

Strategic Plan 2019–2021

OUR MISSION: To enhance our members' lives by providing stimulating learning exchanges and sociable activities.

BUSINESS ENVIRONMENT: We expect these factors to influence our business in the next three years.

1. Kyneton, and the surrounding area that U3AK services, while traditionally an agricultural service centre, has added tourism and its associated attractions, and it is now a welcoming and convenient place for retired and semiretired people to move to. House prices here make selling in Melbourne profitable and commuting to either Melbourne or Bendigo cheap and easy. This trend will continue.
2. Retired and semiretired people are the main target group for our organisation and this demographic group will continue to grow. Kyneton is also attractive to a younger demographic. Given the changing nature of work patterns, it can be expected that a proportion of these will be casual or part-time workers and therefore potential U3AK members.
3. Particularly for new arrivals in Kyneton, U3AK offers numerous ways to mix with local people and to develop a new social life here. New members bring with them new talents and experiences which can be interesting to learn about and could lead to new and different Special Interest Groups forming. And, of course, the more members we have, then the more we can talk to authorities about our needs on the one hand, and the service roles we can offer to assist them on the other. Governments at all levels are increasingly aware of the benefits of lifelong learning to growing segments of our population. While funding will continue to be limited, governments will be more open to organisations offering creative and affordable options.
4. In the past, lifelong learning was supported by affordable Adult Education programs and, to a lesser degree, TAFE short courses. This is no longer the case. U3A is perhaps the only community organisation with a business model that enables very low-cost delivery of a wide range of general interest (as opposed to job-related) programs. It's not likely that this unique position will be threatened in the next three years.

OUR STRATEGIC PRIORITIES IN 2019-2021

1. Membership and Profile
2. Courses and Activities
3. Accommodation
4. Member Participation
5. Outreach

Strategic action plans follow for each of these priority areas.

1. Membership and Profile

1.1 Develop and implement methods to grow membership

Scope: Analyse membership data, including non-renewing members, identify target audiences. Seek publicity through mass media, local, state and federal government as well as other relevant community organisations. Utilise members and activity groups for word of mouth promotion. Research introduction of male-oriented activities with no less a proportion of previous year activities.

Resources: Management Committee, Marketing and Newsletter Subcommittee and ordinary members. Grant funding, MRSC, sponsor.

Start Date: January 2019

Completion Date: December 2021

Project Management: Marketing and Newsletter Subcommittee

Success Measures: Membership increased by 40% over the life of the plan; increased distribution of promotional materials and media coverage during that period. Loss rate of membership is no greater than the state U3A average.

Ethics: Truth in advertising; members' privacy respected.

Risks: Damage to U3AK reputation.

1.2 Promote Program to raise community profile

Scope: Use the enrolment process to monitor how members first heard about U3AK. Review current marketing plan in line with defined catchment (Kyneton, Woodend, Macedon, Mt Macedon, Glenlyon, Newham, Malmsbury, Drummond, Lauriston, Gisborne). Then review regularly to determine the most effective methods to be adopted. Ensure the marketing plan is implemented and maintained and feedback is sought and recorded.

Resources: Grant funding, MRSC distribution by signboards and emails. General town signage, media and members support, Marketing and Newsletter Subcommittee, sponsor(s).

Start Date: From start of 2019

Completion Date: December 2019, with full review annually

Project Management: Marketing and Newsletter Subcommittee.

Success Measures: Increased membership and raised profile.

Ethics: Consistent with our governance and policies.

Risks: Poor response to methods adopted.

2. Courses and Activities

2.1 2.1 Develop and implement the expansion of our Program

Scope: Set up a Program Subcommittee to support the Program Coordinator.

- Ensure members complete enrolment forms, including the segment on 'interests'. Collate the results annually to identify members' needs for activities (intellectual, creative, physical and social) and talents as potential leaders. Use this information to promote U3AK through Marketing Subcommittee.
- Hold a 'Think Tank' meeting with members to seek their ideas for activities and to find leaders at the same time.
- Consider advertising in local papers for possible tutors if there are no suitable existing members and identify and approach others in the community who may be prepared to get involved (remembering that the U3A philosophy is 'members teach and members learn').
- Make use of the U3A Network of Speakers/Tutors prepared to travel.

- Investigate use of U3AOnline Courses and any other online or appropriate course material.
- Broaden target area - Kyneton, Woodend, Macedon and Malmsbury, Greater Macedon Ranges.

Resources: Members and their networks.

Start Date: Start of Term 1, 2019

Completion Date: December 2019; review annually

Project Manager: Program Coordinator

Success Measures: 1. Expansion of program; 2. Increased attendance numbers (attendance forms needed from all Leaders in 2019 so full attendance numbers are available) 3. Membership growth.

Ethics: Consistent with our governance and policies.

Risks: Insufficient members to run activities to meet program growth goal.

3. Accommodation

3.1 Locate and secure accommodation appropriate for all our activities and storage

Scope: Research all possible venues within Kyneton, Woodend, Macedon and Malmsbury through MRSC and other property owners and occupiers.

Evaluate suitability and affordability and prepare report and recommendations to the Committee for approval. Act on Committee decisions. Shire owned buildings, schools, churches, community buildings and hubs, halls and private houses to be considered and MRSC financial or in-kind support to be sought. Risk Management guidelines and other relevant U3AK policies to be considered.

Resources: Resourcing Subcommittee time.

Start date: From start of 2019

Completion Date: The Resourcing Subcommittee to follow up identified possible new venues for U3AK activities and report to the Executive Committee, with recommendations, at the meeting closest to the end of each term.

Project Management: Resourcing Subcommittee

Success Measures: We have suitable and affordable venues for all our activities

Ethics: Be mindful of the established needs of other community groups and the policies of facility providers in order to maintain good relations with all.

Risks: Suitable accommodation not found. Good relationships not maintained.

3.2 Locate suitable permanent storage in Kyneton and complete archiving in line with policy

Scope: Initially determine space requirements that will accommodate all archival material as per our achieve policy and equipment, with space for growth. Also obtain Committee approval for a maximum budget per annum. Research all possible easily accessible, permanent storage space, including a possible future Community Hub, MRSC building/providing storage units for not-for-profit community organisations on a free/in-kind/low cost basis. Network through other organisations and members. Appoint an archivist.

Resources: Subcommittee time, rental and archiving costs, archivist.

Start Date: Start of 2019

Completion Date: End of 2019

Project Manager: Archivist and Resourcing Subcommittee.

Success Measures: Space obtained, all archiving completed and items stored safely and securely. **Ethics:** Nil.

Risks: Loss or destruction of records if archiving and storage are not managed correctly, and equipment if not handled carefully.

4. Member Participation

4.1 Increase member participation in U3AK administration, organisation and Program delivery

Scope: Identify needs for assistance on the Committee, subcommittees and in the organisation generally. Identify and use all sources of information, such as information from enrolment forms, data from SIG forms, personal approaches by Committee members to members who have shown any interest in offering help, newsletter information and members' days. Use the data base to identify the potential of members to contribute and as the basis for a skills register.

Resources: (data), plus all Committee members.

Start date: February, 2019

Completion date: December, 2019. Analyse successful strategies. Maintain the skills register and update our skills needs as required annually.

Project Management: Resourcing Subcommittee

Success measures: Skills gaps identified, needs met and skills register maintained.

Ethics: Privacy respected.

Risks: Lack of interest from members to participate in the administration, organisation and program delivery of U3AK.

4.2 Achieve orderly succession in Management Committee and other key positions

Scope: Identify intentions of the current Committee members, and U3A members potentially interested in future Committee involvement. Use information gained in 4.1 (above) and informal means to identify potential Committee members and encourage them to sit in at Committee meetings. Identify and establish understudy roles for key positions on the Committee. Enlist members to join subcommittees and to be significantly involved in areas such as Newsletter, Marketing, and Program. Help them to acquire the ability to support and stand in when necessary.

Resources: Records of members' skills and interests and information obtained from enrolment forms, skills register, UMAS system.

Start Date: Agenda item for Committee meeting in May 2019: survey current Committee members' intentions regarding their continuing Committee membership. Identify likely vacancies.

Completion Date: July 2019. Analyse recruitment and understudy process and identify likely Committee and subcommittee vacancies annually.

Project Management: Resourcing Subcommittee

Success Measures: Knowledge of current Committee members' intentions. Understudies identified and in place. Potential Committee members attending Committee meetings. A reserve of potential Committee members ensures a smooth succession. New subcommittee members actively contributing to subcommittee activities.

Ethics: Privacy respected.

Risks: Members are reluctant to participate at Committee or subcommittee level.

5. Outreach

5.1 Develop and enhance partnerships and alliances

Scope: Identify local community organisations with common interests, including local government. Organise joint activities. Liaise with other U3As in our area. Use media to inform local community organisations of U3A activity.

Resources: U3A Committee and appropriate subcommittees.

Start Date: Jan 2019

Completion Date: Dec 2021

Project Management: Policy and Governance Subcommittee

Success Measures: One annual partnership activity with a local community organisation.
One annual liaison with another U3A in our area. Increased recognition at local government level.

Ethics: Maintain equality and mutual respect in all relationships.

Risks: Not being perceived as an inclusive organisation.