



# U3A Network Queensland Strategic Plan 2021 - 2025



## VISION:

Lifelong learning and social connection for all Queensland seniors

## MISSION:

To support and encourage member associations that seek to provide intellectually stimulating, physically challenging and socially engaging programs for seniors



# Strategic Plan Introduction

The Strategic Plan 2021-25 clearly defines a road map for the Network Management Committee over the next few years. The goals are aspirational and consistent with the objectives of the Network, and the integrated actions and expected results are practical, implementable and measurable.

The development of the Plan has been a lengthy, collaborative effort and we are deeply indebted to the following for their passion and donation of time and expertise, along with their considerable investment of intellectual thought and experience: John Giles provided the demographic data at no cost; U3A associations made an invaluable contribution through their responses to the survey to measure the impact and value of the previous Strategic Plan; design and development was undertaken by a sub-committee, chaired by Vice President Wendy Sanders, of U3A members Rhonda Weston, Des Taylor, Jim Hales and Phil Ackman; executive assistance was provided by Communication Officer Colin Maddocks; proofreading was undertaken by U3A member Trudy Graham; and presentation and graphics were devised in consultation with U3A Sunshine Coast member John Armstrong.

*Our future pathway promises a highly successful future for our membership*

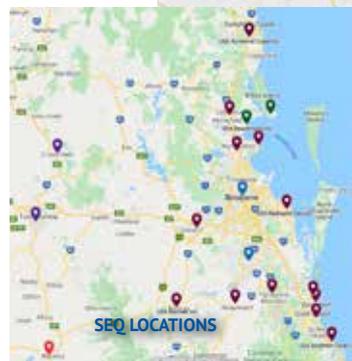
The next step will be the development of an Operational Plan based on projects, proposals and actions within the Plan. Each year within the cycle it will be reviewed and an Operational Plan prepared, costed and linked to the annual budget.

I present the U3A Network Queensland 2021-2025 Strategic Plan to all U3A associations, principal stakeholders and beneficiaries.

*Gail Bonser*  
President – May 2021

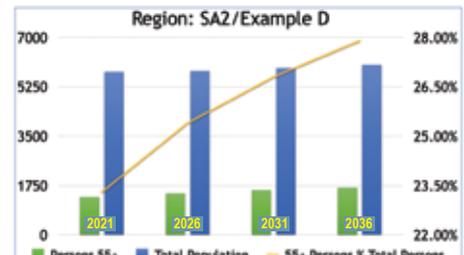
## U3A locations and demographics

The Network will be more proactive in communities that currently have no U3A association to service them. The tables below show some examples of locations that will be investigated, and they show the growth in the 55+ age group.



**U3A STATEWIDE**

- ◆ 34 U3A associations
- ◆ 24,000 members
- ◆ More than 2,400 volunteers donating 300,000 hours p.a.
- ◆ Value of volunteer contributions is \$7,560,000 p.a.



# Strategic Direction 1 - Membership



Increasing the membership of U3A associations is a strategic imperative, given the age demographic and the need for each organisation to evolve and innovate continually.

GOAL	TO EXPAND MEMBERSHIP OF THE U3A MOVEMENT IN QUEENSLAND
<p><b>ACTIONS</b></p>	<ul style="list-style-type: none"> <li>◇ Encourage and promote U3A groups to adopt a neighbouring urban centre as a site for a new U3A group.</li> <li>◇ Assist communities in the establishment of new U3A Branches.</li> <li>◇ Seek State and Local Government support to establish new U3A groups in regional Queensland.</li> <li>◇ Research, develop and promote the use of an effective feedback system aimed at understanding the reason(s) members fail to renew membership.</li> <li>◇ Support the establishment of Tutor Coordinators' forums, aimed at sharing ideas.</li> <li>◇ Investigate new systems for online learning for members in areas where local tutors may not be available.</li> </ul>
<p><b>EXPECTED RESULTS</b></p>	<ol style="list-style-type: none"> <li>1. At least six new U3A groups will be established by end of year 2025.</li> <li>2. Overall membership of U3A in Queensland will reach 30,000 by the end of year 2025.</li> <li>3. Proposal for funding from government be submitted before end of 2021 to assist in the establishment of regional U3A groups.</li> <li>4. An easy to use, effective feedback system to assist U3A groups determine reason(s) for members failing to renew will be available by 2025.</li> <li>5. The process for establishing Tutor Coordinators' sharing opportunities to be determined during 2021.</li> <li>6. New systems for online learning for members, in areas where local tutors may not be available, is to be investigated in 2021.</li> </ol>





## Strategic Direction 2 - Communication

Maintaining effective and continual communication internally and externally has been identified as a measurable strength of successful organisations that continue to grow with vigour.

GOAL	MAINTAIN EFFECTIVE COMMUNICATION WITH ALL STAKEHOLDERS
<p><b>ACTIONS</b></p>	<ul style="list-style-type: none"> <li>◇ Produce, execute, publish and promote an annual communication plan.</li> <li>◇ Post on the Network and social media platforms articles and information that reflects the diversity of U3As and increase Branches engagement with content.</li> <li>◇ Produce and distribute the Network Newsletter to Branches at least six times per year. Content will include what Network is doing.</li> <li>◇ Produce a promotion package of materials to be made available to existing and prospective U3As.</li> <li>◇ Support all Network initiatives.</li> <li>◇ Maintain an active Communication Subcommittee.</li> <li>◇ Create a series of short promotional U3A videos.</li> <li>◇ Seek articles and stories that promote U3A and its ideals and publish in targeted State-wide online and print publications.</li> <li>◇ Share interstate, national and international U3A information and stories with all U3A Branches in Queensland.</li> <li>◇ Form strategic partnerships and seek to establish a U3A presence.</li> <li>◇ Align technology support with Network objectives and implement effective change management processes for successful adoption.</li> <li>◇ Develop and maintain an effective cloud-based document storage and management system.</li> <li>◇ Respond to enquiries and requests efficiently.</li> </ul>
<p><b>EXPECTED RESULTS</b></p>	<ol style="list-style-type: none"> <li>1. Annual communication plan is available.</li> <li>2. Increased sharing of articles and information on the Network's social media platform.</li> <li>3. The Network Newsletter is produced at least six times per annum and distributed to all U3A member Branches.</li> <li>4. Current promotional materials are available to Network, all U3A member Branches, and selected external stakeholders.</li> <li>5. A Communication Subcommittee is actively coordinating communication activities in accordance with the annual communication plan.</li> <li>6. Current relevant technology will support distribution and sharing of information on existing platforms and the Newsletter.</li> <li>7. The cloud-based Network document storage system is maintained and all Network Management Committee members have the skills to store and access documents.</li> <li>8. Enquiries and requests are responded to within 24hrs of receipt, resolved promptly, and feedback from Network members express greater than 95% satisfaction with Network's response to enquiries and requests.</li> </ol>

# Strategic Direction 3 - Support

An effective administrative support capability is essential to the growth and stability of U3A associations, which includes governance, compliance and administrative standards.



<p><b>GOAL</b></p>	<p><b>PROVIDE AN UMBRELLA SERVICE TO ALL CURRENT AND EMERGING QUEENSLAND U3A ASSOCIATIONS, IN RELATION TO GOOD GOVERNANCE AND ADMINISTRATIVE EFFICIENCY</b></p>
<p><b>ACTIONS</b></p>	<ul style="list-style-type: none"> <li>◇ Develop a communication strategy to all U3A Associations (including emerging) to enable open discussion with Network.</li> <li>◇ Develop a strategy to guide emerging U3As through the legal requirements of forming a new organisation.</li> <li>◇ Mentor and provide advice, guidance and financial support, conditional that the U3A branding and ethos are adopted.</li> <li>◇ Establish a policy for an established organisation to act in an umbrella role, if geographically practical.</li> <li>◇ Ensure the necessary resources are available to financially support U3As to attend Presidents Councils and State Conferences.</li> <li>◇ Encourage applications for grant funding from local, state and federal government sources.</li> <li>◇ Emphasise and support good governance.</li> </ul>
<p><b>EXPECTED RESULTS</b></p>	<ol style="list-style-type: none"> <li>1. The U3A Start-Up Kit is continually updated on the Network website.</li> <li>2. New U3As are encouraged to stand-alone as soon as practicable.</li> <li>3. Attendance of new U3As at Presidents' Councils and Conferences is enabled.</li> <li>4. Three levels of government are more aware of the U3A brand.</li> </ol>



*Covid-Safe practices were a major part of U3A activities and administrative support during 2020, and these continue to be a priority. Support included attendance registrations and conducting a number of classes via video conferencing applications.*



# Strategic Direction 4 - Sustainability

Key to continued sustainability of the U3A across Queensland is ongoing membership growth with effective management of resources, sound financial practices and renewal of stakeholders in each organisation.

GOAL	<b>ENSURE SUSTAINABILITY THROUGH MEMBERSHIP GROWTH AND ENCOURAGE GOOD GOVERNANCE AND SOUND FINANCIAL PRACTICE</b>
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>◇ Devise and disseminate strategies to assist U3As with promotion in accordance with the communication plan.</li> <li>◇ Develop relationships with relevant government representatives to raise recognition of U3A and its value.</li> <li>◇ Develop awareness-raising and funding proposals to present to relevant government ministers.</li> <li>◇ Work with COTAQ, LGAQ, relevant bodies and community members to increase local awareness of U3A programs and activities.</li> <li>◇ Identify locations where U3As could thrive and work with the relevant local government/s and community to stimulate interest and advance establishment proposals.</li> <li>◇ Appoint mentors, from within the committee where possible and established U3As, to guide the formation of each new and proposed U3A association.</li> <li>◇ Continue program of grants to assist new U3As conditional that the U3A branding and ethos are adopted.</li> <li>◇ Survey attendees at Presidents Council meetings to ascertain governance and operational needs and develop webinars, policies and programs that best suit the dissemination of information to assist.</li> <li>◇ Devise programs and proposals when constructing the annual execution plan and review them quarterly.</li> <li>◇ Set membership fees in accord with forecast costs.</li> <li>◇ Monitor and review financial reserves.</li> </ul>
<b>EXPECTED RESULTS</b>	<ol style="list-style-type: none"> <li>1. A new strategy developed by August 2021 to ensure appropriate support for Steering Committees and newly established groups in areas isolated from an existing U3A.</li> <li>2. Establishment of new U3As is based on viability, demographic data and community commitment.</li> <li>3. Maintain and grow current overall State membership.</li> <li>4. A proposal for government support for U3As and in particular the establishment of new U3As in areas where there currently are none is completed and ready for presentation by the end of 2021.</li> <li>5. All U3As have access to webinars, workshops and web-based resources developed in accord with feedback about need from member associations.</li> <li>6. Annual budgets reflect the annual execution plan and are reviewed quarterly.</li> <li>7. Financial reserves are maintained at sustainable levels.</li> </ol>



# Strategic Direction 5 - Innovation

Organisations need to be agile, flexible and innovative over a long period of time to keep pace with technological and modern management practices aligned with strategic goals.



<p><b>GOAL</b></p>	<p><b>INTRODUCE NEW PROCESSES TO IMPROVE EFFICIENCY AND INCREASE CONVENIENCE, AND WHICH ARE IN RESPONSE TO MEMBERS' NEEDS, BUT IMPROVEMENTS MUST NOT FAVOUR EFFICIENCY AND CONVENIENCE OVER THE END USER</b></p>
<p><b>ACTIONS</b></p>	<ul style="list-style-type: none"> <li>◇ Investigate the feasibility of establishing a central member database management system.</li> <li>◇ Provide online select one-off lectures via video conferencing to members throughout Queensland.</li> <li>◇ Trial delivery of online select courses via video conferencing to members throughout Queensland in 2022.</li> </ul>
<p><b>EXPECTED RESULTS</b></p>	<ol style="list-style-type: none"> <li>1. The feasibility of a central member database is established. If it is feasible an implementation plan is developed and executed.</li> <li>2. A broader range of select online one-off lectures is available for U3A members in Queensland.</li> <li>3. A broader range of courses, delivered online, will be available to U3A members throughout Queensland.</li> </ol>

## U3A Means enjoying life to the fullest...





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