

Agenda for Committee Meeting at 4.00 p.m. on Wednesday 14th February 2024

No	Description	Lead	Pages
Standing Items			
1.	Apologies for absence: Treasurer – attending the TAT Finance Board	Chair	
2.	(i) Approval of Minutes of the 10 th January meeting (ii) Review of Action Log as of 9th February	Chair	Sent 9 th Feb 2 - 5
3.	Monthly Updates from TAT and Committee Members	Chair	6 - 9
4.	Update on Trustee and other volunteer recruitment	All	
5.	Purchases, Procurements & Contracts for information and, if required, approval	Secretary/Treasurer	
6.	Other Committee Approval Required for Matters not the subject of Non-Standing Items: (i) Outcome of Short Mat Bowls Fee Review (ii) End Autumn Term 2023/24 Financial Monitoring Report		10 Sent 9 th Feb
7.	Trustees Calendar Update	Secretary	11 - 12
Non-Standing Items for Discussion			
8.	Group Leaders 5 th Feb Meeting: Minutes & Actions	Groups Coordinator	13 (Minutes sent 9 th Feb)
9.	Groups Matters: (i) Workshop on Climate Change and Carbon Literacy (ii) Amending the Group Leader title (iii) Taster sessions	Vice-Chair Vice Chair Groups Coordinator	14 e-mails e-mail 8 th Feb
10.	Statistics and Performance Measures for Annual Report	Secretary	15 - 21
11.	Complaints Policy Update	Chair	22 - 24
12.	New Members Meeting 25 th Jan & arrangements for new members at the 20 th Feb Coffee Morning	Chair/Members Coordinator	24
13.	Events Matters: 1 st Draft Guidance	Secretary & Comms Coordinator	
	AOB	Chair	

Agenda Item 2(ii): Action Log as at 9th February 2024

Includes all actions arising from:

- The previous meeting and
- Those from the minutes of previous meetings which are still outstanding (unless they have been superseded by an action from a subsequent meeting).

Those actions completed or superseded since the previous meeting to be indicated with **yellow shading**

Comments *in italics* in the right-hand column indicate that the action is not yet fully completed and will be carried forward to the subsequent Action Log.

Purple italics indicates a change to the previous meeting's action made since the first draft minutes and actions were disseminated.

(1) Actions intended to be completed before next meeting (14th February)

Meeting	Agenda Reference	Action	Progress/Comments
26th April	11. Contents of crates handed over by Janet Boniface	Sort and log the historic items and old u3a papers held by Janet Boniface	<i>Work in progress. Yielding some useful info.</i>
14th June	6. Outstanding Beacon Access Privileges and GDPR actions	General Management Items 4 & 6: Secretary to establish processes to ensure and demonstrate compliance	<i>In progress</i>
		Amend Beacon Roles as approved and communicate to all Beacon users once done so	<i>A few still o/s. To be completed before Feb 14th meeting.</i>
8th Nov		Treasurer to provide an article for the December newsletter on the O&A Group 8 programme.	<i>Deferred to the March newsletter</i>
13th Dec	5. Purchases, Procurement & Contracts	1. Secretary to arrange first meeting in January of the new @Crawleyu3a e-mail domain Task Force (to include Secretary, Webmaster and Beacon Administrator – Treasurer now withdrawn).	Meeting fixed for 26 th Feb, with some actions to complete beforehand. To report outcomes back to 13 th March Committee Meeting.
	12. Trustee Tasks List	1. The Chair to agree the Vice-Chair's tasks with him once the Committee Aims for 2024 are confirmed	
		2. The tasks assigned to the Events C to be checked against the draft Events Guidance to ensure consistency	<i>Secretary to do once drafted Events Guidance</i>
		5. Treasurer, Groups C and Secretary to meet to finalise Section 7 Contractual Relationships with 3 rd Parties	

	13. Committee Aims for 2024	1. Individual Trustees to submit comments and additional proposals to the Chair.	
		2. Chair (possibly with Vice-Chair) to arrange to talk individually to Trustees to confirm their goals and strategies for 2024	
	14. AOB 6 Social Event	Chair to canvass Trustees and Support Role Holders to determine a suitable date, time & location	
10 th Jan	2(ii) Action Log. Roll-up of Events Guidance items	Comms Coordinator and Secretary to produce comprehensive Events Guidance incorporating (i) an action on checking Event venues are properly cleaned and tidied before locking up (ii) Feedback from Members Coordinator on Dec 2023 Christmas Party	Material on (i) now included.
	3.1 Monthly Update WSN	Chair to offer the Treasurer's services to set up a West Sussex Treasurer's network at the next WSN meeting on 12 th January.	Done. Communicated to WSN on 11 th Jan as an item for meeting on 12 th Jan.
	3.2 Monthly Update: Chair	Chair to meet with Friary Administrator to reach an agreement on the £60 party cleaning bill and to discuss disabled parking facilities, and then to let the Committee know of the outcomes.	Done. Meeting took place on 24 th Jan. Cleaning bill waived. Friary disabled parking on Committee Meeting Agendas list.
	3.4 Monthly Update: Secretary	Secretary to report to Committee which venues' terms and conditions we did have copies of, and to make them available to all interested Trustees.	<i>To be actioned as part of outstanding work on Events Guidance</i>
	6. Financial Policy and the Financial Policy	Treasurer to send round his latest versions of both the Financial Policy and the Financial Policy – Delegated Decisions documents amended for the Secretary's suggested changes and recent developments	Done 17 th Jan and now on the web.
	7. Trustees Calendar Update	Treasurer to liaise with Secretary on suitable dates for the Annual Fees meeting and Group Leaders summer meeting. The Secretary can then propose dates for both of these, and for the Summer coffee morning, to the Committee for approval.	Secretary sent list of potential dates for remaining 2024 GL meetings to Treasurer & Groups C on 18 th Jan.
	11. Committee Aims	Chair and Vice-Chair to set up an Innovation and Development working group, and to invite interested Trustees, Group Leaders, other Crawley u3a	

		members and representatives from relevant Crawley organisations.	
	12. AOB: Small Mat Bowls	Groups Coordinator to arrange a face-to-face meeting with the Group Leader (GL), and to request the GL to send his latest financial projections, to which he referred in his e-mail of 8 th January, in advance of the meeting.	Meeting took place on Wed 17 th Jan and outcomes summarised in e-mail from Treasurer on 22/01/24. Outcome of fee review covered in Item 6(i). <i>E-mail matter yet to be resolved?</i>

(2) Actions to be completed later this year

Meeting	Agenda Reference	Action	Progress/Comments
14 th Jun	Priority Seating on Coaches and at Friary Meetings	To be trialled at a future monthly meeting before incorporating the procedure into the planned Events Guidance.	<i>Is this now for Chair?</i>
10 th Jan	Roll up of actions from former meetings	Groups Coordinator to produce Groups Handbook to replace the current Procedures & Reference Guide and include, amongst other items: (i) A checklist and guidance for organising O&A outdoor trips (incorporating priority seating on coach trips) (ii) An updated Finance section reflecting the latest agreed changes to the Finance Policy and delegated decisions	Phase 2 Leader sent draft version to members of the WG for approval on 25 th Sept
13 th Dec	10. Membership Renewal: Actions to improve process for 2024	1.1 Members C to complete documentation of renewal process for 13 th March meeting.	
		1.3 Members Coordinator to initiate a working group to consider automation of the renewal procedure	<i>Deferred until Members Coordinator is available.</i>
		1.4 Members Coordinators to discuss Membership card distribution with Group Leaders at their summer meeting (Groups C to ensure on Agenda)	
		1.6 Treasurer to combine and re-issue joint Membership and Gift Aid form for use with the website.	

		3. Members' Coordinator to define the agreed new support role for older members.	
10th Jan	3.5 Monthly Update: Members Coordinator	<i>Previously developed procedure for the reporting of a Members death throughout the u3a (recirculated by Secretary to Trustees 16th Jan) to be reviewed by the Committee, before being recirculated to Group Leaders (possible item for the Summer Group Leaders meeting to ensure they will have taken it on board?).</i>	

Agenda Item 3: Monthly Updates from the Third Age Trust and Committee Members

Action for the Committee: To note

Third Age Trust (TAT): National Level

12th Feb 10:00 u3a Network Link Spring meeting. Meeting to include Susie Berry (update on the Pilot Council) & Alison May, Ian Webb & AN Other on pre-retirement planning and u3a models. Same Sue Berry talk as for 9th Feb WSN meeting.

From the January TAT update 30th Jan 2024 *Secretary's comments in red*

1. Sam Mauger announces that she will leave the Trust in October 2024, so the TAT will be looking for a new Chief Executive.
2. The TAT - which has over 400 volunteers - has been recognised by Investing in Volunteers, the quality standard for volunteer management.
3. Reminder that the Subject Advisors can assist in starting a new Group at a u3a
4. The TAT wishes to recruit more volunteers to serve on its Governance Committee (which reports directly to the Board). *There is nothing about this Committee on the TAT website – seems to have appeared from nowhere*
5. The Trust has updated its grants programme and guidance. When applying for a grant u3as now submit it to both the Regional Trustee and the TAT office (Linda Hodson). Grants for open days, up to £500, now require a u3a to include an opportunity for potential members to participate in activities. For more info see www.u3a.org.uk/grants-for-u3as

The u3a Pilot Council – Add your agenda items from Susie Berry Chair of Pilot Council 6th Feb

This asked for agenda items for the next Pilot Council (on Wednesday 28th Feb 2024) to be received by Monday 12th Feb

South East Region Network (SERN) Chairs Meeting

Next meeting 4th March to discuss whether in broad agreement with the TAT's proposed changes to the governance of the u3a movement.

Chair (Jim McGough)

This has been a relatively busy period during which I have participated in meetings with The Vice Chair, Treasurer, Groups Coordinator, Comms Coordinator and external bodies as well as hosting new members, and introducing and welcoming the Group Leaders. The schedule, with notes, reads as follows: -

12 th January	WSN Zoom meeting. The content reported earlier and the minutes shared.
“ “ “	Monthly Friary meeting
18 January	Comms Coordinator to discuss publicity and marketing strategies in the coming year (<i>see below for report</i>)
22 January	U3a Chairs' Forum. A zoom meeting, the details of which have been shared. The audience of over 100 online makes for a fragmented and disjointed affair.
24 January	Discussion with the Friary Administrator over cleaning (Xmas party cleaning bill now withdrawn) and parking issues, the latter prompting the possibility of how we can reserve spaces for those members with serious disability issues.

25 January	New Members' meeting. See Agenda Item 12 for report
31 January	Met the Group Coordinator and Treasurer to discuss the handling of the Group Leaders' meeting.
5 February	Group Leaders' Meeting.
7 th February	Vice Chair and Group Coordinator to clarify the lines between developmental and core group activity (see below)
9 th February	WSN 'Fit for the Future' briefing on Zoom. This will inform later committee discussions.

Note of meeting with the Communications Coordinator 18th January

Sue Parker and I had a preliminary look at the issues to be tackled in this year with the aim of drawing up a more formal programme before the end of February. This was essentially a brainstorming event, but we made the following commitments.

We will aim to increase our reach in the community by addressing more community forums, by appearing at town centre events and by regular leafleting in the larger town centre itself, and in neighbourhood shopping centres.

We will review the design, and increase the number of our leaflets, and develop a variety of sizes to fit community, and other, noticeboards. The assistance of key officers in the local council will be sought in order to legitimise our efforts.

We will ensure that our annual celebration event effectively advertises our existence and activities and reaches out to many potential new members.

Note of meeting with Vice Chair and Group Coordinator on 7 February 2024

I met with Alan Rew and Janet Newson in order to clarify our different roles in respect of development and group activity. While the roles of Chair and Vice Chair are primarily strategic, with a defined focus on the health and development of the organisation across all areas, that of the Group Coordinator has a direct and continual operational emphasis, with support and maintenance of activity groups a key priority.

In a discussion on the proposal (on this committee agenda) by Alan to convene a meeting to stimulate interest in the possibilities of tackling various aspects of climate change we agreed that this effort would be mounted under the umbrella of marketing and development. Its focus would be on generating interest in the topic, and in the u3a itself, with an aim of attracting new members. Were sufficient interest to be shown and activity groups emerge, these would then fall within the purview of the Groups Coordinator.

We had a good look at the place of learning in our activities and recognised that there has to be a balance between ensuring this, and satisfying a general desire for social opportunities. While this might lead to a stretching of the definition of learning, our status as a charity implies that the learning element must be at the forefront of our thinking.

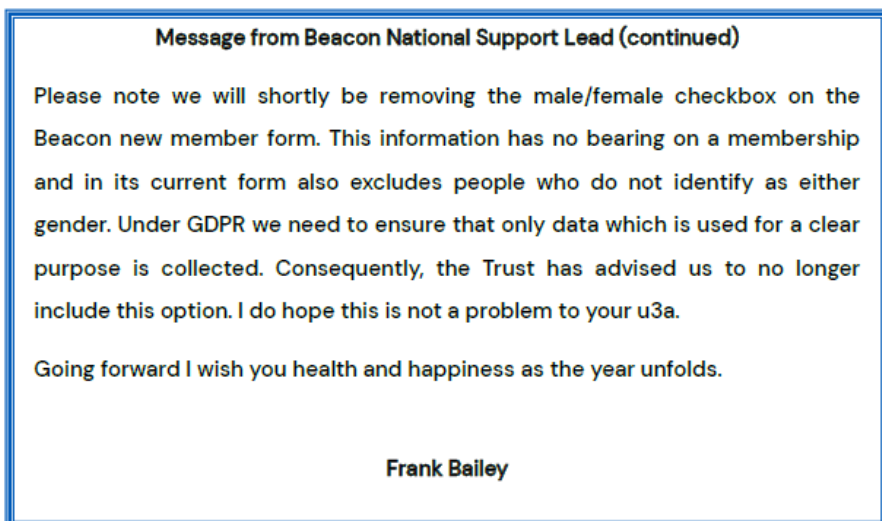
Secretary (Margaret Lloyd)

My time since the last Committee has been spent on:

- Doing the minutes for both the January 10th Committee Meeting and the Group Leaders meeting 5th February;
- Contributing to the Events Guidance, including developing the procedure for managing events, the Events List (including recommending dates for future events) and confirming the details of relevant equipment;

- Doing some investigatory work on the new E-mail host procurement, and fixing a meeting with the task Group to proceed further;
- Composing the Fit for the Future TAT proposals sent out by the Chair to members on 6th Feb
- Supporting the Groups Coordinator on the GL's 5th Feb meeting;
- Putting together the material for Agenda Item 10 Statistics and Performance Measures for the Annual Report

Message from Beacon received in their January Newsletter



This nullifies the action on the Action Log from the 13th December meeting Membership Renewal 1.5 – including a title box (Mr, Mrs) in the membership box.

This means the u3a will no longer be able to report % of total members who are female/male.

No significant correspondence received

Treasurer (Graham Friday)

No report this month

Communications Coordinator (Sue Parker)

1. The February newsletter was emailed to members on Monday 5th February. The postal copies were dispatched on the same day. Work has begun on the March newsletter.
2. Newsletter distribution list. In February, of the 623 members on Beacon on Monday 5th February, 586 received an electronic copy of the newsletter, 16 + 11 copies were posted (a total of 27) and the rest were hand delivered. As previously noted, these figures will vary from month to month, the +11 representing those people I could not hand over the newsletter to and who were away.
3. Meeting with the Chair on 18th January. I met the Chair to talk about publicity. We discussed where to distribute leaflets and ways in which we can promote the u3a face to face, such as stalls at future events held in Queens Square or the High Street.
4. Work has begun on updating the Communications Strategy to reflect what has been achieved since it was published in November 2022.
5. I have finally decided on a style for the poster I need to produce urgently to advertise Crawley u3a. I hope to circulate a draft to the Committee shortly for their approval. It is important that this is printed and ready to hand out before the weather improves.

Groups Coordinator (Janet Newson)

Taster Sessions

Following up my initial Taster Session Proposal document, a Proposal Findings document was sent out to all 20 January for further review. Two responses prompted a further email, sent 8 February. Deadline for responses is now 12 February. 2nd review is hoped in time to bring to Committee Meeting on 14 February.

Group Leader Meeting

I facilitated my first Group Leader Meeting on Monday 5 February, and was pleased with the level of attendance. All in all, I felt it went well. Personal note is to remember when using the microphone to have it very near as one Group Leader commented that he was struggling to hear everyone despite their being two microphones available. Booking for the next Group Leaders Meeting in June is in hand – awaiting confirmation from the Friary.

Group Directory

Further launches of new groups have required an updated Group Information for Members sheet to be produced. I had hoped that this might be done every two months, but there have also been changes to at least 2 groups in their meeting times, prompting more frequent adjustments to be made and circulated. The Membership Support has now been added to the circulation list.

Meeting with Chair & Vice Chair

An informal meeting was held between the Chair, Vice Chair, and me on 7 February to discuss how my role will be distinct from the development & innovation of Crawley u3a. Discussion took place on a new concept from the Vice Chair of 'trial workshops' to assess whether there is sufficient interest to prompt the creation of a fully-fledged group. These workshops would be of short-term duration. This will be different to how Groups are usually set up (i.e. requiring an assessment by the Groups Coordinator or Asst Groups Coordinator on the viability of the group and all the associated information on how the group might be run). It is my understanding that we agreed that any existing groups – and any fully fledged new group proposals - will come under the direction of the Groups Coordinator – as it does now. Regarding the new concept of 'trial workshops', it will take some time to test how this idea will work in practice, and how that might affect what information the Groups Coordinator & Asst Groups Coordinator need. Discussion also took place on the resilience strategy – and acknowledgment given that the Groups Coordinator will create and manage that for existing groups, so that when visiting groups an assessment can take place on the future prospects for the group.

Group Leaders Handbook

Further work is ongoing regarding the Handbook / Procedure & Reference Guide. As indicated to the Groups Leaders attending the GL Meeting, it is my intention that the Guide should be a place of reference for all information that a Group Leader needs, so that they don't have to 'go hunting' for information. If anyone has any suggestions on content, please let me know. As previously indicated it is growing quite large and I am considering how best to separate sections for ease of use by the reader.

Visits to Groups

Due to my being unwell, this has been delayed a little. Now recovered, I hope to start scheduling some visits.

Live Music Group

This now has 15 members, with 3 gigs planned so far.

Janet Newson – Groups Coordinator – 8 February 2024

Members Coordinator

Agenda Item 6 (i): Outcome of the Short Mat Bowls Fee Review

Action for the Committee: To approve the recommendations

Short Mat Bowls (SMB) Fee Review

The Treasurer and Groups Coordinator met with the Group Leaders on the 17th January. We had a very frank open and constructive discussion on the issues surrounding this review.

The conclusions were:

1. The Groups are attracting new members. Given this, plus the fee increasing to £3 and the changes already actioned by the Group Leader to reduce the timings to the practical minimums; then this mean that the Groups look like they will be able to cover their basic room hire costs.
2. On the question of building a reserve to cover the future replacement of the Mats and equipment, the Group Leader feels that the possible need for the replacement is several years off, so it was agreed that this issue would be parked for the time being and the Treasurer and the Group Leader would do further work on quantifying the future financial impacts later in the year.
3. It was acknowledged that the speed with which the classification change had happened, had not given the Groups a chance to react and make the necessary changes, especially to the Fee level.
4. For financial management and reporting, we agreed that the two groups would be shown separately, but combined for decision making purposes.

Recommendations:

- To allow the Groups to continue to operate and to support the Group Leader to keep the situation under termly review.
- To fund the following write-offs of the Groups deficits of for the period Sept 23 to Dec 23, from the unallocated restricted reserve balance:

Short Mat Bowls (Monday) - £147.00

Short Mat Bowls (Wednesday) - £89.26

Agenda Item 7: [Trustee Calendar Update](#)

Action for Committee: [To respond to questions in green below](#)

1. Fixing Dates of Events for 2024

See [Events](#) sheet in the [Trustees Calendar](#) for latest status

Dates approved since last meeting by the Treasurer and Groups Coordinator but need to be formally approved by the Committee:

(a) Group Leaders Meetings for Summer term

[Tuesday 18th June \(a 3rd Tuesday\) Meeting time 10:00 – 12:00 Booking time 9:30 – 12:30](#)

Not yet confirmed by the Friary

Alternatives if that date not available:

[Wed 19th June Meeting time 10:00 – 12:00 Booking time 9:30 – 12:30](#)

[Thurs 20th June Meeting time 14:00 – 16:00 Booking time 13:30 – 16:30](#)

(b) St Pauls Groups Only Attendance Fee Setting – at St Pauls

[Tuesday 16th July St Pauls Canteen Booking/Meeting time 10:00 – 12:00](#)

This slot is available.

(c) Group Leaders Meetings for Autumn term

[Tuesday 15th October \(a 3rd Tuesday\) Meeting time 10:00 – 12:00 Booking Time 9:30 – 12:30](#)

Not yet confirmed by the Friary

Dates approved since last meeting by the Treasurer but need to be formally approved by the Committee:

(d) The Annual Fees Meeting

[Tuesday 23rd July \(a 4th Tuesday\) Meeting time 10:30 – 12:00 Booking Time 10:00 – 12:30](#)

Not yet confirmed by the Friary

Other dates to be approved

(e) Summer Coffee morning

[Monday 1st July \(a 1st Monday\) Meeting time 10:30 – 12:00 Booking Time 10:00 – 12:30](#)

Not yet confirmed by the Friary

(1) [Does the Committee agree the above dates?](#)

(2) [On \(b\) St Pauls Groups Only attendance Fee Setting do we need to book the RUGS as the Loaves & Fishes café should be open 10:30 – 13:30 \(still term time\)?](#)

2. Future Committee Meeting Topics

For 13th March

Statistics & performance Measures for Annual Report (2)	Secretary
Communications Strategy update	Communications C
Documentation of Renewal Process	Members Coordinator

For 10th April

Groups Handbook	Groups Coordinator
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For all later months and log of changes since previous version see Committee Agenda Timetable tab in the

Any changes to the above?

3. Events and Meetings taking place before next Committee Meeting 13th March

11:00 (set up from 10:30) Tuesday 20th February Friary Coffee Morning (see [Agenda Item 12](#))

14:30 (set up from 13:30) Friday 8th March Friary All Members Meeting Graham Crozier “Mark Lemon and his Circle”

Agenda Item 8: Group Leaders Meeting 5th February: Minutes & Actions

Action for the Committee: To agree the proposals in green

1. Attendance: 29 representing groups + 6 Trustees = 35, with 15 apologies

(Attendance 2nd Oct 2023 was 31 representing groups + 7 Trustees = 38 with 8 apologies)

2. Actions Arising:

(a) Agenda Item 3d St Paul's booking setting up time

The setting up time for groups is now only 5 minutes. One Group Leader mentioned that it used to be 15 minutes.

Action: Groups Coordinator to talk to St Paul's to determine whether it is possible for setting up times (with no charge) to be extended beyond 5 minutes.

Does the Committee think this is worth doing? St Pauls is unlikely to agree to this as they would then have to do the same for all other hirers, and that might lead to higher hourly charges, and so may be counter-productive to good relationships.

(b) Agenda Item 4a Removal of members on Beacon

It is realised that the process by which GLs are informed that members of their Groups have lapsed, resigned, or died, needs to be tightened up.

Action: Groups Coordinator to advise GLs once the process has been agreed.

(c) Agenda Item 8 EDI/Accessibility Policy

Action: Secretary to try to find copies of the commissioned report [Project 57] and disseminate.

Action: Chair to contact the Citizens Advice Bureau and/or Crawley Community Action to seek advice on how we might best go about attracting more members from groups currently underrepresented in our membership

Secretary to disseminate what she can find to the Committee

To agree the second action

3. Minutes

Does the Committee agree that the Minutes, subject to any changes agreed to the Actions, can be sent out to the Group Leaders for comment and then placed on the web?

4. Next Meeting

Is there anything we should note for the next meeting (other than become more expert at using the microphones)?

Agenda Item 9 (i): Workshop on Climate Change and Carbon Literacy

Action for the Committee: To approve

Workshop on Climate Change and Carbon Literacy

Convenor: Alan Rew

Recently, the boss of British Gas Centrica admitted he found it impossible to justify his £4.5 million pay packet. But, said this lucky CEO, he did not set his own pay, it was set by “our remuneration committee”. Although unable to justify the huge sum, he was keeping it anyway while hinting that the whole system of executive pay was out of control.

This is somewhat comparable to the situations facing both national leaders and ordinary citizens with regard to the climate crisis. There is growing acceptance that carrying on as normal is indefensible yet there is parallel agreement that “normality” is the most likely outcome anyway given the sheer scale of the challenges required to lower global carbon emissions.

Human activities – particularly over the last two centuries – have led to an increase of greenhouse gases in our atmosphere. Burning fossil fuels (such as coal, oil, and natural gas), cutting down rainforests, travelling by plane and car all emit greenhouse gases. This, ultimately, intensifies the greenhouse effect – and causes our planet to heat up. As the Earth’s average temperature climbs, we see far-reaching yet specific impacts, including: rising sea levels and melting ice caps; more frequent and severe heat waves; altered precipitation patterns, leading to drought and heavy rainfall; shifts in ecosystems, habitats and food production. The UN predicts that by 2030 these shifts will have resulted in some 260 million climate refugees.

Between the loss of our planet’s biodiversity and food security and disruptions in agricultural practices, climate change is happening – and getting worse. Yet these aren’t the Earth’s issues – they’re ours because it is our consumption patterns that need to change. Our cognitive challenges will be immense. What can be understood in a green future as “good food” or as “everyday travel”?

The purpose of this planned U3A workshop is to increase our working literacy and knowledge about carbon and greenhouse gas emissions so that we can more easily identify the scope for helpful change and avoid diversionary red herrings. To do this the workshop will review short films and website material and encourage joint planning and information sharing in small group syndicates. The workshop will run for a total of 4 weeks, meeting for one 2 hour morning slot in each of the 4 weeks.

It will aim for 12 to 15 participants. The expected venue is The Crawley Baptist Church, West Green. There will be a single modest charge to cover room hire costs.

Agenda Item 10: Statistics and Performance Measures for Annual Report (1)

Action for the Committee: To give feedback, to be incorporated in next version

1. Context

Many organisations publish key statistics and performance measures over a period of time in their Annual Report & Accounts, to provide the reader with a more informed and rounded view of the organisation.

There are basically two categories of such data:

- (i) The basic statistics, that help show the size, scale and general health of the organisation. In the case of a u3a these could include the number of members, number of activity groups, number of trips undertaken, and number of volunteers. As far as possible these statistics should represent data which is easily available and preferably already reported for other purposes (either within the Annual Report or required by the Third Age Trust or Charity Commission).
- (ii) Performance measures and indicators that are linked to individual aims and objectives to show how effective that change initiative has been. These need to be carefully scoped to ensure they are measuring what the desired outcome of the objectives is, and also, as far as possible, to be derived from the basic statistics in (i).

2. Recommendations from Third Age Trust (TAT) u3a Health Check Guidance

<https://www.u3a.org.uk/edocman-downloads/u3a-health-check>

No	Measure
1	Do at least 90% of new members renew their membership after one year [to indicate the u3a is meeting the needs of new members]
3	Has your membership grown for 2 or more consecutive years?
4	No unplanned deficits for the last 2 years?
7	Is the ratio of members to the number of groups < 10?
8	Has the number of interest groups increased year on year?
10	Does at least 20% of your membership volunteer?

3. Choice of Statistics and Performance Measures to Include: Criteria

- Easily available, both now and in the future (e.g. no point in including a male/female measure since Beacon is not going to be able to indicate this in future)
- When showing ratios (e.g. average membership per group) need to be clear how the ratio is defined and the measures of members and groups used (e.g. mid-year vs end year) and be consistent
- Those we have already referred to in past Annual Reports (e.g. number of groups at year-end)

- Performance measures should correspond to our objectives e.g. we are NOT trying to maximise the surplus each year, just to preserve sufficient reserves for future operations.
- If amend data from what was originally reported (e.g. we split out Restricted reserves retrospectively for the years 17/18 to 21/22 on a retrospective basis) this should be stated in a footnote
- Context information should be given where necessary (e.g. impact of Covid)

4. Decisions to make

Tables 1 and 2 represent possibilities only. It seemed pointless to do more data digging until the Committee decides what we should cover.

(i) Number of prior years included

Membership, Groups in existence, and financial data is easily available back to 2015/16. Crawley u3a went live on Beacon for membership purposes on 2nd March 2016. Only data relating to members current in 2015/16 were loaded. No earlier membership data in the same format is available.

Organisations rarely go back more than five years – the only justification for doing so would be if one or more years were unusual in some way so that more back years are required to detect long-running trends. The fact that 2019/20 and 2020/21 (and also 2021/22 in terms of membership) were distorted by Covid is a justification for going back to 2017/18.

(ii) The Membership Measures preferred

Two different ones are available (see Tables 3 & 4).

At the moment just net growth in membership has been shown as a possible performance measure.

Other options include:

- % of new members renewing after their 1st year (recommended by the TAT). This is a good measure of satisfaction.
- Average duration of membership for current members (see Feb 2023 Agenda Item 11 paper)

(iii) Groups

- As well as showing the absolute number or increase we could also show new groups established each year, a measure of vigour and renewal.
- Various statistics on % of members joining groups, or more than, say, 2 groups ((see Feb 2023 Agenda Item 11 paper)

(iv) Other Non-financial measures

- Shown possibilities for Events for all Members and Communications.
- The TAT is keen we measure the number of volunteers, but this leads to the question of who is a Volunteer? Obviously Trustees, Support Roles, and Group Leaders but do we include all RUGS (not all of whom volunteer in any one year), Group deputies etc?

(v) Financials

This needs discussion with the Treasurer

5. Actions & Next Steps

Committee Members to revert to me with any comments (preferably by end Feb 18th so I can discuss with the Treasurer when I meet with him)

The next version, showing selected Statistics & Performance Measures, and including outstanding data, to be brought to the next Committee Meeting.

Margaret Lloyd, Secretary, Feb 10th 2024

TABLE 1: POTENTIAL STATISTICS											
						COVID MAR 2020 - AUG 2021					
Crawley u3a Membership & Financial Year				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Starts				1st Aug 2017	1st Aug 2018	1st Aug 2019	1st Aug 2020	1st Sept 2021	1st Sept 2022	1st Sept 2023	
Ends	Table Ref			31st July 2018	31st July 2019	31st July 2020	31st Aug 2021	31st Aug 2022	31st Aug 2023	To 9/2/24	
Months				12	12	12	13	12	12	(End Dec financials))	
1 Membership (2 options)											
1(i) Membership as at 31st March (9th Feb for 23/24)	3			o/s	o/s	o/s	o/s	606	562	623	
1(ii) Continuing members c/fwd at year-end	4			523	558	611	553	504	538	623	
2 Activity Groups											
2(i) Number of groups at year-end				34	47	46	42	42	47	50	
Number of Group trips taken in year								19	39	21	
Room Based Groups Total Attendance								?	7,929	o/s	
Number of meetings								?	559	o/s	
Outdoor groups Memberships								?	430	o/s	
3 Events for All Members											
Average attendance across the 8 monthly Friary Talks									81	94	
Average attendance across the three coffee mornings										c100	
4 Communications											
Average monthly hits to Website Menu buttons				?	?	?	?	1,170	1,725	o/s	
Members of Crawley u3a Facebook site				?	?	?	?	?	?	o/s	
5 Financial Information											
Surplus/(deficit) on General Membership activities				(£1,773)	£1,806	(£1,389)	(£4,697)	(£5,956)	£285	£8,157	
Surplus/(deficit) on Group Activities (including Trips & Outings)				£4,706	£3,486	(£351)	(£767)	£1,260	£1,997	£729	
Cash at Bank and in Hand at Year-End				£47,814	£53,680	£49,783	£44,335	£40,939	£42,401	£52,308	
Unrestricted (plus Designated) Funds				£32,435	£34,240	£32,851	£28,155	£22,199	£22,484	£30,640	
Restricted (Group Activities) Funds				£12,205	£15,691	£15,340	£14,573	£15,833	£17,830	£18,559	
Total Reserves				£44,640	£49,931	£48,191	£42,728	£38,032	£40,314	£49,199	
Key											
				Data unlikely to be available							
	?			Not sure if data is available or not							

TABLE 3: SUPPORTING DATA (AND TO ASSIST IN INTERPRETATION)										
			2017/18	2018/19	2019/20 (1)	2020/21 (2)	2021/22 (3)	2022/23	2023/24	
			1st Aug 2017	1st Aug 2018	1st Aug 2019	1st Aug 2020	1st Sept 2021	1st Sept 2022	1st Sept 2023	
			31st July 2018	31st July 2019	31st July 2020	31st Aug 2021	31st Aug 2022	31st Aug 2023	31st Aug 2024	
1	Membership as at 31st March (9th Feb for 23/24)		12	12	12	13	12	12	12	
	TAT Return (made for annual TAT charge purposes)		31/03/18	31/03/19	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24	
	Basis of Membership Number (pre Associates)		Max members over 12 prev months to 31st Mar				No of members as at 31st March			
	Individual		o/s	o/s	o/s	o/s	375	337		
	Joint		o/s	o/s	o/s	o/s	202	196		
	Reported for TAT charge		594	593	593	612	577	533	0	
	Associate - individual		o/s	o/s	o/s	o/s	17	21		
	Associate - joint		o/s	o/s	o/s	o/s	12	8		
	Total Membership		o/s	o/s	o/s	o/s	606	562	0	
	Can easily obtain these numbers as at end March each year									
2	Annual TAT Charge (charged April, for 12 months to next March)		£3.50	£3.50	£3.50	£3.50	£4.00	£4.00	£4.00	
	Relates to TAT Financial Year (April - March)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24	
3	Crawley u3a Membership & Group fees		Inclusive of Third Age Matters (TAM) - charged for even if elect not to receive it				Fee Exc TAM TAM +£4 pp *			
	Single membership per member		£15.00	£15.00	£15.00	None	£10.00	£20.30	£16.00	
	Joint membership per couple		£25.00	£25.00	£25.00	" "	£17.00	£31.20	£32.00	
	Associate single per member		£11.50	£11.50	£11.50	" "	£6.50	£12.10	£12.00	
	Associate joint per couple		£18.00	£18.00	£18.00	" "	£10.00	£18.60	£24.00	
	Hired Premises based Groups per meeting		£1.50	£1.50	£1.50	£1.50	£1.50	£2.00	£2.00	
	Homes Based Groups per meeting		£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
	Outdoor Activity per annum		£3.00	£3.00	£3.00	£3.00	£3.00	£3.80	£3.80	
	Minimum default fee. Some outdoor groups make no charge if they incur no costs or have sufficient brought forward reserves									
(1)	19/20 Fees set pre Covid; most groups cancelled from mid-March 2020 for rest of year									
(2)	20/21 Fees set at zero as able to enjoy only c50% of the 19/20 programme and doubtful about when activities could recommence									
(3)	21/22 Fees set at approx 2/3rds levels of 19/20 fees, due to continuing uncertainty around Covid restrictions									

TABLE 4: MEMBERSHIP DATA FROM BEACON												
	Departures within each year (Deceased, Resignations & Lapsed)											
												To 9/02/24
Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	Current	Grand Total	
14/15	59	48	43	26	9	51	63	22	1	224	546	
15/16	40	13	5	3		8	2	1		22	94	
16/17		27	8	6		7	3	2		26	79	
17/18			16	6		5	1			35	63	
18/19				19	2	19	8	9		38	95	
19/20					5	15	9	7		33	69	
20/21						13	19	5		23	60	
21/22							18	8		48	74	
22/23								25	1	87	113	
23/24									2	87	89	
Grand Total	99	88	72	60	16	118	123	79	4	623	1282	
To reverse out 2 existing members entered in error, so for 23/24 to date have 87 new members & 2 deaths												
										To 9/02/24		
Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24			
B/fwd continuing members	546	541	532	523	558	611	553	504	538			
(1) New members joining in year	94	79	63	95	69	60	74	113	87			
(2) Departing members	-99	-88	-72	-60	-16	-118	-123	-79	-2			
(1)+(2) Net Change in year	-5	-9	-9	+35	+53	-58	-49	+34	+85			
C/fwd continuing members	541	532	523	558	611	553	504	538	623	Membership at 9/02/24		
To reconcile to membership figure 31/08/23 in GF Renewal Report (Dec 23 Agenda Item 10):												
Add back departing members								+79				
Deaths before year-end								-10				
To investigate (early resignations, correction of double counting of new members?)								-5				
Reported by GF for 31/08/23								602				
(2) Departing members are members who resigned, lapsed & died. Most of these become known only during the annual renewal exercise												
Sept - Nov after the year concerned												
Some deaths and possibly resignations take place and are communicated before the end of the year so C/fwd numbers overstate the year-end figure												

Agenda Item 11: Complaints Policy Update

Action for the Committee: To discuss

Crawley u3a Complaints Procedure (approved by the Committee 15th Dec 2022)

Complaints – responsibilities of the committee

In any organisation, complaints will occur from time to time, and it is important that members know where to turn for help, advice, and support so that, whatever the issue, it can be dealt with quickly, objectively, and appropriately. In the first instance, complaints should be directed towards the committee of Crawley U3A. This may include complaints from members about an issue that has arisen or complaints from an external organisation or individual. **In this respect the committee will urge complainants to record and provide a clear account of the actions and circumstances underpinning the complaint as soon as possible.**

Depending on the nature and source of the complaint, the committee will decide as to how best to approach reaching a resolution

In dealing with complaints, the U3A committee will ensure that:

- All actions will be documented.
- Complaints will be dealt with quickly and fairly.
- The U3A committee will try to de-escalate the situation and settle issues without having to resort to formal action, where possible.
- Confidentiality will be maintained. For more serious complaints, the committee may need to liaise with and share information with the Third Age Trust. This will not constitute a data breach due to Crawley U3A's membership of and affiliation to the Trust.
- Decisions made will be based on the facts and evidence gathered.

Informal process

In most cases, it is hoped that complaints can be dealt with informally as detailed below:

- Depending on what the issue is, a decision should be taken as to who the best person is to lead on attempting to resolve the situation informally. If an issue has arisen between two members in a group, then the group leader may be the best person supported by the Groups' Coordinator, if felt appropriate. For issues involving committee members it will be best for another committee member to attempt to mediate and try to find a solution. The initial stage requires checking with the party raising the concern as to whether s/he is willing to accept an informal outcome as opposed to going through a formal process.
- The person(s) identified to lead on the informal stage will hold an informal discussion with all relevant parties. The purpose of this would be to understand the problem and hear each party's views. The parties may decide to put their concerns or complaints in writing, and, for the sake of clarity, this is often helpful.
- If there are several people involved with the complaint – it may be deemed appropriate to speak with others mentioned so that as full a picture as possible is obtained.
- The purpose of the informal meetings will be to seek to summarise the situation with both parties, attempting to reach a mutually satisfactory outcome, agree any changes required to ensure that the situation does not happen again and clear the air.
- If it is felt that there is a case to answer but that nevertheless it is a minor issue, and all parties are willing to accept the agreed outcome then it should be made clear that there should be no repeat of the actions/behaviour and that no further action is necessary.

- If, however, it is felt by the person(s) leading on the informal stage, that the situation warrants a more formal approach or a specific course of action e.g., exclusion from an interest group; or if the person raising the complaint wishes to lodge a formal complaint, the matter should be referred, in writing, to the Chair of Crawley U3A Committee stating that this is a formal complaint. This will include a summary of the complaint, any steps already taken to deal with the issue and any action that the parties involved consider necessary to resolve it.

Formal process

Where someone wishes to raise a formal complaint, s/he will be asked to put the complaint in writing providing as much information as is relevant and giving specific dates and times – where possible. The complainant should also be asked as to what outcome they are hoping to achieve by making the complaint, for example, whether they would be prepared to accept an apology. Explain to the complainant that whilst their desired outcome forms part of their complaint, they need to be aware that there are no guarantees as to what the likely outcome will be.

The committee will appoint a Trustee who acts as the designated Trustee for managing complaints. The committee may also contact the Third Age Trust and request support from the Regional Trustee, a Trust volunteer and/or National Office staff. The committee will inform the complainant that additional support has been requested and the reasons why.

A letter or email will be sent to the complainant confirming receipt of the complaint and

- if the complaint is deemed to be a grievance the letter should confirm that the grievance procedure will be followed.
- if the complaint is deemed to be a disciplinary then the disciplinary procedure will be followed.
- if the complaint is deemed to not involve a grievance or disciplinary matter then the following process will be undertaken.

The Chair will appoint either one or two people to lead on the investigation. This will include gathering information and conducting interviews related to the complaint. The person(s) against whom the complaint has been made will be informed about the basis of the complaint. This will include the letter of complaint and any supporting documentation or other member statements. The result of these investigations must not be disclosed to any other Trustees at this stage, in order not to prejudice any appeal.

The Chair will appoint a subcommittee of three committee members to hear the complaint.

The timetable for the date of the meeting to hear the complaint will be short, within 14 days. The subcommittee will then consider the matter, consider any mitigating circumstances and agree what action to take. This could include, for example, a change of procedures, a change of venue for monthly meetings or whatever outcome is deemed the most appropriate solution.

Decision

The subcommittee decision will be communicated in writing to both the member or Trustee who raised the complaint and the member or Trustee against whom the complaint has been made. Both parties will be informed as to the outcome of the investigation in respect of whether the complaint has been upheld or not upheld.

If the complaint has been upheld, the letter will also specify what action will be taken as a result.

Right of appeal

A right of appeal should be offered providing it is lodged within a 7-day period from the date of the subcommittee decision being provided to the complainant and the member or Trustee against whom the complaint has been made. The appeal needs to be lodged in the form of a written representation for the committee to consider. An appeal can be lodged either by the person who made the complaint or by the person against whom the complaint has been made.

The appeal can include a request for a right of reply as well as written representations.

For the appeal, the Chair will convene a meeting of three Trustees (including him/herself). This should not include those who were involved in the initial investigation.

The person raising the appeal will be offered a verbal right of reply, if s/he wishes to take this up then s/he will be asked to attend a meeting with the appeal panel. Where the verbal right of reply involves the member or Trustee against whom the complaint has been made, s/he will be offered the option to attend with a companion who may also speak in a personal capacity.

The whole issue will be summarised and the person making the appeal will be given the opportunity to speak. The appeal panel will review the decision based only on the facts included in the original hearing, consider any mitigating circumstances, and then make a final decision, which must be communicated in writing to both parties.

Agenda Item 12: Mew members Meeting 25th January & Arrangements for New Members at the 20th Feb Coffee morning

Action for the Committee: To discuss

Review of New Members' Meeting 25 January at St Pauls

St Paul's

This meeting was held at very short notice following our becoming aware that many of our new members had not participated in a welcoming event. Around 23 new members attended, along with 5 committee members.

Since the format of the meeting followed that of the previous events, I will say little on that. My conclusions were that the new members were enthusiastic and engaged well, posing a good number of relevant questions. They were also furnished with appropriate written material.

I have to say, however, that we must in future plan these events well in advance. It is, arguably, easier to cancel events than to mount them at short notice. In this case the short notice probably inhibited member attendance and prevented the appearance of the Communications and Group Coordinators, both key to the induction process. There was also confusion over the provision of RUGS help.

In short, while the meeting was successful, that success would have been enhanced by adherence to the new guidelines for holding events.

I am, of course, grateful to all those who helped it go well.

Jim McGough