

Annual General Meeting
to be held in the Debating Chamber of the Cambridge Union,
9A Bridge Street, Cambridge
(Entry to the Cambridge Union is through the new entrance in Park Street, next to
the ADC Theatre, which has disabled access)
at 3.20 pm
on Tuesday 22 March 2022

AGENDA

***** Please have your membership card ready to show on arrival *****

- 1. Chair**
Appoint the Chair for the meeting.
- 2. Apologies for absence**
To note.
- 3. Minutes of the 2020 and 2021 AGM held on Wednesday 17 March 2021**
Copies attached.
- 4. Election of members to Council**
To elect the following six nominees to Council:
Penny Carter - Proposed by: Margaret Kerry, Seconded by: Margaret Provis
Vanessa Connolly - Proposed by: Tim Ewbank, Seconded by: Alison Miles
Ralph Ecclestone - Proposed by: Tim Ewbank, Seconded by: Howard Dickinson
Kevin Holmes - Proposed by: Sandra Holmes, Seconded by: Tim Ewbank
Sally Livesey - Proposed by: Maggie Balshaw, Seconded by: Susan Honeyford
John Procter - Proposed by: William (Bill) Peters, Seconded by: Bill Block
- 5. Annual Report & Accounts for the year ended 31 December 2021**
Copies available on the website:
<https://www.u3ac.org.uk/wp-content/uploads/2022/02/Annual-Report-and-Accounts-2021.pdf>
- 6. Reports for the year**
To discuss attached reports.
Please send any questions or comments on the papers by mail or email to the Office to arrive not later than Friday 18 March 2022.
- 7. Examiners**
To appoint Gary Eves FCCA of Websters Cambridge Ltd as Independent Examiner.
- 8. Any other business**
- 9. Date of next meeting: Wednesday 22 March 2023.**

University of the Third Age in Cambridge (CIO)

Minutes of the Annual General Meeting 2020 held via Zoom on Wednesday 17 March 2021 (postponed from 18 March 2020)

Present: Susan Honeyford (in the Chair) and 212 members

Minutes Secretary: Carol Spong

1. Chair

Susan Honeyford welcomed everyone to the meeting. Penny Carter proposed Susan as Chair for the meeting, Maggie Balshaw seconded the motion. All AGREED.

2. Apologies for absence

9 apologies were received (list at the end).

3. Minutes of the AGM held on Wednesday 20 March 2019

The minutes were AGREED.

4. Matters arising from the minutes of the last meetings not covered by subsequent items

There were none.

5. Election of members to Council

The five nominees were co-opted to Council on 23 March 2020, these will be confirmed at the 2021 AGM which follows this meeting.

6. Annual Report & Accounts for the Year Ended 31 December 2019

The two sets of accounts comprising U3AC 2007 and U3AC CIO were received by the meeting.

7. Office Move update

This will be discussed in the 2021 AGM which follows this meeting.

8. Reports for the year

No questions were received.

9. Examiners

Gary Eves FCCA of Websters Cambridge Ltd was appointed as Independent Examiner.

10. Any other business

There was none.

11. Date of next meeting: Wednesday 17 March 2021.

The meeting closed at 14.52.

Apologies for absence

Gillian Adams

Alan Baker

Dorothea Cockcroft

Christine Gibson

Helen Gibson

Pat Holder

Shirley Lowe

Madge Quinn

Lesley Turney

University of the Third Age in Cambridge (CIO)

Minutes of the Annual General Meeting 2021 held via Zoom on Wednesday 17 March 2021

Present: Susan Honeyford (in the Chair) and 212 members

Minutes Secretary: Carol Spong

1. Chair

Susan Honeyford welcomed everyone to the meeting. Tim Ewbank proposed Susan as Chair for the meeting, Penny Carter seconded the motion. All AGREED.

2. Apologies for absence

9 apologies were received (list at the end).

3. Confirmation of members co-opted by Council on 23 March 2020

Geof Tamulonis proposed confirmation that the co-opted members Mike Atkinson, Maggie Balshaw, Alastair Breward and Tim Ewbank be elected to Council. David Burgess seconded the motion. All AGREED.

4. Election of the Chair

Susan Honeyford proposed that Tim Ewbank be elected as Chair, Maggie Balshaw seconded the motion. All AGREED. Tim was duly elected as Chair and introduced himself to the meeting.

5. Election of members to Council

John Abbott, Sheila Bennett, Michael Gibbs, Margaret Kerry, Jane Stevens, Geof Tamulonis, Stella Weeds and Colin Whitworth were introduced to the meeting. Having been individually proposed and seconded all were elected.

6. Annual Report & Accounts for the Year ended 31 December 2020

The Annual Report and Accounts were received by the meeting. There were no questions.

7. Reports for the year

No questions were received prior to the meeting.

Tim Ewbank added to his written report to say that the tender process to appoint a fit-out company had been completed. A preferred contractor had been chosen but not yet confirmed as the lease had not yet been signed. It was hoped this would be done shortly.

Alastair Breward added to his written report to say that the Wednesday Lectures given by Zoom had gone well. A survey will be going out to members next term to gauge member interest in these continuing on Zoom in the future. It would not be possible to hold lectures simultaneously by Zoom and face to face due to being in an external venue where support would be limited.

8. Examiners

Stella Weeds proposed that Gary Eves FCCA of Websters Cambridge Ltd be appointed as Independent Examiner. Penny Carter seconded the motion. All AGREED.

9. Any other business

Tim Ewbank spoke about the immediate challenges for the organisation. Firstly, the refurbishment of Bridge Street to provide more spacious and airy classrooms and an expanded social area. Importantly, we need to establish how we deliver a more varied course offering in the next academic year: face-to-face classes, online only and hybrid courses (in which some attendees are present in person and others are online remotely) plus our wide range of activity classes. This complex mix needs to be planned and organised while the building is being renovated.

Our second priority is to rebuild our membership which is substantially down in this academic year. We, collectively, need to attract those members who chose to sit this year out back to U3AC. The

hope is that the more diverse course offering and improved premises will prove an enticing proposition both to the returners and new members.

On behalf of members, Tim Ewbank proposed a vote of thanks to Susan Honeyford for her work and commitment over the past three years and especially for the guidance she had given over the last 12 months of the pandemic.

10. Date of next meeting: Wednesday 23 March 2022.

The meeting closed at 3.15 pm

Apologies for absence

Gillian Adams
Alan Baker
Dorothea Cockcroft
Christine Gibson
Helen Gibson
Pat Holder
Shirley Lowe
Madge Quinn
Lesley Turney

Unconfirmed

Reports to AGM 2022

Chairman

At last year's AGM when I became chairman, I identified the two most pressing issues for U3AC as refurbishing our premises and our response to Covid. While the premises have been successfully renovated, Covid is still with us, albeit in a reduced form.

Premises

The refurbishment (between May and August) was made considerably more difficult by the ever-present threat of Covid to our contractors and staff, who continued to work through and around the inevitable mess for the entire duration. Finally the works were completed on time (just) and to budget. The reaction of members has been overwhelmingly positive.

Covid

The precautions we put in place, and the high level of compliance to the request for members to wear face coverings in meetings, may have contributed to the low level of infections we have experienced, despite being a vulnerable cohort.

Classes & activities

Having all become Zoom-literate during 2020, we were able to offer a full programme of courses, with the added twist of hybrid classes in the autumn term. External activities, which used outside venues, were dependent on their varying interpretation of the Covid guidance. Consequently, availability was somewhat patchy. The lecture programmes positively thrived with online delivery. The only aspect of our activities that proved impossible was social and cultural visits. (However, some are scheduled for the current year). It is a tribute to our staff, tutors and members that we were all able to adapt to such rapidly and dramatically changed circumstances.

Staff

In view of the various organisational changes outlined in the Strategic Report (in the Annual Report and Financial Statements), the job descriptions of U3AC's three permanent staff members were updated. In recognition of the expanded role of the Premises Coordinator, Gemma Clare, now responsible for the management of Zoom and hybrid courses, it was agreed by Council that she should be promoted, with the new job title Premises and IT Coordinator.

The temporary staff member, Joe Campbell, Zoom session host/coordinator, left U3AC in June at the end of the summer term but, in view of the continuing importance to U3AC of Zoom delivery, including hybrid courses, he was offered and accepted a second short-term contract to cover the autumn term.

Council

There is a significant degree of change within the Council this year with five existing members standing down and being replaced. One Council member, Penny Carter, our Secretary, is standing for re-election. I would like to thank the leavers for their time and contribution - Jane Stevens & Stella Weeds (Finance Committee), Mike Atkinson (Norah Boyce Science Lectures and Courses Committee), David Burgess (Courses Committee). The six replacements will bring the Council up to the full complement of fifteen.

Membership

Our membership has recovered somewhat in the current year (from a low point of 2270), but is still about 14% down on the 2,900 we need to break even. It is hoped that more active marketing and the diminished risk of Covid will boost our membership this year. As the majority of new members join on the recommendation of a friend, we can all play our part in recruiting new members.

In summary, it has been a better year than we had reason to hope at our last AGM. The organisation has adapted well to the changed circumstances presented by Covid.

Looking forward

The current year marks the 40th anniversary of the founding of U3A in the UK, here in Cambridge. In addition to today's special event, we are hoping to arrange a garden party in one of the colleges. We also hope to make good use of the terrace on the second floor of Bridge Street as additional social space over the summer months.

Strategic review

Covid has brought about some significant changes to U3AC, notably the advent of widespread online classes and the fall in our membership. In response the Council has initiated a strategic review of our long term future to enable the organisation to best respond to this changed environment. The work is at an early stage and there are no preconceived outcomes. Any proposed substantive changes will be put to the membership.

Tim Ewbank

Treasurer

Year to 31 December 2021: Activity this year showed signs of getting back to normal, but there were inevitable forward and back phases. Our membership numbers began to recover, which was very encouraging, although they still did not get back to pre-pandemic levels. We were very fortunate to receive a generous legacy from a former member which greatly helped the financial situation. The loyalty and support of its members is one of U3AC's greatest assets.

Financial accounts for year to 31 December 2021: The two main statements in the accounts are on Page 10 and page 11. Detailed breakdowns are set out in the notes.

Page 10: Statement of Financial Activities – formerly known as profit and loss account.

- Our total income for 2021 was £309,645. This was a slight improvement on 2020 which was £296,080. This was due to a legacy received during the year which covered the deficit in subscriptions (referred to as charitable trading income). In these accounts we still have 7/12 of reduced subscriptions and gift aid being brought forward.
- Our total expenditure for 2021 was £326,008 an increase on 2020 when it was £233,674. In 2020 we were running at reduced capacity and largely remotely, by 2021 we were up at more typical expenditure levels.
- The designated funds are Bird Club and Social and Cultural Committee who operate bank accounts in the name of U3AC which are therefore consolidated into the overall accounts.
- We sold a small amount of investments to help fund the refurbishment with gains of £4,595. The remaining investments increased in value by £66,136, as well as producing £15,922 in dividends – a welcome addition to income. There is no doubt that the size of our investments and their continuing strong performance have been major factors in maintaining the stability of U3AC through the pandemic and the premises changes occurring simultaneously.
- We have a significant depreciation charge this year of £41,140 in respect of the refurbishment costs which are being written off over the length of the new lease. Should we be able to negotiate a new lease of the Bridge Street premises in October 2025, then we would be in the happy position of having everything fully written down as we enter the new lease. However, the likelihood of this is low, as the College were very clear they do not want to give a longer lease and want to re-develop the building at that point. Therefore the only course was to write down the full amount over the life of the current lease.
- The upshot of all this is that we have a deficit of - £16,363 before depreciation compared to a surplus of £62,206 in 2020. This is the difference between the total income and total expenditure figures on page 10. This is offset by the gains made on our investments as above which means that overall the strength of our balance sheet has increased despite the deficit relating to our activities.

Page 11: Balance Sheet

- The increase in tangible assets relates to the refurbishment and a few minor equipment purchases.

- Listed investments have reduced because of the sale during the year to part fund the refurbishment.
- Creditors relates to subscriptions paid in advance
- The total funds carried forward have increased from £707,210 to £761,580 due to the good performance of our investments which has more than covered the deficit on our activities.

The organisation is fortunate to be financially very resilient and able to sustain short term losses of income.

Cost of moving and reserves: Due to the generosity of past generations of members, U3AC has a very healthy levels of reserves. As well as giving us stability through the pandemic, these reserves have now provided the money for the Bridge Street refurbishment. This was completed successfully very close to budget and was ready for use in the Autumn term.

Again this year no amount has been added to subscriptions to recover the amount which has been spent from reserves. Because of the extremely difficult circumstances at present which have impacted everybody, Council continued its policy from last year that no such addition should be made.

Subscription for 2022: The subscription rate for 2022 is £97 (2021 £95). This is to cover inflation and general increases in costs, e.g. utilities. The reduced rate subscription (for those on pension credit) is 20% of the full rate. So for 2022 this is £19 (2021 £19).

Subscription levels at U3AC have always been kept as low as possible, covering only the running costs of the organisation. One reason the subscription can be kept at a modest level is because our tutors very generously give their time and expertise for no recompense. The dividends on our investments also subsidise each subscription by about £6 pa, and gift aid provides a further subsidy of about £16 pa.

An organisation can sustain short term losses, but over time current income needs to cover current costs. As last year, the level of 2022 subscription of £97, has been set to cover the recurrent costs of running the organisation **at a full number of members**. It is in fact quite likely that we will not achieve full membership this summer, even though numbers are increasing, but once again Council decided to assume that we would. As last year, Council has taken the risk of incurring further drains on reserves in 2022 to avoid a higher increase for members.

Budget for year ending 31 December 2022 – headlines

The budget for next year will produce a modest surplus of £12,478 on a cash basis, if a membership of 2,900 is achieved. There will be a substantial depreciation charge relating to the re-fit of the premises, in the order of £40,000. In effect this will be met from reserves.

Forecast income
£378,684

Forecast expenditure
£366,206

Predicted operating surplus
£12,478
which will be reduced by depreciation charge to a deficit

Membership for 2021 was 2,355 (2020 2,161, 2019 2,908)

Margaret Kerry

Director of Studies (Courses)

After two years of ever changing constrictions due to Covid and its demands, Courses Committee has settled into a more normal way of working. We still meet regularly, only on Zoom, but that may change soon. The courses on offer have been back in-room, some with the option of hybrid, and attendance remotely. Tutors have been managing the in-room/Zoom with increasing confidence, with Gemma's support. Those who found Zoom worked well for them and their course are continuing in that mode. The number of courses have not recovered to pre-Covid levels but are healthy. Those tutors and

members attending the newly refurbished and extended Bridge Street premises have been very positive about the new facilities, particularly the upstairs coffee/lounge area and terrace.

Courses Committee has continued to offer Tutor Support. This year's major development has been the creation of Tutor Mentors. These volunteers are now on the website as a resource to fellow tutors. This was an outcome from the Tutor Forum sessions we established in December 2020. We have held one after each term ended since then on mentoring, also a review of hybrid experiences. We continue to update the Tutor Support Handbook as we find issues tutors need help with.

The other major initiative we now have well established is the Members' Feedback Survey. The outcomes from this were largely positive, with the balance moving through the academic year towards a majority of 'very good', in some cases 'exceeded expectations'. Tutors have been saying they appreciate the feedback, which they take into account as they repeat the course or plan a new one.

New members were welcomed in October prior to the start of term, at Bridge Street, over four sessions in two days. Members of the Courses Committee and Office staff offered an orientation to what U3AC does and some of the organisational structures supporting its activities, including the work of the Council and Courses Committee. There was a question and answer session.

Again this year we held a prospective tutors meeting: This was held at Bridge Street before term started in January. Eleven members attended and they were enthusiastic. Courses Committee members described how the Committee and Office could help them, made sure they were clear about timelines and administration. There were some varied and stimulating potential offers, which we hope will now become submissions for the 2022-23 academic year.

The plans for the Ron Gray memorial conference have led to its re-establishment in the calendar. This year it will be in March. Theme - 'Identity Politics and Culture Wars'.

We have started a new initiative in collaboration with community Radio 105 in Cambridge. Interviews with Courses Committee members and tutors are taking place. These are broadcast every month describing what we do. So far, an overview of U3AC, the creative arts subjects, current affairs and history have been covered. This may lead to some applications to join us.

Thank you to all the Courses Committee members and the Office team, who have been dealing with many administrative complications, associated with Covid uncertainty, in-room/Zoom attendance fluctuations, tutor illnesses.

Finally, a huge thank you to all those tutors who voluntarily offer their time, enthusiasm, knowledge and support to the members on their courses.

Maggie Balshaw on behalf of the Courses Committee

Director of Studies (Lectures)

Despite Covid reticence and restrictions, we have managed a full programme of Wednesday Lectures since the last AGM, and indeed caught up a little with a longer than usual summer programme. Attendance levels have been more variable than, but broadly as high or higher than, past in-person events.

We surveyed members to find how they felt about lectures online versus in person. Surprisingly, around 75% preferred online, with 25% preferring face-to-face. Accordingly, we have in mind to revert to a mix of online and in-person, in the ratio 3:1 – but thus far it has proven challenging to find venues that are cost-effective when used only once a month, so at the time of writing we have not yet managed any in-person events.

I must thank our speakers, who give their time free – but also mention Jane Carmichael, Joe Campbell and their colleagues in the Office, and the volunteers who manage the Q&A, Nicholas Russell and Suzan Griffiths.

Thanks also to members for your speaker suggestions, especially when you can also help in making an initial approach. Since the schedule is usually full for the next six months, what works well (where you do have a connection) is for you to establish 'in principle' willingness, and then introduce me so we can discuss topic and timing etc. Online delivery means that friends and contacts anywhere in the UK and indeed the world can speak, and in many cases, the novelty of addressing a Cambridge audience is attractive to them – so do feel free to make that connection to Kansas, Kenya, Kirribilli or Kathmandu.

Alastair Breward

Norah Boyce Science Lectures

Having established a popular Zoom platform and formula for the lectures, in the Spring of 2021, we reverted to scheduling the lectures for the Autumn and Spring terms of the 2021/22 year. Ron Laskey and John Rallison recruited speakers for a total of eight talks – four in each term.

Although we had plans to hold at least one from the Autumn term in a lecture theatre, these plans were changed due to the ongoing concerns about Covid 19. Also, we had to cancel the first one of that term, due to the speaker having other urgent commitments.

The talks have been well received and, in general, attendance has been excellent; approaching 200 in some cases.

We have been lucky in being able to present a final talk of the year, which will follow our AGM, by Sir Paul Nurse. It will be presented to a live audience.

We would like to thank Ron Laskey and John Rallison for all their hard work in recruiting the speakers and contributing to the details that make the series possible.

Mike Atkinson

Secretary

Governance

The Council held six full meetings during the year, together with two meetings each with a single agenda item: preparation for U3AC's first online AGM via Zoom, and a review of the tenders received for the Bridge Street refurbishment. Regular meetings were also held by the Officers and by the Finance and Courses Committees of the Council.

Compliance

U3AC continues to comply with the legal and regulatory requirements that charities and employers must observe and to follow the practices recommended by the Charity Commission.

General Data Protection Regulation (GDPR)

In line with established procedure, the annual review of U3AC's compliance with the GDPR was undertaken. No reportable events were recorded.

Health and Safety

A comprehensive Site and Activity Risk Assessment was undertaken for the Bridge Street premises and included as part of U3AC's Health and Safety policy, which was reviewed and updated during the year. No health and safety incidents were reported.

Government legislation and guidelines were continually monitored throughout the year and informed the Covid precautions U3AC put in place. With the reopening of the Bridge Street premises for face to face meetings in the autumn term, detailed guidelines for members were developed and published in the weekly Bulletin and on the website, with a shortened version posted on site. In addition, a protocol was established in the event that a member reported testing positive. Happily, no such reports were received in the autumn term.

U3AC policies

In line with the timetable agreed by Council, the following policies were reviewed and appropriately amended:

Data protection and Privacy Notice

Disruptive behaviour

Lone working

Procurement

Publicity and communications

All public facing policies may be viewed on the U3AC website (About U3AC > Constitution, policies, accounts).

Communications

The Communications Working Group, established in 2019, concluded its work with the rollout of U3AC's new design to the 2021-2022 Programme of Courses and was disbanded.

Penny Carter

Cultural & Social Activities Committee

As we have not been able to organise any events during this last year, the committee are preparing for this not to happen again. We have discussed at length how we might move forward. In order to be able to run trips which involve a coach journey, we will have to restrict the number of people we take. The trip to Sutton Hoo in June has been costed on this basis.

Hopefully things will 'get better' in 2022!

Clem Messenger

Nominations for Council – personal statements

Penny Carter

Proposed by Margaret Kerry, seconded by Margaret Provis

Statement by Penny Carter

I became a member of U3AC in 2012 after a long and varied career in publishing, latterly as Director of Legal Services at Cambridge University Press. Since 2012 I have been an active U3AC member, enjoying a number of different courses every year and also volunteering for the organisation. I started working as a Receptionist in 2017 and continued to do so until the Bridge Street premises closed as a result of Covid 19, resuming this academic year. During 2020-21, I volunteered as a Zoom host.

I was elected to Council in March 2019, and became a member of the Communications working group responsible for the development of the new website, successfully launched in August 2020, and for the establishment of the new U3AC house style. In March 2020 I took over from John Wills as charity Secretary, and over the past two years I have been involved in a wide range of administrative matters and also learnt a great deal more about governance issues. I hope that I can continue to offer U3AC both my experience and my enthusiasm should I be elected for a second term.

Vanessa Connolly

Proposed by Tim Ewbank, seconded by Alison Miles

Statement by Vanessa Connolly

Before retirement I spent 16 years as a CEO of a small charity providing care, housing and support for older people.

I have been an active member of U3AC for 4 years and appreciate the massive contribution U3AC makes to the well being of older people in Cambridgeshire.

I have always been active in my local community and would like to use my skills and experience to support U3AC to continue its work.

Ralph Ecclestone

Proposed by Tim Ewbank, seconded by Howard Dickinson

Statement by Ralph Ecclestone

I have been a member of U3AC since 2017. Throughout this time I have been a member of the Tuesday walking group (FIT28) and the duplicate bridge club (LEI03). I also completed the three-year course on learning Ancient Greek (which I continue to study independently) and took a range of shorter courses including those on Italian Cities, Dazzling DNA and Handel's operas. Although there was no deliberate intention to do so, I believe this has given me experience of all the major types of course that U3AC offers - short lectures series (e.g. DNA), longer learning courses (Greek) and quasi-permanent activities (walking and bridge).

My working career was spent mostly in technology consultancy firms, for one of which I became UK Marketing Director, responsible for promoting the company to its target market and building long-term relationships with client businesses. I have also served many terms as a non-executive director in both public and private-sector organisations, which has given me significant experience of corporate governance, strategic guidance and constructive criticism. For example, I was for eight years a non-executive director of Ploughshare Innovations (the commercialisation arm of the Ministry of Defence), with responsibility for overseeing their operations and (occasionally) succession planning and senior recruitment. I was also a non-executive director at the Intellectual Property Office (generally known as the Patent Office), which is a trading arm of the UK Government responsible for awarding intellectual property rights. In addition to being on the Steering Board, I was a member of its Audit and Risk Committee, overseeing all aspects of risk and propriety and dealing with both its internal auditors and the National Audit Office. Finally, I worked for four years as an administrator at the University of Cambridge where, amongst other activities, I set up and ran its Business Relations Office.

Kevin Holmes

Proposed by Sandra Holmes, seconded by Tim Ewbank

Statement by Kevin Holmes

I've been enjoying the breadth of U3AC courses and lectures since 2017. This year I've discovered short tennis, economics discussion group, Samuel Pepys diary and an introduction to Astronomy – that's quite a mix. I also enjoy the series of lectures that U3AC offers. In terms of my professional skills and volunteer experience – I'm a management consultant with a wide variety of experiences as a trustee in other organisations. I was a church treasurer for 10 years and deputy churchwarden at our local church. I'm also a trustee and Chair of Finance at a Cambridge college as well as Chair of our Resident's Association.

Sally Livesey

Proposed by Maggie Balshaw, seconded by Susan Honeyford

Statement by Sally Livesey

I have been a member of U3AC for about fifteen years and during that time have enjoyed a wide variety of classes and activities. I was a Council member for three years and undertook a number of roles, subsequently becoming chair from 2015-18. This increased my understanding and appreciation of the organisation and I would now like to serve as a Council member again and put my skills and experience to good use in a general and supportive way, as and when required to do so.

John Procter

Proposed by William [Bill] George Peters, seconded by Bill Block

Statement by John Procter

I have been a member of the U3AC for over ten years including a period on Council from 2015 – 2018. My role on Council during that time was Chair of the Finance Committee.

For the past five years I have co-organised the Polar Studies Group; and, currently, I am also a member of the Jazz on a Monday Afternoon group, and have given presentations to the group's members from time to time.

Outside of the U3AC I am also a Trustee of two small charities and have recently completed 25 years as a Trustee of a Hospice. I have wide experience of chairing governing and trustee bodies.