

Agenda for Group Leaders Meeting at 2.00 p.m. on Monday 2nd October 2023

The Friary

Item	Description	Who	Page
1.	Chair's Introduction	Chair	
2.	Discussion on 8th September Open Day	Comms Coordinator	
3	Finance Matters <ul style="list-style-type: none"> a) 2022/23 Year-end accounts b) Confirming group restricted funds carried forward 1/09/23 c) Group fees for 2023/24 d) Taking fees by debit/credit card 	Treasurer	2 - 7 8 - 10
4.	Development of a Group Leaders Handbook Updated Financial section	Chair Treasurer	11 12 - 21
5.	10th November AGM <ul style="list-style-type: none"> a) Resolution for November AGM b) Need for volunteers to assist in running Crawley u3a c) Presentation of group prizes? 	Chair	22
Refreshment Break			
6.	Group Resilience	Chair	23
7	Items for Communication and Open Discussion <ul style="list-style-type: none"> • Safeguarding • Crawley u3a Priorities for 2023/24 • Risk Assessments • E-mail addresses on the website • <i>Any other topics GLs wish to raise</i> 	Chair Chair Secretary Secretary	
8	Date for next meeting (sometime in Term 2)	Chair	
9	AOB	Chair	

Margaret Lloyd, Secretary, September 24th

Financial Monitoring Report for the 2022/23 financial year.

This paper is an extract from the Financial Monitoring report, being considered by the Committee at its meeting on the 4th October 2023 focused on the operation of the Activity Groups.

A full copy of the report is available within the Committee meeting's paperwork on the website.

Group Activity

Financial summary of groups activities for the financial year ending 31st August 2023.

Group Activity summary						
	Room Based		Outdoor		Total	
	Full year budget	Actual to date	Full year budget	Actual to date	Full year budget	Actual to date
	£	£	£	£	£	£
Income	16,910.00	15,857.10	1,840.00	1,585.30	18,750.00	17,442.40
less: Expenditure						
Venue hire	15,390.00	14,335.37	560.00	149.21	15,950.00	14,484.58
Expenses/consumables	1,520.00	496.06	1,280.00	225.93	2,800.00	721.99
	16,910.00	14,831.43	1,840.00	375.14	18,750.00	15,206.57
Surplus / Deficit (-)	0.00	1,025.67	0.00	1,210.16	0.00	2,235.83
Attendance numbers	8460	7929				
Number of meeting held	530	559				
Number of memberships			491	430		

A more detailed breakdown by individual group is set out in Annex 1. This includes both financial analysis and attendance data.

Key points to note are:

- As part of the budget the definition of what expenses could be claimed was extended to both encourage more focus on bringing learning into the scope of group activities and to modernise equipment and having sufficient group engagement for planning through allowing for two planning meetings per group. The actual level of take up was very low.
- Outdoor membership numbers were down, primarily due to the loss of Out & About 2.
- Though Room based attendance numbers were below the estimate for the year. The analysis shows that most Room based groups made a surplus or made very small losses. This shows that the increase in the 'Attendance Fee' has achieved its objective to bring these group into a more collective breakeven position.
- Discussions with the Groups that made significant losses, over £250 in this financial year, have taken place with action plans having been either agreed or being finalised with the respective Group Leader to seek to make those groups more financially sustainable during 2023/24.

Trips and Outings

The following table provides a summary of the activity on the trips and outings undertaken to date.

		£	£
	Trips & Outings fees		33,669.65
less	Transportation	10,284.00	
	Entrance fees	23,186.01	
	Other expenses	438.50	33,908.51
	Surplus / Deficit(-)		-238.86

A detailed analysis by individual trip and outing is set out in Annex 2.

The table does not include all outings undertaken, only those that have had financial implications.

Balance sheet

As at the 31st August, the u3a had a cash balance of £42,402. The retained reserve balance was £17,831.

A breakdown of the Retained balance as it relates to individual groups is set out on Annex 3.

This annex shows the retained reserves as they have been accrued by individual groups since the 1st September 2021. The negative figures indicate a “deficit” and positive figures a “surplus”.

The figures should not be viewed on an annual basis, but as a rolling balance that should be viewed over a time frame of 3 to 5 years.

The financial objective is for all groups to be financially sustainable over that timeframe. To achieve this each group should, as a target, be operating with a balance within a range of £-100 to £100.

The unallocated provision of over £14,000 is available to the Committee to both help establish new groups and provide financial support to help groups achieve financial sustainability.

The changes to the way individual groups are classified will provide more flexibility for groups to achieve their own financial sustainability.

Annex 1

ACTIVITY GROUP FINANCIAL ANALYSIS - 2022/23

	Receipts	Venue hire	Consumables	Payments	Surplus / Deficit (-)
	£	£	£	£	£
Art Appreciation 2	440.00	314.50	22.98	337.48	102.52
Art Appreciation 3	238.00	178.09	3.54	181.63	56.37
Bamboo Pipes	260.00	264.00	0.00	264.00	-4.00
Book Group 1	218.00	146.60	33.00	179.60	38.40
Bridge for fun 1	1,505.00	1,710.00	0.00	1,710.00	-205.00
Bridge for fun 2	1,572.00	1,530.00	0.00	1,530.00	42.00
Family History	128.00	129.50	0.00	129.50	-1.50
Film Circle	384.00	185.00	45.06	230.06	153.94
Folk Dancing	448.00	639.98	0.00	639.98	-191.98
Folk Music/Group	304.00	245.15	13.00	258.15	45.85
French	289.00	390.60	97.60	488.20	-199.20
Gardening	933.80	291.30	72.11	363.41	570.39
Gardening 2	859.80	172.80	72.12	244.92	614.88
History	376.00	241.90	0.00	241.90	134.10
Mahjong	918.00	556.00	0.00	556.00	362.00
Painting Crafts and Drawing	1,024.50	1,500.00	0.00	1,500.00	-475.50
Poetry	490.00	390.81	11.60	402.41	87.59
Quiz 2	487.00	276.30	6.54	282.84	204.16
Quizzing	476.00	233.00	0.00	233.00	243.00
Rummikub & Canasta	336.00	314.50	41.19	355.69	-19.69
Science for non-scientists	200.00	124.92	0.00	124.92	75.08
Short Mat Bowls (Mon)	258.00	686.34	0.00	686.34	-428.34
Short Mat Bowls (Wed)	338.00	724.47	0.00	724.47	-386.47
Singing for Fun	484.00	551.34	17.00	568.34	-84.34
Smart Phone photos	124.00	124.90	0.00	124.90	-0.90
Table Tennis	1,804.50	1,586.00	0.00	1,586.00	218.50
Topical Discussion 1	286.50	284.53	0.00	284.53	1.97
Topical Discussion 2	0.00	18.50	0.00	18.50	-18.50
Ukulele	675.00	524.34	60.32	584.66	90.34
Room based Groups	15,857.10	14,335.37	496.06	14,831.43	1,025.67
Allotment	7.60	0.00	0.00	0.00	7.60
Ambers	135.60	0.00	0.00	0.00	135.60
Ambers Extra	82.30	0.00	9.70	9.70	72.60
Cycling For fun	0.00	0.00	0.00	0.00	0.00
Petanque	0.00	0.00	4.49	4.49	-4.49
Out and About 1	126.60	18.45	0.00	18.45	108.15
Out and About 4	197.60	20.90	39.81	60.71	136.89
Out and About 5	136.80	17.48	0.00	17.48	119.32
Out and About 6	171.00	9.25	28.84	38.09	132.91
Out and About 7	178.60	0.00	9.99	9.99	168.61
Tennis / Pickleball	30.40	60.00	70.10	130.10	-99.70
Theatre	334.60	0.00	63.00	63.00	271.60
Walkers 1	93.00	13.88	0.00	13.88	79.12
Walkers Extra	91.20	9.25	0.00	9.25	81.95
Outdoor Activity Groups	1,585.30	149.21	225.93	375.14	1,210.16
TOTAL	17,442.40	14,484.58	721.99	15,206.57	2,235.83

	A	B	D = A/B		
	Total paid attendance (Receipts /£2.00)	Number of meeting paid for	Average (Paid) attendance per meeting	Minimum required attendance per meeting (Room hire cost /£2.00)	Membership per Beacon
Art Appreciation 2	220	17	13	10	13
Art Appreciation 3	119	11	11	9	13
Bamboo Pipes	130	19	7	8	7
Book Group 1	109	8	14	10	14
Bridge for fun 1	753	51	15	15	27
Bridge for fun 2	786	50	16	15	22
Family History	64	7	9	10	16
Film Circle	192	10	19	10	23
Folk Dancing	224	19	12	18	17
Folk Music/Group	152	11	14	12	20
French	145	18	8	10	10
Gardening	467	10	47	15	51
Gardening 2	430	10	43	9	50
History	188	11	17	10	19
Mahjong	459	47	10	NA	21
Painting Crafts and Drawing	512	37	14	20	18
Poetry	245	21	12	10	14
Quiz 2	244	12	20	16	28
Quizzing	238	10	24	12	27
Rummikub & Canasta	168	17	10	10	25
Science for non-scientists	100	9	11	7	12
Short Mat Bowls (Mon)	129	18	7	20	8
Short Mat Bowls (Wed)	169	19	9	20	13
Singing for Fun	242	18	13	12	17
Smart Phone photos	62	8	8	7	12
Table Tennis	902	52	17	16	30
Topical Discussion 1	143	20	7	7	9
Topical Discussion 2		1			
Ukulele	338	18	19	15	24
Room based Groups	7929	559			

Annex 2

TRIPS AND OUTINGS SCHEDULE - 2022/23

			Receipts				Payments	Surplus / Deficit (-)	Attendance
			£	Transport £	Entry £	Other £	£	£	No
September 2022 to August 2023									
07-Sep-22	Gardening	RHS Hyde Hall	648.00	545.00		40.00	585.00	63.00	48
10-Oct-22	Gardening	RHS Stowe	370.00	525.00			525.00	-155.00	35
12-Dec-22	Gardening	Christmas Lunch	1,485.50		1,496.00		1,496.00	-10.50	66
22-Feb-23	Gardening	Old Vicrage Washington	420.00		420.00		420.00	0.00	30
31-Mar-23	Gardening	Beth Chatto	1,385.00	695.00	780.00		1,475.00	-90.00	40
21-Apr-23	Gardening	Pastley Manner	1,218.00	545.00	705.00		1,250.00	-32.00	47
19-Jun-23	Gardening	Hinton Ampre	645.00	595.00			595.00	50.00	43
05-Jul-23	Gardening	Exbury	936.00	545.00	390.00		935.00	1.00	29
04-Oct-22	O&A 1	IWM Duxford	352.00	352.00			352.00	0.00	8
30-Nov-22	O&A 1	Winchester Xmas market	242.00	242.00			242.00	0.00	11
19-Dec-22	O&A 1	Christmas Lunch	618.00		618.00		618.00	0.00	25
11-Apr-23	O&A 1	Museum of Brands	78.30		78.30		78.30	0.00	13
16-Nov-22	O&A 4	Vintners tour	132.00		132.00		132.00	0.00	11
05-Dec-22	O&A 4	Christmas Lunch	145.00		145.00		145.00	0.00	29
14-Jul-23	O&A 4	Highgate Cemetery	180.00		180.00		180.00	0.00	15
16-Feb-23	O&A 6	Gatton Park	156.00		156.00		156.00	0.00	13
08-Jun-23	O&A 6	Brick Lane Music Hall	765.00		765.00		765.00	0.00	17
26-Jul-23	O&A 6	Denbie Vinyard	427.10		427.10		427.10	0.00	18
12-Aug-23	O&A 6	Reigate Caves	56.00		56.00		56.00	0.00	14
21-Oct-22	O&A 7	Royal Hospital Chelsea	345.00		345.00		345.00	0.00	22
22-May-23	O&A 7	Holland trip	2,650.00		2,600.00	50.00	2,650.00	0.00	53
13-Jun-23	O&A 4-7	Hellfire Caves & Hughenden House	1,071.00	695.00	255.00	40.00	990.00	81.00	22
08-Aug-23	O&A 4-7	Ramgates & Broadstairs	1,035.00	745.00	270.00		1,015.00	20.00	46
19-Sep-22	Combined	The Savill Garden & River Boat trip	2,014.50	525.00	1,380.00	40.00	1,945.00	69.50	16
06-Feb-23	Combined	Verrio tour of Christ Hospital	690.00		690.00		690.00	0.00	23
05-Apr-23	Combined	Audley End House & Garden	750.00	695.00			695.00	55.00	50
11-Apr-23	Combined	Winchester	638.50	595.00			595.00	43.50	39
15-Aug-23	Combined	Blenheim Palace	1,686.00	725.00	961.00		1,686.00	0.00	44

TRIPS AND OUTINGS SCHEDULE - 2022/23

		Receipts				Payments	Surplus / Deficit (-)	Attendance	
		£	Transport £	Entry £	Other £	£	£	No	
06-Sep-22	Seasonal	Tower of London	2,602.00	595.00	1,976.00	172.00	2,743.00	-141.00	53
26-Apr-23	Seasonal	Holland Park & Leighton House	1,189.00	545.00	756.00	60.00	1,361.00	-172.00	28
14-Sep-22	Theatre	Mirror Cracked	433.50		434.50		434.50	-1.00	18
20-Oct-22	Theatre	Noises Off	851.00		837.56		837.56	13.44	23
24-Nov-22	Theatre	Lavender Hill Mob	572.00		575.80		575.80	-3.80	22
21-Dec-22	Theatre	Royal Albert Hall carols	911.50	625.00	250.00	36.50	911.50	0.00	47
11-Jan-23	Theatre	The Lion King	700.00		700.00		700.00	0.00	20
01-Feb-23	Theatre	Best Exotic Marigold hotel	1,684.00	495.00	1,188.00		1,683.00	1.00	33
26-Feb-23	Theatre	Beyond the Barricades	589.00		620.00		620.00	-31.00	19
22-Mar-23	Theatre	Wish you her Dead	831.25		831.25		831.25	0.00	25
19-Apr-23	Theatre	Blood Brothers	660.00		660.00		660.00	0.00	20
07-Jun-23	Theatre	Wicked	562.50		562.50		562.50	0.00	26
29-Aug-23	Theatre	Sound of Music	945.00		945.00		945.00	0.00	27
			33,669.65	10,284.00	23,186.01	438.50	33,908.51	-238.86	
<u>Analysis of 2022/23 surplus/deficit (-) to individual groups</u>									
								£	
		Gardening						-173.50	
		O&A 1						0.00	
		O&A 4						42.00	
		O&A 6						0.00	
		O&A 7						59.00	
		Combined (O&A's)						168.00	
		Seasonal						-313.00	
		Theatre						-21.36	
								-238.86	

Annex 3

RESTRICTED FUNDS - ANALYSIS										
	B/f from years prior to 21/22	2021/22 Surplus or deficit(-)	Balance at 31/8/22	Reserves Adjusrment from Unrestricted approved by Committee Mar 23	Combining Trips and Activity balances	Unallocated Room charge in 21/22 traced down to O&A1.	2022/23 Groups surplus or deficit (-)	2022/23 Trips surplus or deficit (-)	Balance on old closed groups transferred into general unallocated pot.	Balance at 31/8/23
	£	£	£	£	£	£	£	£	£	£
Trips Groups										
Out and About 1			0.00							0.00
Out and About 2	0.10		0.10						-0.10	0.00
Out and About 4	97.20	40.25	137.45		-137.45					0.00
Out and About 5	28.00		28.00		-28.00					0.00
Out and About 6			0.00							0.00
Out and About 7	14.65	4.00	18.65		-18.65					0.00
Gardening	4.00	294.75	298.75		-298.75					0.00
Combined O&A groups	123.41	88.20	211.61					168.00		379.61
Theatre	9.32		9.32		-9.32					0.00
Seasonal Outings	1138.32		1138.32					-313.00		825.32
Total	1415.00	427.20	1842.20	0.00	-492.17	0.00	0.00	-145.00	-0.10	1204.93
Activity Groups										
Allotment		-7.10	-7.10				7.60			0.50
Ambers		108.00	108.00				135.60			243.60
Ambers Extra		40.40	40.40				72.60			113.00
Art Appreciation 2		-24.50	-24.50				102.52			78.02
Art Appreciation 3		-5.04	-5.04				56.37			51.33
Bamboo Pipes		-70.30	-70.30				-4.00			-74.30
Book Group 1		108.90	108.90				38.40			147.30
Book Group 2		9.80	9.80				0.00		-9.80	0.00

RESTRICTED FUNDS - ANALYSIS										
	B/f from years prior to 21/22	2021/22 Surplus or deficit(-)	Balance at 31/8/22	Reserves Adjusrment from Unrestricted approved by Committee Mar 23	Combining Trips and Activity balances	Unallocated Room charge in 21/22 traced down to O&A1.	2022/23 Groups surplus or deficit (-)	2022/23 Trips surplus or deficit (-)	Balance on old closed groups transferred into general unallocated pot.	Balance at 31/8/23
	£	£	£	£	£	£	£	£	£	£
Bridge for fun 1		-323.50	-323.50				-205.00			-528.50
Bridge for fun 2		-421.50	-421.50				42.00			-379.50
Earth Matters		-51.00	-51.00				0.00			-51.00
Family History		0.00	0.00				-1.50			-1.50
Film Circle		-15.14	-15.14				153.94			138.80
Folk Dancing		-84.64	-84.64				-191.98			-276.62
Folk Music/Group		-28.40	-28.40				45.85			17.45
French		83.05	83.05				-199.20			-116.15
Gardening		312.50	312.50		298.75		570.39	-173.50		1,008.14
Gardening 2		227.39	227.39				614.88			842.27
History		187.40	187.40				134.10			321.50
Mahjong		306.60	306.60				362.00			668.60
Music Appreciation		-56.01	-56.01				0.00		56.01	0.00
Needles		15.25	15.25				0.00			15.25
Out and About 1		68.25	68.25			-19.11	108.15			157.29
Out and About 2		98.80	98.80				0.00		-98.80	0.00
Out and About 4		47.23	47.23		137.45		136.89	42.00		363.57
Out and About 5		83.22	83.22		28.00		119.32		-230.54	0.00
Out and About 6		52.44	52.44				132.91			185.35
Out and About 7		156.00	156.00		18.65		168.61	59.00		402.26
Painting Crafts and Drawing		-337.28	-337.28				-475.50			-812.78
Parchment Craft 1		30.15	30.15				0.00		-30.15	0.00
Parchment Craft 2		19.95	19.95				0.00		-19.95	0.00
Petanque		0.00	0.00				-4.49			-4.49

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	£	£	£	£	£	£	£	£	£	£
Poetry		-283.64	-283.64				87.59			-196.05
Quiz 2		32.10	32.10				204.16			236.26
Quizzing		19.90	19.90				243.00			262.90
Rummikub & Canasta		0.00	0.00				-19.69			-19.69
Science		41.40	41.40				75.08			116.48
Short Mat Bowls (Mon)		-240.03	-240.03				-428.34			-668.37
Short Mat Bowls (Wed)		-362.00	-362.00				-386.47			-748.47
Singing for Fun		-58.15	-58.15				-84.34			-142.49
Smart Phone Photgraphic							-0.90			-0.90
Storytelling		8.66	8.66				0.00			8.66
Storytelling 2		25.40	25.40				0.00			25.40
Table Tennis		-217.00	-217.00				218.50			1.50
Tennis/Pickleball		0.00	0.00				-99.70			-99.70
Theatre		-84.95	-84.95		9.32		271.60	-21.36		174.61
Topical Discussion 1		-92.10	-92.10				1.97			-90.13
Topical Discussion 2		-112.75	-112.75				-18.50		131.25	0.00
Ukulele		90.48	90.48				90.34			180.82
Walkers Extra		62.55	62.55				79.12			141.67
Walkers 1		75.70	75.70				81.95			157.65
Unallocated (from outdoor activities during 21/22)		-19.11	-19.11			19.11				0.00
TOTAL		-582.62	-582.62	0.00	492.17	0.00	2,235.83	-93.86	-201.98	1,849.54
Unallocated				14,574.00					202.08	14,776.08
Total Restricted Fund		-155.42	1,259.58	14,574.00	0.00	0.00	2,235.83	-238.86	0.00	17,830.55

Development of a Group Leaders Handbook

There is current a **Procedures and Reference Guide for Group Leaders**. This was last updated in September 2022 and can be found on the Group Leaders page of the website. Section 6

The contents are currently:

Foreword

1. Starting and running a Group
2. The Administration of running a Group
3. Health & Safety
4. Resources
 - Equipment
 - Learning Aids and Material
5. Insurance and Risk Management
6. The Financial Aspects of running a Group
 - Overview
 - Receipts and Income
 - Expenses
 - Trips
 - Forms

Section 6 is to be replaced by a New Financial Section – see next page

Extending this Procedures and Reference Guide to become a Group Leaders Handbook

There are a number of topics not included in the above which about which Group Leaders need to be aware, such as:

- GDPR (linked to why we encourage use of Beacon for messaging etc)
- Copyright
- Safeguarding
- EDI
- Accessibility
- Complaints
- Advice on dealing with poor or disruptive members
- Advice on mitigating actions when the number of group member is falling
- Succession issues
- Members Code of conduct
- Possibility of running a fixed term group (e.g. just 6 sessions) to assess interest
- Provision of articles and photos to the Communications coordinator for inclusion in Newsletter and Social Media
- Guest Membership
- GL meetings
- Open Day

We could include a 'facts sheet' at the front of the Handbook which contains all things like current fees, board agenda for GL meetings etc, making it simple and easy to just update that page rather than having to update the whole document.

For most of these we do already have material available on the web. It is just a matter of referencing/copying the aspects of specific relevance to Group Leaders.

New Financial Section of the Group Leaders Handbook

The current guidance was last updated in September 2022. Since then there have been some significant changes to both the mix of activities being offered to Members and the u3a's financial policies. These include:

- Introduction of a wider range of physical activities, (Cycling, Pétanque, Air Rifle shooting, Exercise Afternoon) which each differ in their delivery and associated costs.
- Clarification of the financial rules around the management of trips and deferment of fees.
- Provision of more flexibility for Group Leaders of outdoor groups to set their own annual fees.

The updated guidance is attached. The key changes are:

- A widening of the definition/classification of 'Outdoor' groups to now include all sports/physical activity groups and those who use a combination of trips and room-based activities. These combination groups have been given a general title of Special interest, this will also provide for inclusion of the focused Out and About groups (building architecture, museums, etc) that we would like to develop.
- The introduction of the wider classification will increase the number of groups, where the Group Leader will have the flexibility to set their own fee levels.
- To maintain equity in the application of the Room based attendance fee across all groups. Any Special Interest or Sporting group that use accommodation equivalent to a Room based group should as a minimum levy a fee equivalent to the Room based attendance fee (currently, £2).
- Removal of specific detailed guidance on accounting for trips and outings, as this will be included within the section of the handbook covering the general management and operation of trips.
- The update does not include any references to Insurance, Risk Management, or other resources as they are already separated out into their own sections of the current guidance.

A listing of which groups are within each of the new classification is set out below:

Classification of Groups

(August 2023)

Home based	Room Based	Outdoor, Sporting & Special Interest
Beginners Italian Craft Needles Storytelling Storytelling 2	Art Appreciation 2 Art Appreciation 3 Bamboo Pipes Book Group 1 Bridge For Fun 1 Bridge For Fun 2 Family History Film Circle 1 Folk Dancing Folk Group French Experience History Group Mahjong Painting & Drawing Poetry Quiz Group 2 Quizzing Rummikub and Canasta Science Singing For Fun Smart phone photographic Topical Discussion 1 Ukulele	Air Rifle Allotment Amblers Amblers Extra Cycling Gardening Gardening 2 Out & About groups Pétanque Short Mat Bowls 1 Short Mat Bowls 2 Table Tennis Tennis / Pickleball Theatre Walkers 1 Walkers Extra <i>In development</i> Exercise Afternoon Sports Evening
5	23	16 (18)

GROUP LEADERS' HANDBOOK

The Financial Aspects of running a Group.

1. General Principles

- 1.1. This section should be read in conjunction with Crawley u3a's Financial Policy, which sets out the overall financial framework within the u3a affairs are conducted. A copy is available on the Crawley u3a website.
- 1.2. For administration and accounting purposes all Activity Groups are classified into one of three categories.

Home Based – This covers all Groups that hold regular meeting at the home of one of the group members. These groups are normally limited to a maximum group size of eight members.

Room Based – This covers the traditional “classroom” groups that meet at a fixed location on a regular basis. This can cover both traditional educational subjects (History, Poetry) and social gatherings activities such as cards and board games.

Outdoor, Sporting and Special Interest – This covers all other groups; including all outdoor activities, trips & outings based, and sports (both indoor and outdoor) where there is a need for specialist facilities, accommodation, or equipment.

- 1.3. For general administration purposes Crawley u3a operate on a termly basis, that broadly matches the academic year. It breaks the year into three terms for both reporting and financial management purposes. The year is split as follows:
 - Autumn Term (September, October, November, and December)
 - Spring Term (January, February, March, and April)
 - Summer Term (May, June, July, August)

Note: The schedule, practically ignores when Easter falls as this moves from year to year. Also, Groups generally do not meet in August.

- 1.4. The Crawley u3a Financial Year runs from 1st September to 31st August.

- 1.5. The u3a's general financial principles are that each activity group should be self-financing and that no group should be disadvantaged due to low membership and/or attendance numbers.
- 1.6. To ensure the health and sustainability of the u3a, it is important that it offers the widest range of activities it can. Therefore, to ensure that smaller groups can function, in certain circumstances, venue hire costs and other running costs are pooled together and funded by applying a standard attendance fee to all members attending the meetings of those groups.
- 1.7. To assist with the smooth running of the u3a, Group Leaders will be expected to use a set of standard forms for reporting and accounting for all income received and payment of all expenses. See Form section 5 below.
- 1.8. The Treasurer will monitor individual Group's income and expenditure and will highlight potential issues to both the relevant Group Leader and Committee. It should not be necessary for a Group to close because expenses are not being covered by fees; the Committee will however keep under review any group where expenses are significantly exceeding income.
- 1.9. Members' cheques for all u3a activities should be made payable to Crawley u3a.
- 1.10. Receipts collected from any activity should be paid in full into the u3a bank account, no expenditure should be netted off against the receipts.

2. Fees

- 2.1. The level of fees is determined on an annual basis.
- 2.2. Where fees are collectable Group Leaders will determine the frequency that the fees are collected for their group. As a guide
 - Groups meeting weekly – fees collected on attendance.
 - Groups meeting monthly – fees collected "termly" at the beginning of each term.
 - Groups meeting fortnightly – for the Group leader to determine whether to collect weekly or termly.
 - Outdoor, Sporting and Special Interest groups can arrange with the Treasurer for their fees to be collected annually by invoice to group

members, at the start of each Membership year. Otherwise, they should be collected by the Group Leader on a “weekly” or “termly” basis.

- 2.3. The Group Leader will agree with the Treasurer the method of collection and payment of the money into the u3a’s bank account. This is to ensure that all transactions go through the accounts and to ensure transparency, the avoidance of any uncertainty and to meet audit requirements.
- 2.4. Current procedures and rules on ‘refunds’ or ‘deferment of termly fees’ where members are unable to attend a meeting, they have already paid for can be found in the “Committee delegated decision schedule” on the Crawley u3a website or can be requested direct from the Treasurer.

2.5 The fees for each group category are determined as follows:

Home Based

As these group are by nature small and do not consume any external accommodation costs, no fees are applied. It will be up to each Group to determine and agree how the costs of running their group are shared among themselves.

Room Based

A standard attendance fee is applied to these groups. This is determined annually by the Committee in consultation with the relevant Group Leaders.

The money collected will be accounted for to the Treasurer using Account Form 01 (for weekly groups) or Account From 02 (for termly groups).

Outdoor, Sporting and Special Interest

The costs for these groups will vary according to what the group is doing. The Group Leader in consultation with the Treasurer will determine the fee for their group on an annual basis prior to the beginning of each Membership year.

Where a group uses a combination of outdoor and room-based activities. The fee charged should, as a minimum, be equivalent to the Room Based Attendance fee.

Any money collected for Trips, Outings or Events undertaken by a group should be accounted for to the Treasurer using Account Form 03.

3. Attendance

- 3.1. For both insurance and Health & Safety reasons, it is important that a record of who has attended a Group meeting or event has been taken.
- 3.2. As a minimum the following guidance should be followed.

Home Based group.

The Group Leader should collect and maintain a record of which members have attended each meeting of the group, including their Name and Membership number. This information should be made available to the Committee when requested.

Room based group meeting weekly.

The attendance should be recorded along with the fees collected on Account Form 01.

Room based group meeting monthly.

The attendance should be recorded on Account Form 02A and sent to the Treasurer following completion of that term's activities.

Trips and Outings

It will be assumed that the attendance at the event/activity will be equivalent to the Membership that have paid for it and recorded on the Account Form 03. Should the actual attendance differ on the day of the event, then the Treasurer should be informed by email after the event, especially if the non-attendance will result in a refund being made to those Members.

Outdoor, Sporting & Special Interest group.

The Group Leader should collect and maintain a record of which members have attended each meeting of the group, including their Name and Membership number. This information should be made available to the Committee when requested.

4. Expenses

4.1. Expenditure incurred by Activity Groups, has been separated into two classifications, dependant on the way the expenditure is funded. The classifications and their funding streams are:

- **Group running expenses and consumables** – These are costs incurred in both managing the group and delivering the activity. These are funded from the Fees set for each individual group. A schedule of the costs that come under this heading is set out on Annex 1. Where a cost does not appear on the Annex the Group Leader should discuss this with the Treasurer before incurring any costs.
- **Equipment**
Large/major items of furniture or equipment (valued over £100) required to under the activity and that will last for a period longer than one year

are funded directly from the u3a's general reserves and will require the Committee's approval before being purchased. All requests for such items must be made through the Treasurer.

Equipment valued under £100 is classified as consumables, but any item costing more than £20 needs to be approved by the Treasurer before it is purchased.

- 4.2. Group Leaders can incur and then claim back running expenses and consumables, using Account Form 04. Whenever possible receipts should be obtained for all purchases and sent to the Treasurer with the claim form for audit purposes.
- 4.3. For items of general administration such as car travel, photocopying or printing pre-set reimbursement rates have been set by the Committee and are set out on Account Form 04.
- 4.4. Wherever possible pre-planned large volume of printing/photocopying (more than ten copies) should be printed on the central printer operated by the Membership Assistant. Where this is required, please liaise directly with the Membership Assistant.
- 4.5. As an alternative to incurring the costs and then claiming them back, Group Leaders can obtain an invoice from the supplier and then use Account Form 05 to request the Treasurer to make a payment direct to the supplier.

5. Forms

- 5.1. To aid the quick and efficient processing of financial transactions, a set of standard forms have been established. These forms are explained below. Copies can be found on the Crawley u3a website.
- 5.2. The Folio and Acct number boxes on the forms are for the Treasurer's use only.
- 5.3. The Membership number is required for compliance with general insurance requirements.
- 5.4. Word, PDF, and Excel versions of the forms are available for download from the Crawley u3a website.

- 5.5. Group Leaders can devise their own bespoke electronic form, as long as it contains all the information/data required. Any bespoke form will need to be agreed with the Treasurer before being used.

Accounts Form 01 – Attendance and Receipts form – Weekly groups (A&R Form)

This is a multipurpose form, for use by groups meeting either weekly or fortnightly, it records/reports both activity fees received and attendance.

The forms can be populated with the members names and membership numbers in a variety of ways.

- Group Leaders can download the data directly from Beacon and copy/paste it into the form.
- Group Leaders can populate it directly.
- Group Leaders can ask the Treasurer to provide an already populated version, in an appropriate computer format that they can access.

Data will be downloaded directly from Beacon, so Group Leaders should ensure that their group's membership records on Beacon are kept up to date.

It is important that regular returns and payments are made to the Treasurer. Groups meeting weekly or fortnightly, should submit at least one return per calendar month.

Accounts Form 02 – Termly Attendance Fees receipt form.

This is for groups meeting monthly or fortnightly. It should be used to record attendance fees collected. It should be completed and returned to the Treasurer as soon as 'termly' fees have been collected.

Fees from Members who for some reason pay late, or new members who join the group mid-term can be submitted on a separate form, when those payments have been collected.

Termly fees are determined by multiplying the 'standard attendance fee' by the number of times the group will meet that term.

The forms can be populated with the members names and membership numbers in a variety of ways.

- Group Leaders can download the data directly from Beacon and copy/paste it into the form.

- Group Leaders can populate it directly.
- Group Leaders can ask the Treasurer to provide an already populated version, in an appropriate computer format that they can access.

Data will be downloaded directly from Beacon, so Group Leaders should ensure that membership records for their group are kept up to date.

Accounts Form 02A – Attendance form – Monthly groups (A&R Form)

This is for use by groups meeting monthly or fortnightly. It only records attendance. Fees are reported using Account Form 02.

The forms can be populated in an equivalent way to Account Form 02.

It is important that attendance data is recorded and returned to the Treasurer. Groups should submit at least one completed form per term.

Accounts Form 03 – Events Receipt form.

This is for reporting fees collected for 'one-off' trips or events.

For trips where the number exceeds thirty, then multiple forms can be put together to form one return.

Accounts Form 04 – Claim for Expenses form.

This is for claiming back the running and consumable expenses incurred by the group.

Documentary evidence or receipts should be attached to evidence that the expenses have been incurred.

Accounts Form 05 – Request for Payment form.

Used to obtain direct payment to a supplier or third party. An associated invoice must be attached to evidence the expenditure has been or will be incurred.

CLASSIFICATION OF EXPENSES

The primary objective of the u3a is to create an environment within which members can be comfortable and confident to undertake self- learning and develop their skills and knowledge.

To facilitate this Group Leaders can claim the following costs in respect of both the management of their Group and the preparation and delivery of the Group's activities.

- Printing/Photocopying for both managing the group and to facilitate the delivery of group activities.
- Postage for sending out communications to Group Members or sending documents/cheques to Executive members (e.g., Treasurer, Secretary, Communications Coordinator).
- The purchase or hire of written or published material for use in group activities.
- Consumables to aid the learning experience during group activities.
- Subscriptions to magazines, libraries, and other sources of learning material.
- Costs associated with the preparation of group activities, including scouting/recce activities for trips & events. (Any cost of scouting/recce activity is limited to one person per trip).
- Production and distribution of advertising material for the promotion of the group.
- Hiring in of Guest Speakers to facilitate learning. (Limited to one per year per Activity group).

Costs that cannot be claimed.

- Refreshments provided and consumed during group activities.
- Membership fees to other organisations.

If any individual item of expenditure is going to cost over £20. Prior approval of the Treasurer is required before the cost is incurred.

November 2023 AGM

A webpage “AGM 2023” has been set up and will be updated as the AGM documents become available. We plan to e-mail out the formal notification, including agenda and nomination forms for Trustees, by Friday 6th October. Those not on e-mail will receive the documents with their October newsletter.

As the entertainment after the main business we plan to put on a slide show “*Crawley u3a Highlights of 2022/23*”. Please let the Secretary have any photos (other than those already featured in a Newsletter or on a web page) which you would like to see included.

Resolution for November AGM

The Committee will be submitting a Resolution on amending Constitution paragraph 10(1).

Current Wording:

10.1 *Members advance approval of fees*

The membership and group fees proposed by the Committee for the forthcoming membership year must be approved by a majority vote of the Crawley u3a members attending a meeting to be held at least one month before the start of the membership year to which the proposals relate.

Proposed Wording

10.1 *Members advance approval of fees*

The membership ~~and group~~ fees proposed by the Committee for the forthcoming membership year must be approved by a majority vote of the Crawley u3a members attending a meeting to be held at least one month before the start of the membership year to which the proposals relate.

Supporting Statement

Since the 2022 Constitution was approved there have been some significant changes to the mix of activity groups being offered and the financial policies. Activity Groups are now split across three categories: Home-based, Room-based, and Outdoor, Sporting & Special Interest. Groups within this third category are characterised by a wide variety of delivery and associated costs and Group leaders set their own fees in consultation with the Treasurer. Room based groups which choose to meet at venues more expensive than the default St Pauls venue are also permitted to charge higher fees than the minimum £2.00 group fee if otherwise they would incur a loss.

In short, the concept of “one size fits all” no longer applies in relation to the setting of Activity Group fees and it is now felt to be more efficient and appropriate the policies and levels of group fees to be discussed with and approved by the Group Leaders (GLs) rather than by all members. The number of GL meetings will be increased to three a year, with one held at a suitable point during the summer to discuss the group fee setting arrangements for the next financial year.

There is no move away from the principle that, overall, activity groups must pay for themselves. Thus the set of fees agreed by GLs for Groups should have no implication for the level of Membership fees, which will continue to be subject to members’ approval at an open meeting in June or July.

Agenda Item 6: Group Resilience

Group activity is the lynchpin of the operation of all u3a activity nationwide with a continuing need to address its health and ensure its functioning at a strong and reliable level. If we wish to fulfil our aim of growing Crawley u3a then offering an appealing, balanced, and well-run programme of activities is essential to this end.

Strong performance and effective leadership in groups has been the key here and we need to ensure that this position remains the norm. We cannot afford to be complacent.

While recently, I have been looking at some of the issues which might pose problems for some of the indoor groups, with a more readily identifiable learning focus, the underlying principles apply across the whole range of our activities:- Desirability, stability, sustainability principally among them.

Today, therefore, I feel it would be useful to hear from group leaders in all areas their own views on how to anticipate and solve problems which might hinder our objectives. We hope also to use the feedback to help design a robust template and process which aids the formation and development of new activities.

Some of the topics which I will raise with you in an open session will include:

- *Maintaining the quality of what we offer/ present. How? Review mechanism?*
- *Continuity in presentation, succession planning, temporary absence of leaders.*
- *Support when setting up new groups.*
- *Group Leader development*
- *Support for new group leaders*
- *Accommodation issues, would you be better off at another venue?*
- *Dealing with dwindling attendance? Why might it happen?*

This list can expand, and while I may have my own views on issues across the board your opinions and experiences are bound to yield fresh and more challenging perspectives, and I look forward to hearing them.

Jim McGough, 1st October 2023