

STRATEGIC PLAN

VISION –

U3A in Toowoomba Inc will encourage positive active ageing through lifelong learning, physical wellbeing and social interaction. New Interests – New Friends.

VALUES –

Volunteers: Tutors and other volunteers are the core of our organisation.

Respect: We treat people with dignity and courtesy. We promote individual strengths. We value difference and diversity.

Working Together: We work together towards shared goals and outcomes.

Continuous Quality Improvement: We are committed to improving all aspects of our organisation, including our courses and administrative processes.

OBJECTIVES –

These are written into our constitution.

- To provide programmes of learning activities, including recreational, academic, social and cultural pursuits which offer stimulation and development to people who are in the “third age” of their lives; (Reference - *Constitution Section 3 Aims and Objectives (2) objects of the association*).
- To create an organisation wherein co-operative investigation of a topic or area of mutual interest is a major focus of activities and experience and expertise are freely shared; (Reference – *Constitution Section 3 2(e)*).
- To operate the Association in such ways that learning is pursued without any reference to entry criteria, qualification, assessment or awards and to create a climate free from discrimination according to colour, race, creed, or sex; (Reference - *Constitution Section 3 2(g)*).
- To realise the potentialities of older adults to follow new pursuits and to increase community awareness of the fact that older people retain the capacity to absorb and use new information and knowledge throughout their lives; (Reference – *Constitution Section 3 2(h)*).
- To act with others to improve the status and position of the elderly in the Toowoomba and surrounding community; (Reference – *Constitution Section 3 2(i)*).
- To exchange ideas and resources with other University of the Third Age organisations or similar bodies, both within Australia and overseas, and to encourage the extension of similar organisations in other parts of Queensland or Australia; Reference – *Constitution Section 3 2(j)*).

- To ensure activities and courses discuss but do not promote the religious, philosophical or political views of any spiritual leader, master, teacher or politician; Reference – *Constitution Section 3 2(l)*).
- To do all such things as may be incidental to the attainment of the above objectives.

OUR STRENGTHS –

- Good leadership and a committee accepting of the necessity for change, where appropriate;
- Growing membership;
- An improving awareness of U3A in the community;
- A good relationship with local council;
- A working relationship with our local University;
- Secure venues for the immediate future;
- Financial sustainability and forward planning;
- Diversity and number of courses available to members;
- Good class resources;
- Up-to-date technological resources, where appropriate;
- Prospective tutors interviewed to assess the value of proposed course;
- Established Tutor Orientation programme;
- An adequate pool of volunteers;
- Long term lease providing a stable home base;
- Employment of a permanent Office Administrator providing consistency in operation;
- Ability and willingness to provide organisational support and advice to other U3As;
- Digitised comprehensive and current corporate memory.
- Sound corporate governance processes.
- Life experiences members bring to U3A in Toowoomba Inc,
- Meeting the needs of seniors in the Toowoomba region.
- Open mornings provide valuable access to the community.

OUR WEAKNESSES –

- A declining body of volunteer tutors;
- Fewer members willing to become tutors;
- More members than places in classes/activities;
- New tutors hesitant to volunteer because they lack experience in delivery;
- A percentage of tutors have not taken the opportunity to participate in Tutor Orientation programme.

THREATS –

- Demand for classes not being met, leading to a negative impression of U3A in the wider community;
- Accidental non-compliance with changing legislation;
- Falling behind with advances in technology;
- Loss of major venues;
- Impact of declining membership and increasing costs on financial viability;
- Loss of the Office Administrator.

OPPORTUNITIES -

- Build on our volunteer tutor base by recruiting, and training prospective tutors and updating skills of existing tutors;
- Review Position Descriptions, Roles and Responsibilities annually;
- Develop additional branches in surrounding areas;
- Pursue closer working with USQ;
- Be open to smaller senior community groups to be absorbed into our organisation;

ACTIONS -

As indicated or the earliest possible time before this plan is scheduled for review, U3A in Toowoomba Inc will:-

1. TUTOR RECRUITMENT

Continue with recruitment of new tutors:

- by expressions of interest on the membership form;
- community awareness using advertising, media interviews, and external expertise
- with personal approaches to individuals with skills sets that may fit our needs;
- asking existing tutors to identify suitable prospective tutors from their classes.

2. TUTOR REQUIREMENTS

- Attend to the need for tutors and classes/activities and class resources;
- Instigate regular training sessions for prospective tutors;
- Put procedures in place to update the training skills and knowledge of existing tutors (i.e. Legislated Policy changes, new or updated U3A Policies and/or Procedures);
- Rename the Tutor Orientation Programme to “Tutor Information Session”;
- Consider different ways to promote the Tutor Information Session to tutors;
- Consider the format of Tutor Information Session to attract tutors who have not taken advantage of the Tutor Orientation Programme.

3. TECHNOLOGY

- Monitor changes to and advances in technology as they relate to our courses and the management of our organisation.

4. CORPORATE MEMORY

- Reviewing position descriptions, roles and responsibilities annually;
- Update Custodian of Operational Procedures manual to accurately record and store operational information such as: user names and passwords, security system codes, computer codes, banking passwords, purchasing and discount cards, etcetera).
- Update asset register to record new acquisitions and to delete disposed assets.
- Update Management Committee Roles document to accurately record the roles of Management Committee appointees including the roles and position description of the Office Administrator.

5. FINANCE

- Review the annual financial plan and respond to changing circumstances.

6. POLICY MANAGEMENT

- The Policy Manager develops policies and procedures in line with current legislation and thereafter review these annually.

7. PUBLICITY

- Publicity Officer to continue to promote U3A and the benefits of the organisation to senior members of the community as well as the wider community.

8. GOVERNANCE

- Maintain our subscriptions to relevant organisations in order to keep current with changing legislations, policies and governance.

9. COMMUNICATE

- Review ways we communicate with our members (newsletters, email, Facebook, website etcetera) in order to keep these up-to-date, fresh and inclusive.

Review these actions annually.

Approved and adopted by the Management Committee at their meeting on 3rd November 2021.

This plan is to be reviewed in 2023, or sooner if required.