



**University of the Third Age (U3A)  
Sunshine Coast**

# **2017 – 2021 Strategic Plan**

## **Summary**

*Support documents available on our web site:*  
<http://u3asunshine.org.au/www/strategic-plan>

*The Plan provides objectives and scope for the development of annual management or operational plans by the U3A Sunshine Coast Management Committee.*

## Part 1 – Executive Introduction

It is with great pride and satisfaction we present this Strategic Plan. It is the result of input by many members, active involvement by the Management Committee and a hardworking, diligent and objective Steering Group. We thank members for their input and to the Steering Group volunteer members for their efforts.

The Steering Group members included; Jan Allan, Jenny Hughes, John D. Cooper, Graeme Heap, John Saint-Smith, seconded member Jim Hales and us.

We developed the strategic plan in a systematic way and answered the most critical questions confronting our U3A.

The Plan creates a common framework for decision making, providing continuity for successive Management Committees and offers carefully considered responses to the challenges and opportunities our wonderful organisation faces.

We commend the Plan to our membership and warmly welcome feedback and comment.

**Dawne Clark**

President – U3A Sunshine Coast

**Colin Maddocks**

Chairman - Strategy Development Steering Group

23<sup>rd</sup> March, 2017

## Part 2 – Strategic Objectives

*(Note: Numbering is used for referencing and does not necessarily reflect level of importance)*

- 1. Recognise ‘face-to-face’ activity as our primary opportunity for learning and social interaction.**
  - 1.1. *Promote volunteering***
  - 1.2. *Appoint a mentor for presenters***
  - 1.3. *Be responsive to alternative delivery methods***
  - 1.4. *Promote the role of volunteer presenters***
- 2. Determine members’ interests and abilities and proactively recruit volunteers to service areas of demand.**
  - 2.1. *Expand members’ data***
  - 2.2. *Consult and survey members to ascertain members’ needs and viewpoints***
  - 2.3. *Target promotion for U3A membership***
  - 2.4. *Gather feedback from members about courses and events***
  - 2.5. *Provide and promote relevant topics that support healthy and positive ageing***
  - 2.6. *Support ‘action research’ and advocacy about issues relevant to members***
  - 2.7. *Recognize members’ differences and tailor offerings and accessibility accordingly***
  - 2.8. *Recruit further presenters in targeted topic areas***
  - 2.9. *Plan further events in response to members’ needs***
- 3. Provide effective communication with members and external stakeholders by various means.**
  - 3.1. *Increase publicity and promotion via media***

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- 3.2. *Seek opportunities for promotion and publicity through University of the Sunshine Coast*
- 3.3. *Develop and execute a publicity strategy*
- 3.4. *Develop and provide relevant information packages for new and prospective members, sponsors and other target groups*
- 3.5. *Provide two way communications with members through a variety of channels*
- 3.6. *Develop and implement a recognition and celebration plan for volunteers*
- 3.7. *Provide course information on our web site and make it available as a paper copy on request*
4. **Seek ways to serve our members by investing in appropriate technology, and provide support processes to assist members transition.**
  - 4.1. *Develop relevant technologies, manage the people side of change and provide training support to ensure benefits for all members*
  - 4.2. *Keep membership and course fees to a minimum*
5. **Review organisation, structure and governance.**
  - 5.1. *Open doors to new members and review organization structure*
  - 5.2. *Establish an operating model that supports a blending of volunteer and paid labour*
  - 5.3. *Recognize that our core business is to provide lifelong learning and social engagement opportunities for our Sunshine Coast third age community*
  - 5.4. *Review governance, policy and procedures*
  - 5.5. *Review our Constitution*
6. **Provide hubs in geographical regions to meet the needs of current members and service increasing membership.**
  - 6.1. *Establish hubs as effective centres for regional activity, including social interaction*
  - 6.2. *Establish local partnerships*
7. **Continue to manage our relationship with the University of The Sunshine Coast.**
8. **Establish a U3A managed facility in the Caloundra area.**
9. **Manage external relationships with partners, seek appropriate grants, funding and projects.**
  - 9.1. *Develop and maintain relationships with village owners/retirement village managers and initiate learning and social opportunities*
  - 9.2. *Seek opportunities for working with external organizations*

## Part 3 – Vision

*[During the review of this Strategic Plan members will be asked to suggest short pithy vision statement that reflects our U3A Sunshine Coast dream. The most appropriate and inspirational suggestion will be adopted]*

## Part 4 – Mission

**We are committed to sharing our lifetime experiences, providing opportunities for friendships, and encouraging members’ involvement in the community.**

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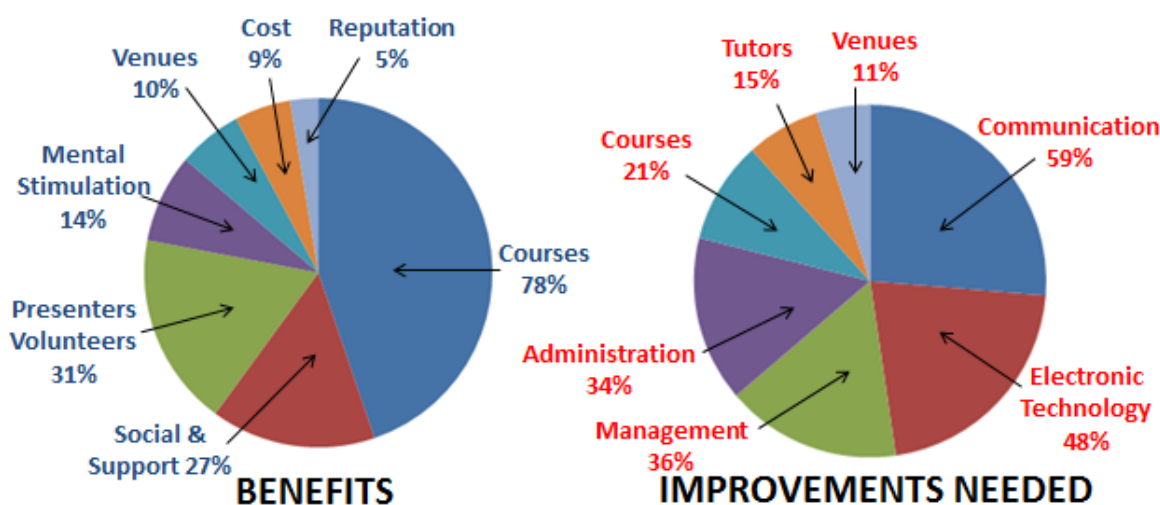
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## Part 5 – Feedback from Members’

During the period October 2016 to March 2017 U3A Sunshine Coast members were invited to provide input to the strategic plan development process by completing a standard feedback questionnaire. Members were asked to; i) List the things U3A Sunshine Coast does very well, ii) identify what needs to be improved, iii) suggest improvement ideas, and iv) suggest ideas for the future of U3A Sunshine Coast.

The feedback and ideas are summarised in the strengths, weaknesses, opportunities and threats (SWOT) table and associated pie charts (below).

STRENGTHS/BENEFITS	WEAKNESSES/AREAS TO BE DEVELOPED
Range and quality of courses available	More publicity needed
Personal interests satisfied	Variety of communication channels needed for membership
Adult learning environment	Courses handbook in paper copy required by some members
New friendships formed	Electronic enrolment system too clunky
Friendly environment	Electronic system needs to be more user friendly
Social interaction	Better support for technology challenged members
Range and quality of presenters	Improved communication and relationship between Management Committee and members needed
Mental stimulation	Increase payment options that are not complex
Overall health benefits	Need a full time administrator
Low cost for courses and membership	Reintroduce tutor meetings
Members help members – good support	Consider coffee mornings at different places
OPPORTUNITIES	THREATS
Expand external partnerships	Members views not aligned to Management Committee
Increase inclusiveness among members	Organisation not able to support increase in members
Find future home	Blending of volunteers and paid labour
Recruit more tutors/presenters	Lack of sufficient tutors and volunteers
Increase training for tutors	Not recognising importance of volunteers
Restructure the organisation with hubs	Inefficient organisation
More publicity and promotion	Not complying with necessary regulations
Baby boomer retirees	Scarcity of venues
More opportunity for social interaction	Changing Sunshine Coast demographics
Attract relevant grants	Car parking costs and availability at Sippy Downs
Expand external partnerships	Inadequate change management support for new change initiatives



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