity Commission is kept up-to-date;
 - To ensure that the AGM, EGMs etc are properly administered;
 - To ensure that annual returns are made to regulatory bodies as appropriate and in the correct format.

Specifically

- Ensure that Committee meetings and the AGM are run according to the constitution and Charity Commission requirements.
 - Ensure all new Committee Members (Trustees) sign the Trustee Eligibility Declaration.
 - Ensure Charity Commission returns for new Members are made.
- Ensure that Committee meetings including decisions and actions are adequately minuted.
- Ensure accurate and up-to-date Membership records are maintained in accordance with the constitution and Charity Commission requirements.
- Ensure that the annual return to the Charity Commission is made on time.
- Deal promptly with all U3A email or written correspondence by direct reply or by passing it to the appropriate Committee or U3A Member for action.

- File all emails and paper correspondence when dealt with together with reply copy.
- Deal with all telephone and email enquiries as appropriate.
- Provide secretarial support for the Chairman and other Committee Members.
- Produce and send out the Agenda for Committee Meetings.
- Check the Minute Secretary's minutes and amend where necessary. Produce and despatch copies of the Minutes together with the Agenda for the next meeting to each Member, usually by email.
- Maintain the U3A filing system, including electronic copies:
 - U3A Master document file.
 - U3A/NEC correspondence file.
 - Minutes of Committee Meetings file.
 - Minutes of Annual General Meetings file.
 - Keep historical Dacorum U3A Digest copies.
 - Information on the Herts Network of U3As.
 - Secretarial correspondence file.

8.8 Membership Secretary

Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for everyone on the Committee.)
- To make my areas of expertise known and to undertake to make my advice and expertise available to the Committee, Coordinators and Members as required.

Specifically

- Update and maintain a supply of Membership application forms.
- Deal with all Membership applications and enquiries promptly whether they be postal, telephone or on line. This is an ongoing task all year round. Send out requested Membership forms and old Digests and an application form or refer callers to our Website where application forms are available.
- Formulate and publish Subscription Renewal forms with the Spring Digest.
- Post Membership cards to those who have renewed - hopefully in an SAE.
- Maintain supplies of the Digest to send to new Members. Enclose with their card a Welcome Letter and a Gift Aid form.
- Supply the Digest publisher with the latest address label database about the 10th of the month it is published. Publication is in late November for December, late February for March, late May for June, late August for September.
- Supply TAT with the latest address label database for the Third Age Matters and Sources when requested (five times a year). This database is not the same as the Digest database.
- Arrange supplies of Membership cards, usually in bulk, in January for use in March and April.
- Action Membership renewals and new Membership applications by:
 - Checking that the received fee is correct (pass to Treasurer)
 - Creating and updating existing Membership record cards and computerised records with:
 - Name and address.

- Postcode and telephone number.
 - U3A Area code for statistical purposes.
 - Membership number.
 - Date of receipt of Membership fee.
 - Amend and retain records of lapsed Members.
 - Direct bank transfers will have to be dealt with.
- Maintain computer database. Update monthly to the Webmaster.
 - At present the Membership Secretary attends all Monthly Meetings and collects the £1 entry fee at the door or arranges a substitute, supplying Digests and Membership Forms to any potential new Members attending these open speaker meetings.
 - Attend monthly Committee Meetings.
 - New Members meetings are arranged at various times. If the gap is too long a hall has to be hired. If they occur more frequently, a Committee Member's house may be used. Invitations have to be sent out by the Membership Secretary for these and acceptances noted. Usually the Chair, Vice-Chair, Secretary, Membership Secretary and Treasurer attend and any other Committee Member who is available will come and help with refreshments.

Photocopier

- This at present is housed in the Membership Secretary's home.
- Service, which we pay monthly, is provided by Xeretec and an engineer can call if needed although they prefer to help firstly by instructing over the telephone which can be time-consuming.
- Committee papers and other papers for issue to Members are produced on this machine.
- Photocopying is also done as a service for any Coordinator who wishes to avail themselves of the facility. This is usually when 10 or more copies are required. This is done by mutual agreement with the Coordinator.
- Paper supplies must be maintained. For bulk orders we use Viking for which we have an account (C0852496). Otherwise, we use local shops.

8.9 Group Liaison Officer

Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for everyone on the Committee.)
- To make my areas of expertise known and to undertake to make my advice and expertise available to the Committee, Coordinators and Members as required.

Specifically

- All matters concerning the running of the groups are referred through the GLO in the first instance. (See P10 page 23 of the Coordinators Handbook.)
- To advise Coordinators on the Important Information set out on page 3 of the Coordinators Handbook. Note: The Coordinators handbook is specific to U3A Dacorum, produced by past Treasurers edited and approved by Committee - much of the information for our coordinators (and members by default) is mandatory not advisory and overrides any TAT advice.
- It is desirable that new groups are started on a regular basis to meet the needs of new Members and to replace groups that fall by the wayside.
- The GLO must be proactive - always on the lookout for group ideas.
- The GLO should look for ideas for new groups by any appropriate means.

- Answer group queries from existing and potential Members by telephone or email.
- Modify the Coordinators' Handbook as required, with Committee approval.
- Produce 'News of the Groups' information for the Digest.
- Resolve problems between Members within individual groups, if necessary.
- The GLO should have access to a good internet connection, and regularly check emails.
- On behalf of the Membership Secretary, locate a supplier and order Membership cards, checking prices with the Treasurer.
- Update the pdf Membership card master. Obtain the Membership list from the Membership secretary and send supplier a DBF copy of an appropriate database extract by email.
- Operate the Group News email list to circulate information on behalf of our Coordinators.
- Notify the Membership Secretary of updated email addresses.
- In conjunction with the Membership secretary, notify lapsed Members of imminent removal from Digest mailings and Group News email list.

Starting a New Group

- Groups can be short term i.e. for just a few meetings or continuous.
- Groups can be Home, Hall or Social, the choice of a home venue depends on numbers wishing to attend and the potential Coordinator's circumstances.
- Circulate details of the proposed group via the email list, the Digest and at the Monthly Meetings. Even if numbers are not known, this is an important step to gauge interest.
- Collect interested names by email or at monthly meetings.
- If there is a Coordinator, names and contact details can be passed to them immediately.
- If a potential Coordinator is a new Member they may not initially want lots of names and may be happier to initially receive an interested Member list, and contact details later.
- If the Coordinator is new and unfamiliar with our procedures, the GLO should be involved in setting up the group. Sometimes this may require attending the first meeting.
- Ask the Treasurer to allocate a Group ID.
- Notify the New Coordinator, Membership Secretary, Digest Editor, Webmaster and Hall Bookings Secretary of the Group ID.
- Ask the Membership Secretary to send the new Coordinator a copy of the Coordinators' Handbook. If the Coordinator is already running a group always send an additional copy of the handbook. This can prevent long discussions and misunderstandings.
- Ask the Halls Booking Organiser to book a suitable hall (if needed) for the group, in a location that suits the Coordinator. Keep in mind the number of Members who may attend, so pick a hall that meets their needs.
- Halls costs can be checked with the Treasurer.
- Notify the interested Members of the new group via the Group News or the Digest.
- Notify the Treasurer, Editor, Webmaster and Membership Secretary, providing full details of the new group and leader.

Consumables Grant Procedure

- Approve or reject grants to groups within the Committee's guidelines, up to £100 [Minutes of Committee Meeting dated 2018-08-03], liaising with the Treasurer.
- Consumables such as paint, card and materials, and personally owned equipment such as computers and dance shoes should be provided by Members.
- Grants may be for:

- Text books used by Members in group meetings. Usually such grants will be up to 50% of the books costs. The books will then be the property of the group Members.
- Grants for a specialist book or item used by the group leader for the benefit of the Group: usually up to £30. In such cases the book becomes U3A property.
- Specialist materials or equipment to set up a group. For example, initial table tennis balls and spare bats for visitors, card tables, easels.
- Speaker: usually groups can have one speaker grant a year. However, if a forward Consumablespeaker plan is submitted it will be considered by the Committee.
- A specialist course for the Coordinator that benefits the group as a whole.
- Requests for dedicated high cost equipment such as PCs, projectors, amplifiers, microphones etc, will be met from existing U3A equipment or passed to the Committee for consideration.
- Report all approved or refused grants to the Committee.

Coordinators' Day

- Organise with the Membership Secretary the venue, caterer and program for the Coordinators' Day.
- Chair the Coordinators' Meeting together with the Membership Secretary.

8.10 Hall Bookings Secretary

Overall Role

To work with the GLO to find suitable halls for new or expanding groups.

Specifically

- Locate and book venues for new groups, new Members' meetings, Committee meetings and Coordinator meetings;
- Make arrangements for groups moving to a different venue;
- Cancel one or more meeting dates for groups;
- Deal with complaints or queries from group Coordinators;
- Handle queries from hall bookings managers;
- Investigate new venues;
- Investigate and book venues for one-off events;
- Maintain a list of halls and facilities.

8.11 Equipment Manager

Overall Role

Caring for U3A equipment use by the groups.

Specifically

- Keeping a record of equipment and where it is kept.
- Ensuring maintenance is adequate.
- Coordinating PAT testing at St Francis church hall.
- Recommending new equipment as required.

8.12 Speaker Secretary

Overall Role

- To govern i.e. direct and control the organisation as a Trustee through collective decision-making. (This is a mandatory requirement for everyone on the Committee.)
- *Equipment Manager* To make my areas of expertise known and to undertake to make my advice and expertise available to the Committee, Coordinators and Members as required.

Specifically

- Find potential speakers within the budget agreed by the Committee.
- Book the venues for Monthly General Meetings.
- Maintain a Speaker's File and keep all relevant letters and e-mails relating to the booking.
- Contact the speaker by phone, letter or email and fix date, venue and fee.
- Contact the speaker at least a week before the talk to ensure that all the agreed arrangements are still in place and ensure that the speaker has clear directions and a map if necessary.
- Make sure the parking problems are fully dealt with and the speaker is escorted to the car park if necessary.
- A speaker arriving by train should be met and, if necessary, a taxi used to get to the venue. A lift can usually be used to return them to the station.
- Meet the speaker at the venue and assist with their equipment.
- Ensure the speaker has tea or coffee and water for their talk.
- Ensure all equipment is working. Check the lighting and the switching off of the lights during the slide show.
- Make sure the speaker's microphone or lapel mike is available and working.
- Ensure the speaker receives their agreed fee.
- Escort the speaker with their equipment from the building.

8.13 Non Voting (Helper) Member

Overall Role

- To attend Committee and other meetings as necessary to perform in a 'Helper' non-voting role.
- To make my areas of expertise known and to undertake to make my advice and expertise available to the committee as required.
- Appointment is directly by the Committee. Election at the AGM is not required. There is no regulatory term of service, or restriction on the number of terms served.

Specifically

[Details to be agreed when joining the committee – tailor wording to each Member. Not all will want to, or be able to take on all these roles.

To undertake, or share, one or more activities or projects (eg New Member Liaison, WebAdmin, Minutes Secretary, Digest Editor, Equipment Manager, etc).]

The Governance Role

There is no governance responsibility.

Conduct

Agree to:

- Attend all appropriate meetings if possible. Send apologies when unable to attend.
- Act within the law.
- Act reasonably, prudently and honestly at all times.
- Not benefit personally, except for claiming reasonable expenses.
- Avoid conflicts of interest.
- Prepare for the meeting by reading the agenda, and appropriate papers and emails before the meeting.
- Talk to the chair before the meeting if clarification is needed.
- Arrive on time and stay to the end.
- Participate fully in the meeting;
 - Listen to what others have to say and keep an open mind.
 - Contribute positively to the discussions.
 - Try to be concise and avoid soliloquies or speeches.
- Treat all committee internal discussions as confidential.
- Fulfil any responsibilities assigned to me at the meeting and be prepared to report back on my progress at the next meeting.
- Treat all discussions and information about Members as confidential. Information that is already in the public domain is not confidential. If asked to confirm such information outside of the meeting, simply say “I can’t discuss it”.

8.14 Refreshment Coordinator

Specifically

- Obtain future venues for monthly meetings from the Speaker Secretary.
- Organise the Refreshment Rota for the Monthly Members’ Meetings.
- Notify the Digest Editor and Webmaster of the nominated groups.
- Purchase the refreshments for the meetings and deliver them to the appropriate venue in time for everything to be up and running before Members arrive.
- Instruct the refreshment volunteer team before each monthly meeting.
- Periodically check that the team is coping, and arrange more help if necessary.

8.15 Minutes Secretary

Specifically

- Attend Committee Meetings.
- Take and prepare the minutes.
- Pass them to the Secretary for checking and issue.

8.16 Database Manager

Specifically

- Liaise with the Treasurer and Membership Secretary;
- Develop, maintain and administer the Membership database;
- Provide technical support to the Treasurer and Membership Secretary.

8.17 WebAdmin

Specifically

- Administer the website in conjunction with supporting admins.
- Appoint and train supporting admins.
- Appoint and train contributing editors and authors.
- Appoint and train Coordinators aka Group Leaders to send posts.
- Appoint and train moderators for posts.
- Manage mailboxes for email.

8.18 Digest Editor

Specifically

- Collect and collate data for the Digest.
- Assemble the Digest.
- Send the Digest to the Printer for distribution.
- Provide the list of addressees to the printer.

8.19 Equipment Manager

Specifically

- Maintain a list of all U3A equipment and its location.
- Set up the microphone equipment for monthly meetings.
- Recommend new and replacement equipment as necessary.
- Assist with PAT at St Francis Church Hall.

9 Coordinators' Handbook

The Coordinators' Handbook provides complete rules for managing all aspects of Group activities. It can be downloaded from here: [Coordinators Handbook](#).

10 Amendments