

Index	Page
1. Getting started	1
2. Annual Reception	2
3. Organising your group's activities	2
4. Recording group members' participation	2
5. Accommodation	3
6. Equipment	3
7. Finances	3
8. Risk assessment & Incident Reporting	4
9. Insurance	5
10. Letting wider membership know about your group	5
11. Privacy	5
12. Learning	6
13. Subject support	6
Appendix A More on Finance	7
Car Sharing	8
Appendix B Learning	9
Appendix C Rooms available for hire	11
Appendix D Committee members and contact details	12
Appendix E Risk assessment form	13

1. Getting Started

Thank you for agreeing to be a Group Contact, Convenor or Leader. Although the term 'leader' is used throughout this document the advice applies generally, whatever your role. The handbook has been compiled to provide you with the information you will need.

New leaders (whether of new or established groups) may like to start by:

- Finding out or clarifying what members expect of their group
- Discovering or checking the expertise in the group
- Reviewing the local and national support that is available to the group

Then consider sharing some of the organisational duties such as:

- collecting subs,
- booking rooms,
- helping to organise a programme,
- ensuring that the group's web page is kept up to date and
- writing an occasional article for the website.

We also ask you to complete a form giving information and stating whether your personal email and/or your telephone number may be used where it is accessible for use by members of the public – such as on the u3a notice boards.

2. Annual Reception

We hold a Reception for all Group Leaders as far as possible each year, to which you will be invited. The event is primarily intended to thank Group Leaders for their work during the year and to share their experiences with each other.

3. Organising your group's activities

- It is up to each group to decide how their group will be run.
- All members should be encouraged to help with the organisation.
- Shared loads are usually more willingly born! See 1. above for suggestions about sharing organisation.
- To comply with our Horsley u3a Constitution, activity groups must keep a record of participants and manage any finances involved.
- Help is available from members of the committee and other volunteers as follows:
 Group organisation – groups@horsleyu3a.org.uk
 Finance – treasurer@horsleyu3a.org.uk
 Technical – techguru@horsleyu3a.org.uk
 Website – website@horsleyu3a.org.uk
 Communications – communications@horsleyu3a.org.uk
- There is no limit to the size of a group but a minimum of 5 and maximum of 50 is best. You may wish to limit numbers and if there are more wishing to join than your limit, explore forming a second group.
- If the group has outings or organised group activities make sure you have appropriate emergency contact details of participants.
- If a member of your group needs help to be able to participate ask group members provide it.
- If the number of members in your group becomes too small to continue and no additional members are found following a notice to all Horsley u3a members you may need to close the group.
- If a group leader does not want to continue in that role, and no member of the group will take over as leader the group will close. Please contact Group Support if you wish to do this.

A note on paid tutors: The National Executive Committee of the Third Age Trust believes that the argument for not paying tutors is very strong. However, in some circumstances such payments can be approved by the committee. See Appendix B

4. Recording group members' participation

- Keep a record of all those who attend group meetings.
- Please remember that any such details must be kept secure. For computer records the computer should be password protected and the file encrypted if that is possible.

- Check members are willing to have their email addresses used in emails to all the group members.
- To be fair to all and for insurance reasons, all permanent members of an activity group should become members of Horsley u3a. Leaders are encouraged to check that all those attending their group meetings are Horsley u3a members. Do this by asking in March if they have received the membership renewal pack. If they have not, pass their contact details to the membership secretary – membership@horsleyu3a.org.uk.
- Non-members (especially from other local u3as) are welcome to attend a few taster meetings but may not attend repeatedly.
- Where spaces are short, especially on an outing, priority should always be given to members of Horsley u3a. Ultimately, it is for the Group Leader to make sure that participation is enjoyed equitably. If in doubt about our Policies and their implementation, the Chairman or Secretary can give guidance.

5. Accommodation

Many groups meet in the houses of their members, sometimes in rotation. For larger group meetings there are plenty of public meeting rooms in the area. These can be hired at very reasonable rates. For details: Appendix C.

6. Equipment

Horsley u3a has its own laptop, projector, screens and display boards that can be used in any of the rooms of East Horsley Village Hall (or elsewhere by agreement). At the moment only three people have access to the booking spreadsheet, Tony Heaney, Richard Deighton and the Chairman. Nevertheless, the registered bookings can be viewed by opening the website "Resource Section" tab and clicking on the "Horsley u3a Equipment" option.

The equipment should only be removed from the cupboard on the day it is needed and, if possible, returned on the same day, or the day after. Keys to the Horsley u3a storage room and cupboard are held by only certain members. When you have booked equipment arrange to be given access to the cupboard by a keyholder.

7. Finance

Groups receive significant support from the Finance function at the u3A from initial finance through to use of bank accounts for the receipt/payment of moneys. Detailed below and in Appendix A are several ways in which that support is provided. The Treasurer can also provide additional guidance if that is required.

- New Groups can request initial/ start-up funding to kick start their activity. This can be for initial room hire (e.g. for the first meeting) or for the purchase of capital equipment. Any requests for this type of funding should be made to Group Support who will approach the U3A's Committee accordingly.
- Once established, Groups must aim to be self-financing.
- You should cover the cost of hiring a room or other running costs by charging members a small fee for each meeting. This fee should also be enough to cover a "sinking fund" to replace capital equipment at the end of its expected life
- For regular meetings you should charge enough to cover the costs of a season or the entire year.

- It is recommended that all Groups build up a small buffer. This could be used to cover non-payment of fees by a member (eg due to injury/illness) and also to allow for additional expenses such as Christmas nibbles or similar
- The U3A is a registered charity and it must always be able to show that any monies received are spent on charitable activities in line with its Objects. If at any time you are in doubt whether a specific expenditure is in line with the objects, you should contact either Group Support or the Treasurer. For the avoidance of doubt, small value expenditure for drinks at a meeting are acceptable
- The U3A has opened an account with the SumUp payment organisation. This includes the purchase of a “SumUp” machine and allows Group Leaders to take credit or debit card payments using “Tap and Go” technology on their phones or with the machine as seen in many shops. This makes accounting for monies received more straightforward for Group Leaders and means that they do not have to wait for members to go home and initiate a payment on-line – and chase them when they forget. Apply to the Treasurer for this.
- For Groups with small value fees (e.g. to cover tea/coffee), a petty cash tin is an alternative. This can easily be passed on to the next leader or a stand-in when necessary and is perfectly adequate for small sums (up to £100 total).
- If your Group regularly holds more than £100 in cash, it is recommended that the excess is paid in to the U3A Social Account (see Appendix A) where it will be held under the control of the Treasurer who will account for it to you and release it when requested. Please contact the Treasurer on this subject if you hold this level of cash
- Members may pay by cheque if they wish but, given the alternatives (notably the availability of card payments), this is discouraged. If a member has no alternative, Cheques should be made payable to “Horsley U3A”. Please pass any cheques to the Treasurer who will arrange to deposit them.
- Group Leaders should not deposit Group funds in their own bank account
- Subject to agreement with the Treasurer, where a group holds large balances, this may be held in a separate bank account. Currently, the Travel Group is the only Group authorised to hold its funds in that manner.
- As part of the financial year end at 31st December, the Horsley U3A must produce an Annual Return that ultimately goes to the Charity Commission. One element of this is that all Group Leaders must inform the Treasurer of any funds held outside the main U3A bank account in a cash tin or equivalent. Group Leaders must provide this return when requested (including a “nil” return).
- The Treasurer’s email address is treasurer@horsleyu3a.org.uk

For more on finance see Appendix A

8. Risk Assessment and Incident Reporting.

When a new venue is chosen for meetings a risk assessment should be made using the form at Appendix E.

If there is an incident in the course of a meeting – accident, illness and ‘near misses’ these should be reported to Group Support. The incident report form is on the Horsley u3a website and should be used for this purpose. No one should admit liability for an accident.

Any injury which occurs in a hired venue must also be reported to the manager of the venue.

9. Insurance

- The Third Age Trust provides limited insurance cover for certain aspects of our U3A group activities.
- The policies provide public liability cover against third party claims against U3A officers and trustees, organisers of U3A activities, and U3A members **while properly engaged in authorised U3A activity**.
- The TAT policies do **not** provide individual U3A members with personal accident insurance, public liability insurance against personal negligence, or travel insurance while on any U3A outing or holiday.

10. Letting the wider membership know about your group's activities

- A brief description of your group activities and contact details appears in our **Directory**.
- An e-mail can be sent to all members if you wish to attract more to a particular meeting. Send the text to - communications@horsleyu3a.org.uk.
- Notices can be posted and literature displayed on the monthly meeting noticeboards and, if needed, announcements made at the monthly meetings. Notices for the public noticeboards need to be prepared in a particular way before being displayed. Contact Kelvin Hayes on publicity@horsleyu3a.org.uk.
- A good way of informing others of your group's activities is to use the **Horsley u3a Website**, see: www.horsleyu3a.org.uk.
- Each group is allocated at least one webpage if not more. Included on the page should be brief details about the group, who to contact for further information, where and when the group meets, and details of forthcoming meetings up to at least one year ahead.
- It is also possible for individual groups to set up their own web page, or even set up their own linked website.
- If you wish to add any information to the Horsley u3a site, please contact the website manager (see Appendix B).

Group Leaders are encouraged to keep their web pages interesting and up to date.

11. Privacy

- It is important that personal contact details of Group Leaders are not made public without their permission. The Directory gives only a generic email address e.g. groups@horsleyu3a.org.uk. Emails sent to such an address are automatically diverted to the personal email of the Group Leader.
- To encourage members to enquire about group activities, contact details are shown on local public notice-boards. If you do not want your contact details shown, only the generic email address will be given.
- You may want to give your email address and telephone number to your group members.
- Group leaders telephone number are usually shown on the group website. If you do not want to do this only the generic email will be given.
- You will be asked when becoming a Group Leader to indicate your preferences, and to give permissions.
- Communications to your group members should be sent putting the email addresses into BCC – blind copy.

12. Learning

Learning is at the core of all u3a activities. There is undoubtedly a wealth of experience among group members and many will be keen to continue learning. There is also plenty of advice and experience available to help you incorporate learning into your group activities. In 2014 u3a National Office published a handbook entitled 'More Time to Learn'. Copies can be obtained from central office.

<http://www.u3a.org.uk/members-area/onlineshop/handbooks/more-time-to-learn-detail.html>

Leaders are also encouraged to read appendix B

13. Subject Support

All groups tend to thrive on variety and new ideas. Your group members are an important source of ideas and these can be supported using national and local u3a resources. These include:

- i) **Group contacts/leaders in other u3as.**
Details of local u3a websites are listed in our Directory. It may be worthwhile to look at the websites of similar groups or contact the leaders for exchange of ideas.
- ii) **u3a subject co-ordinators and networks.** You can log on to the national u3a website (www.u3a.org.uk) as a u3a member to gain access to some helpful group focussed material and to specific subject advisors. Subject advisors offer "start up" leaflets, newsletters, telephone or e-mail consultations, etc.
- iii) **Online courses.** There is a wide range available. Most are free and allow those partaking to learn at their own pace and when they wish. These courses may be suitable for group participation. They can be found by going to **www.futurelearn.com**
- iv) **Podcasts** are becoming a popular way of downloading presentations that can be used as the basis for group meetings. The BBC has a wide range available and some group leaders are already using TED (Technology, Entertainment, Design) presentations.
- v) **Central u3a Resource Centre.** CDs and DVDs etc may be requested free of charge from this Centre. The catalogue can be viewed in the members' area of the u3a website.

Logging into the National u3a website it is very easy.

Go to: <http://www.u3a.org.uk/home.html> All you will need to decide is a name and a password.

If none of these resources meet your needs, please contact the Horsley u3a **Groups Support**. (Appendix D).

Using the Horsley u3a bank account.

The Horsley U3A holds 2 bank accounts:

- The Charity account is used for central activities and is where members pay their annual subscriptions. This account is used for central activities (eg payments to the UK-wide U3A organisation) and is not usually used by Groups.
- The Social (or Group) Account is the one that should be utilised by Groups for the receipt and payment of monies (eg for room hire charges, tickets, capital equipment)

Whatever the sums of money involved, Group Leaders should keep a record of all monies received and payments made. This will help you sort out any problems with returned cheques, or if you need to refund any monies because an event has to be cancelled or a member leaves the Group. If you have money to pay into the Social Account please ask the Treasurer – treasurer@horsleyu3a.org.uk for the bank account details.

The Treasurer reconciles the U3A accounts at least once a week (but usually twice) and will inform you of all monies received (or paid) at that time. Note that you (as Group Leader) must confirm any payments that you need paying on behalf of your Group (eg Room Hire invoice).

Outings, Concert and Theatre visits

The charges you make for outings will need to cover all costs you incur directly as organiser, including entrance fees and coach or mini-bus hire if appropriate.

- Members should normally pay other travel and accommodation costs directly.
- Where you organise several outings or events in a year, you should aim to break even overall, any surplus from one event helping to fund the next.
- You will be allowed to retain any surplus for use in the following financial year. Surpluses remain owned by the relevant Group, not the U3A (unless that Group closes)

Financing events/activities involving expenses in excess of £100

If a Group Leader has to pay for expenses in excess of £100 prior to the start of an activity (e.g. for advance booking for tickets, transport or advance block booking of a venue) the Treasurer may advance this sum. This situation should be discussed with the Treasurer before any expenditure is incurred:

- i) Ask the venue/ supplier to provisionally book the venue/ performance/ coach etc against an invoice made out to Horsley u3a for the total cost. Request that the invoice is sent to the Treasurer treasurer@horsleyu3a.org.uk highlighting the due date by which payment is required in order to confirm the booking.
- ii) Confirm that a sufficient number of your members have signified their intention to participate, by paying for their share of the expense concerned or at least a deposit
- iii) Events involving air travel or holiday bookings should be booked through recognised ABTA/ ATOL protected travel agents, airlines, or hotels. Participants' contributions should be paid by cheque or credit card direct to the supplier, not to Horsley u3a. For foreign travel, trip organisers should ensure that all participants have appropriate personal travel and medical insurance. Membership of Horsley u3a and travel in a group organised by Horsley u3a does not confer such insurance.

- iv) Some venues will only accept party bookings upon prior payment by credit card. In this case you may decide to pay this cost upfront using a personal credit card, but we recommend that you only do so if the venue will agree to refund you fully for the cost of any tickets you purchase in this way and subsequently return if not taken up by members. Having secured the tickets you should request that participating members pay their share in to the social account as soon as possible – before you have to pay your credit card bill.
- v) Group Leaders should price members' contributions for each event aiming to break even overall through the year, taking one activity or outing with another, rather than seeking to make a guaranteed surplus on each individual occasion.
- vi) Don't forget incidental expenses (for example, a tip for the coach driver or tea/coffee on arrival).

If an event is likely to appeal to or otherwise benefit the wider Horsley u3a membership, some central funding may be offered by the u3a Committee. For further guidance please contact the Treasurer.

Car Sharing

Be aware that when members drive their own cars to an event and provide lifts for other members of the group, they could invalidate their car insurance if they are deemed to be "plying for hire" having asked for **or received** explicit financial contributions towards petrol and other costs. Therefore, passengers should instead either offer the driver a coffee or some other future indirect reward, or return the favour at a later date and themselves offer a lift.

For any other enquiries concerning finance contact the Treasurer (Appendix D)

Encouraging a Culture of Learning

Learning has always been a key part of the u3a ethos. To engender this culture of learning, the Third Age Trust has issued 'More Time to Learn', a document that brings together all the available information and advice on the subject. Key phrases used include 'shared learning', 'an emphasis on active participation by all members of the group', 'learning by playing' and 'the purpose is to show the rest of the group how to do something, not merely to exhibit a member's own skill'

The method of learning said to be preferred by the u3a movement is essentially participative learning. It is self-directed, informal, and co-operative. Section 3 of 'More Time to Learn' gives plenty of detail about how participative learning can be organised and encouraged. Although learning can be individual, most learning will take place within the activity groups that form the core of any u3a. These groups arise from a common interest in a particular subject, pastime or activity with group members sharing and participating in the process of learning.

Encouraging more 'Participative Learning'

Section 3 of 'More Time to Learn' offers advice on introducing and sustaining participative learning. In both East and West Horsley there is probably a higher than average number of university educated members. They have held positions of responsibility and are still keen to enjoy life to the full. There is no shortage of very able people but their enthusiasm for further learning is not always obvious. There is growing scope for further learning if members wish to take the time to do so.

It is likely that the learning process will be different for each individual but it will undoubtedly be a combination of personal learning and learning with others.

Personal Learning

There is a variety of courses available for individuals wishing to study. A few members may wish to take longer courses such as those that lead to a degree e.g. with the Open University. However, it is more likely that members will prefer to study for shorter periods. Such opportunities include evening classes, short daytime courses, and short on line courses. Some people prefer to study on their own and on line courses give them the opportunity of doing so in their own time and at their own pace. u3a offers online courses, and there is an attractive range of Massive Open Online Courses (MOOCs) available worldwide. In 2012 the Open University launched FutureLearn, partnering with more than 20 UK and international universities and other institutions such as the British Council, the British Library and the British Museum.

Currently, we are encouraging Horsley u3a members to partake in FutureLearn courses. Individuals apply to partake in these courses and as far as u3a is concerned there is no obligation for them to share their newly acquired knowledge with others. However, the following might be considered:

- i) encouraging group members to share any learning they have acquired as a result of following an on-line course.
- ii) using on line courses as a basis for group meetings.

Learning in Activity Groups

There is already a degree of learning occurring in many of our activity groups. It happens in a variety of ways some of which are listed below and I am sure there are others:

- i) Group members share their knowledge and experience with others in the group
- ii) Tutorials are given by the leader and other group members.
- iii) Demonstrations of good practice are given by experienced members of the group
- iv) Visits to centres of excellence
- v) Invitations to guest speakers and guest tutors

Most groups benefit in at least one of these ways if not more. Listed below are some examples of learning being put into practice in some of our groups:

- a) improving members play / skill (e.g. table tennis, snooker, croquet, cycling, etc),
- b) creating better pictures (practical art and photography),
- c) writing up and sharing summaries of meetings and visits,
- d) investigating beyond the experience, preparing background information prior to meetings and visits, using podcasts
- e) making better use of the internet and other sources of reference , e.g. University libraries
- f) improving presentation skills

Using Paid Tutors - TAT Advice

The Third Age Trust fully recognises that there are cases in a u3a where a substantial number of members want to engage in an activity where they are not willing to operate purely internally. In such cases we believe u3as should do the following and only consider the possibility of paid tutors when all else fails:

- i) Investigate involving members of another, reasonably local, u3a. This could be either to get the group started, or to contribute to it on a longer term basis. A member of another U3A cannot be paid a fee, but out of pocket travelling expenses would normally be paid.
- ii) Investigate if local provision for the Group already exists or could be made available under the auspices of a non-U3A organisation e.g. a local authority, commercial body, Age UK.
- iii) Investigate using expert non-member(s) to advise on the subject required for a few sessions. Some payment may be necessary.

The most practical option for some indoor physical activities such as Pilates etc. is to operate completely outside the auspices of the U3A. Activities organised by Universities, Colleges, Museums and other entities that are available to u3a members but are not part of u3a are surely welcome.

It is a key part of u3a ethos that costs of membership are kept as low as possible.

Any additional costs that may arise from the above suggestions should therefore fall exclusively on members of the particular interest group.

Any group leader wishing to engage the services of a paid tutor, should first consult the members of our Group Support team. They may then refer the matter to the Horsley u3a committee.

Appendix C Rooms available for hire by u3a Groups

East Horsley Village Hall: A modern building having five rooms ranging in size from the Agnes Conisbee Room (25 people) to the Main Hall (180 people). There are excellent kitchen facilities and cloakrooms. For details of room availability and rates of hire you can access the Hallmaster system which handles all bookings. On this you can see the bookings made, availability of rooms and confirm your bookings. To access Hallmaster go to the website: <http://www.easthorsleyvillagehall.co.uk/>
For enquiries **contact:** the Hall Manager, manager@easthorsleyvillagehall.co.uk Tel. 01483 285019, The Hall does not accept cash payments.

West Horsley Village Hall: Three rooms ranging in size from Rubin (15 people) to Main Hall (100+ people) There are modern kitchen and cloakroom facilities as well as access for the disabled. The website has an online diary and booking system. To visit prior to booking either of the Halls, or to book **contact:** 01483 285454 or email whvhbooking@gmail.com. For more detail see: <http://www.westhorsleyvillagehall.org>

West Horsley Methodist Church, The Street, W. Horsley. KT24 6DD: Wesley Room, Max capacity 40 people, no alcohol and no wi-fi. **Contact:** <http://www.westhorsleymethodistchurch.org.uk/>

The Wheelhouse, 82 East Lane, WH. **Contact:** <http://www.achurchnearyou.com/east-lane-st-mary/>

Church Rooms at St Martin's Church, Ockham Road South.

For more detail see: <http://www.easthorsleychurch.org.uk/for-hire/canterbury-rooms/>. You will need to complete a form: <http://www.easthorsleychurch.org.uk/for-hire/canterbury-rooms/room-hire.php>

Effingham Community Hall, Forest Road, Effingham Junction. **Contact :** 01483 283920. For more details see: <http://www.easthorsleychurch.org.uk/for-hire/community-hall/>

Ockham Parish Room. Ockham Parish Room and the Rovers Den are situated in the heart of the village in Ockham Lane and are one of the focal points of village life. Parish Room, Rovers Den, Parties hour, have diffConcessions may be available for regular bookings. To obtain further details or to make a booking **contact:** the caretaker on 01483 225 152
<http://www.surreycommunity.info/ockhamparishcouncil/useful-contacts/ockham-parish-room/>

Rehearsal Room at Nomad Theatre. **Contact:** 01483 284717
<http://www.nomadtheatre.com/contact-us/>

St Martin's Court: one room (up to 8 people and must be vacated by 5.00pm). **Contact:** Manager St Martins Court Tel: 01483 444 249 <http://www.housingcare.org>

East Clandon Village Hall: . For bookings to hire the hall and equipment see:
www.eastclandon.org.uk/village_hall.html

Appendix D - Committee members and contact details:

<i>Role</i>	<i>e-mail</i>
<i>Chairman</i>	<i>chairman@horsleyu3a.org.uk</i>
<i>Vice chairman</i>	<i>vicechairman@horsleyu3a.org.uk</i>
<i>Treasurer</i>	<i>treasurer@horsleyu3a.org.uk</i>
<i>Secretary</i>	<i>secretary@horsleyu3a.org.uk</i>
<i>Membership Secretary</i>	<i>membership@horsleyu3a.org.uk</i>
<i>Groups Support</i>	<i>groups@horsleyu3a.org.uk</i>
<i>Membership Support and Volunteers</i>	<i>volunteers@horsleyu3a.org.uk</i>
<i>Hospitality</i>	<i>catering@horsleyu3a.org.uk</i>
<i>Speaker programme</i>	<i>speakers@horsleyu3a.org.uk</i>
<i>Network Liaison</i>	<i>newsletter@horsleyu3a.org.uk</i>
<i>Media Services</i>	<i>techguru@horsleyu3a.org.uk</i>
<i>Website, IT, Zoom</i>	<i>website@horsleyu3a.org.uk</i>

Appendix E – Risk assessment form

U3A Name	
Interest Group	
Date	Location/Postcode
Description of Activity	

Hazard	Yes	No	N/A	Comments
1 Is the access suitable for the group attending the activity especially anybody with limited mobility?				
2 Is wheelchair access adequate?				
3 Is the area free from obstructions & trip hazards?				
4 Are there adequate means of escape in an emergency?				
5 Are there appropriate direction signs to aid escape?				
6 Is there a Fire Alarm?				
7 Is there Emergency Lighting?				
8 Is there a designated assembly point? Where is it?				
9 Is there an emergency procedure for the building? Do you have a copy?				
10 Is seating always laid out?				
Is it a U3A responsibility before and after the activity to lay out seating				
11 Is there a kitchen?				
Is the kitchen adequate and hygienic?				
Are food safe cleaning materials available?				
Has the kettle been visually safety checked?				
12 Are the toilet facilities adequate & accessible?				
13 Is equipment being brought to the venue?				
Has it been checked?				
14 Is there a First Aid box and if so where is it located?				
15 Does it have a sound system with an induction loop?				
16 Other (define)				
Additional information:				

Exceptional Circumstances

There may be reasons why additional conditions may have to be taken into consideration when completing this risk assessment.

When completing a risk assessment in exceptional circumstances you need to consider how this will impact on the activity, what additional measures or changes you will need to make for each identified hazard in order to reduce risks involved in running the activity. These changes will need to be incorporated into the assessment of how hazards can be reduced or avoided to respond appropriately to the exceptional circumstances you are facing.

Notes for exceptional circumstances: