



University of
the Third Age
Sunshine Coast

Strategic Plan U3A Sunshine Coast

Introduction

Our 2022 - 2026 Strategic Plan builds on the previous Plan developed in 2016, implemented at a time of change within our organisation, when we moved from paper-based systems for joining, enrolling in classes and payment, to the current online system. This included development of our website as the central place to go to for all information about our U3A.

In the 2017 – 2021 plan we focused on systems, governance and supporting our members and Tutors. However, in the new Strategic Plan we are committed to developing external partnerships to provide contemporary services for our members and seniors living on the Sunshine Coast.

We are also committed to taking our service delivery to a higher level in today's digitally connected environment. We also remain committed to our core business of providing lifelong learning and social engagement opportunities for our members.

As a prelude to the new Strategic Plan, the Management Committee invited a crosssection of our organisation, which included tutors, volunteers and members to attend a planning and review day, led by two consultants Andrea Douglas and James Fowler. The work and content outcomes from these group discussions consolidated the strategies and actions in the new Plan.

Elements of the Strategic Plan

Vision:

An association of healthy, happy, empowered and socially integrated seniors.

Mission:

To facilitate physical, intellectual and social activities that promote wellbeing for seniors on the Sunshine Coast.

Values:

Respect - for all people we encounter in our daily lives

Inclusiveness – a welcoming, friendly culture that encourages seniors to engage in programs that are affordable

Creativity – new ideas and innovative practices that enrich people's lives

Accountability – the highest level of open and good governance

The Plan outlines the actions and strategies the Management Committee believes will meet the challenges of active ageing, including the provision of interesting and varied activities delivered in a variety of ways, in turn valued highly by members. The Plan provides for objectives and strategies, with scope for operational plans to achieve the best outcomes.

Strategic Goals

GOAL 1:

Effective communication with all stakeholders and the community producing an awareness in the community of what U3A is and offers.

Responsibility: Communications Officer

Strategies:

- Promote the benefits of U3A membership internally and externally
- Build U3A brand awareness and recognition in our community.
- Standardise U3A Sunshine Coast branding across all platforms and media
- Produce an annual communication plan in accordance with the Strategic Plan.

Outcomes:

- Articles and information will be shared increasingly by way of external newsletters, social media and websites.
- Promotional material will be produced for use at events and other venues.
- Relevant digital and other technologies will be utilised and shared externally.
- A cloud-based Network document storage system will be developed to allow access to documents by committee and members
- E-Voice will be produced at least six times per year for distribution to all members and stakeholders
- An online event registration, bookings calendar platform will be developed and implemented.
 - A package of videos online will be made available to members to guide them in the use of online technologies and social media.

GOAL 2:

Provide members with varied activities and learning opportunities and identify and respond to the learning expectations of our members.

Responsibility: Tutor & Courses Coordinator, Lecture Coordinator, Management Committee, Member Liaison Officer and Systems Administrator

Strategies:

- Provide activities and programs that cater for members' needs.
- Explore and implement innovative delivery methods.
- Contain level of membership expansion to maintain quality opportunities.

Outcomes:

- Membership of U3A Sunshine Coast will continue to grow to sustainable levels
- A survey of members to reaffirm and improve the organisation's direction.

- An easy-to-use feedback system to follow up reasons for non-renewal of membership and possible remedial action.
- A process for establishing Tutor mentoring, forums and recognition opportunities
- A program established to promote and widely advertise the ongoing need for Tutors
- A new system for online learning for members available by mid-2023
- A library of on-line lectures via video able to be accessed by members
- Member Liaison officer to report on surveys and feedback from members

GOAL 3:

Develop, nurture and sustain volunteers, and develop a sense of community, to increase engagement of members.

Responsibility: President, Management Committee, Member Liaison Officer

Strategies:

- Identify potential tutors and other volunteers and actively promote the benefits of contributing.
- Provide training and support to tutors and volunteers.
- Acknowledge and express appreciation for the contribution of all.
- Develop a feeling of belonging amongst tutors.

Outcomes:

- Regular training sessions and small social function opportunities are provided for volunteers and tutors.
- Well-attended New Member introduction mornings are held twice yearly.
- Member and Tutor handbooks provide accurate, relevant and current information.
- A formal feedback system is in place by November 2022.
- A strong sense of community is fostered, increasing the participation and engagement of volunteers.

GOAL 4:

Establish new external partnerships and nurture existing ones, with improved links with a variety of stakeholders that are mutually beneficial and increase recognition of U3A as a voice for seniors in the community.

Responsibility: President, Management Committee, Business Development Coordinator.

Strategies:

- Establish local, regional and state partnerships along with other community and organisational relationships.
- Identify and respond to expansion opportunities.

Outcomes:

- A close working relationship is continued with USC
- Relationships with local government and community groups are established
- An annual program of Grant applications is established, matching Grant Programs offered.
- Continued provision of appropriate venues for classes and other lifestyle activities
- Continue the investigation for opportunities for a partnered physical presence in Caloundra.

GOAL 5:

Ensure a viable organisation into the future while maintaining effective management of resources and sound financial practices, enabling the organization to continually renew, evolve and innovate.

Responsibility: President, Management Committee and Sub Committees

Strategies:

- Ensure high standards of governance practices.
- Refine processes and systems continually in order to optimise services for members
- Monitor success and achievements and identify threats to the organisation's viability

Outcomes:

The formation of a subcommittee to develop broad annual operational plans to progress the actions and achieve the outcomes of the strategic plan.

- Financial reserves are maintained at sustainable levels.
- Annual budgets reflect and enable the strategic directions to be achieved.
- Strategy developed that provides appropriate guidance for steering and subcommittees in support of management committee requirements.
- A comprehensive succession plan in place.
- Annual governance review carried out in accordance with the Network Queensland Governance Checklist.