

## Environmental Analysis\* and Statements

	Consideration	Category	Opportunity	Threat	Rating	Strategic statement related to specific Opportunities and Threats
1	Our membership data base as resources	Management & Governance	X		20	<i>Determine data fields, amend data management system as required and collect members data that may further be required supported with members agreement for management to access.</i>
2	Members views V Committee	Management & Governance	X	X	20	<i>Consult and survey members to ascertain members needs and viewpoints on significant proposed change initiatives.</i>
3	Size of U3A SC Organization	Management & Governance		X	20	<i>Open doors to new members and review organization structure to meet requirements.</i>
4	Structure of U3A SC Organization	Management & Governance		X	20	<i>Establish hubs as part of the organization structure review.</i>
5	Organization Structure. Hubs?	Management & Governance	X		20	<i>Establish hubs as part of the organization structure review.</i>
6	Blending volunteers and paid labour V All volunteers	Management & Governance	X	X	20	<i>Establish an operating model that effectively supports a blending of volunteer and paid labour.</i>
7	What our core business is	Management & Governance	X		20	<i>Recognize that our core business is to provide lifelong learning and social engagement opportunities for our Sunshine Coast third age community.</i>
8	Governance & Management Committee	Management & Governance	X		20	<i>Periodically review the relevance, effectiveness and efficiency of governance, policy and procedures.</i>
9	Constitution	Management & Governance	X		20	<i>Review the Constitution ensuring relevance and appropriateness for strategic organization objectives, governance and management.</i>

10	Lack of Tutors	Services (Members)	X	X	20	<b>Promote the role of volunteer presenters and emphasis the importance of volunteers to our organization.</b>
11	Car parking	Facilities & Technology		X	20	<b>Review ways to assist and support members in response to shortage and costs of car parking.</b>
12	Publicity, Pride, Our U3A	Communication	X		20	<b>Increase publicity and promotion via newspapers, TV and radio. Seek opportunities for promotion and publicity through USC contacts.</b>
13	Communication technology and change	Communication	X	X	20	<b>Continue to develop relevant communication technologies, change management systems and training support to ensure benefits for all members.</b>
14	Promotion	Communication	X		20	<b>Increase publicity and promotion via newspapers, TV and radio. Seek opportunities for promotion and publicity through USC contacts.</b>
15	Baby boomer retirees	Demographics	X	X	20	<b>Ensure targeted promotion for U3A membership includes the uniqueness and expectations of the generation referred to as 'baby boomers'.</b>
16	Notion of Elders	Elders	X	X	20	<b>Combine the traditional notion of an elder who has years of past experience with the promotion of a more open, adaptive and interpretive senior, relevant for contemporary society.</b>
17	Feedback: Research outcomes, former members (exit), events,	Management & Governance	X		16	<b>Capture motives for members joining and leaving U3A and gather feedback about events that will assist ongoing improvements and relevance for members.</b>
18	More social interaction	Services (Members)	X		16	<b>Establish hubs and support social interaction opportunities.</b>

19	Health (see line 9 too)	Services (Members)	X		16	<b>Provide and promote relevant topics that support healthy and positive ageing.</b>
20	Importance of volunteers	Services (Members)		X	16	<b>Emphasise in orientation, regular communication and promotion the essential need for members to volunteer their services as U3A is structured as a sharing volunteer organization.</b>
21	U3A Educational role	Services (Members)	X		16	<b>Continue to develop relevant communication technologies, change management systems and training support to ensure benefits for all members.</b>
22	Steriotype of Organization (Image)	Communication		X	16	<b>Develop and execute a publicity campaign emphasizing relevant messaging in support of the themes in the new strategic plan.</b>
23	Recognition of all volunteers	Management & Governance	X		15	<b>Recognize and celebrate contributions by our volunteers in accordance with an annual Recognition and Celebration program and for individual exceptional service.</b>
24	Celebrations	Management & Governance	X		15	<b>Recognize and celebrate contributions by our volunteers in accordance with an annual Recognition and Celebration program and for individual exceptional service.</b>
25	Coaching and Mentoring	Services (Members)	X		15	<b>Appoint a volunteer mentor whose task will be to provide orientation to the role and support with skills development and coaching.</b>
26	Prolonging quality of life	Services (Members)	X		15	<b>Provide and promote relevant topics that support healthy and positive ageing.</b>
27	Own facilities	Facilities & Technology		X	15	<b>Establish an expanded hub in the Caloundra area.</b>
28	On line learning	Facilities & Technology	X		15	<b>Be responsive to alternative delivery methods and emphasise face to face as the primary delivery method.</b>

29	On line communities	Facilities & Technology	X		15	<b><i>Be responsive to alternative delivery methods and emphasise face to face as the primary delivery method.</i></b>
30	Name Badges - Use of	Communication	X		15	<b><i>Make name badges available to all members and promote the use of name badges during all classes and U3A activities.</i></b>
31	Potential new U3A members	Demographics	X	X	15	<b><i>Open doors to new members and review organization structure to meet requirements.</i></b>
32	West of highway - regional spread	Demographics	X		15	<b><i>Establish hubs as part of the organization structure review.</i></b>
33	Increasing leisure options and lifestyle	Demographics		X	12	<b><i>Open doors to new members and review organization structure to meet requirements.</i></b>
34	Lobbying, advocacy, health education	Management & Governance	X		12	<b><i>Support action research about issues relevant to U3A members and offer advocacy for matters or issues of concern and importance to our members.</i></b>
35	Action Research	Services (Members)	X		12	<b><i>Support 'action research' about issues relevant to U3A members and offer advocacy for matters or issues of concern and importance to our members.</i></b>
36	Increasing regulations	Management & Governance		X	12	<b><i>Periodically review the relevance, effectiveness and efficiency of governance, policy and procedures.</i></b>
37	Local policy regarding advertising (income)	Management & Governance		X	12	<b><i>Periodically review the relevance, effectiveness and efficiency of governance, policy and procedures.</i></b>
38	Increasing leisure options and lifestyle	Demographics		X	12	<b><i>Promote the role of volunteer presenters and emphasis the importance of volunteers to our organization.</i></b>

39	Transport - Public	<i>External Alliances</i>		X	12	<b><i>Utilize public transport when appropriate for activities and events</i></b>
40	Retirement Villages	<i>External Alliances</i>	X		12	<b><i>Maintain mutually beneficial relationships with village owners/retirement village managers and initiate learning and social opportunities in accordance with U3A Mission and objectives.</i></b>
41	Social Isolation	<i>Demographics</i>	X		12	<b><i>Maintain mutually beneficial relationships with village owners/retirement village managers and initiate learning and social opportunities in accordance with U3A Mission and objectives.</i></b>
42	Scarcity of Venues	<i>Facilities &amp; Technology</i>		X	12	<b><i>Establish hubs and local partnerships of mutual benefit.</i></b>
43	Multi generational and gender	<i>Demographics</i>	X		12	<b><i>Recognize U3A members and potential members differences and tailor offerings and accessibility to meet diversified members needs.</i></b>
44	Education background	<i>Demographics</i>	X		12	<b><i>Develop and execute a recruitment of further tutors in targeted topic areas.</i></b>
45	Changing Sunshine Coast demographics	<i>Demographics</i>	X	X	10	<b><i>Recognize U3A members and potential members differences and tailor offerings and accessibility to meet diversified members needs.</i></b>
46	Pension change	<i>Demographics</i>		X	10	<b><i>Continue to keep membership and courses fees to a minimum, recognizing U3Aers have limited funds.</i></b>
47	Limited personal funds	<i>Demographics</i>	X	X	10	<b><i>Continue to keep membership and courses fees to a minimum, recognizing U3Aers have limited funds.</i></b>
48	Mental stimulation	<i>Services (Members)</i>	X		9	<b><i>Provide and promote relevant topics that support healthy and positive ageing.</i></b>

49	Mens Shed - model	Services (Members)	X		9	<i>Seek opportunities of working together with external organizations and special interest groups on matters of mutual benefit.</i>
50	Clubs. Inventors Society.	Services (Members)	X		9	<i>Seek opportunities of working together with external organizations and special interest groups on matters of mutual benefit.</i>
51	New Cinema - Majestic	Services (Members)	X		9	<i>Plan further events relevant to members needs.</i>
52	Drop in Centres	Facilities & Technology	X		9	<i>Establish hubs and local partnerships of mutual benefit.</i>
53	Retirees expectations	Demographics	X		9	<i>Develop and provide relevant packages of U3A information for new and prospective members, sponsors and other target parties.</i>
54	Oldies as carers - competing for time	Demographics		X	9	<i>Recognize U3A members and potential members differences and tailor offerings and accessibility to meet diversified members needs.</i>

\* Analysis conducted by Steering Group on 4th January 2017