

U3AAT STRATEGIC PLAN **March 2020-2022**

Plan approved – Management Committee Meeting 27/08/2021

VISION

To be the Tablelands' leading organisation embracing positive ageing.

STATEMENT OF PURPOSE

U3AAT aims to create a friendly, respectful learning and social environment, which meets the diverse interests of our members.

OBJECTS IN U3AAT CONSTITUTION

- a. to establish and maintain a University of the Third Age serving the Atherton Tableland and surrounding regions as a mutual-aid learning community organised by and for people in the Third Age of their lives;
- b. to establish and maintain a learning environment free from discrimination on the grounds of colour, race, creed, sex and age;
- c. to foster the joy of learning for learning's sake, without prerequisite educational entry requirements and unrestricted by the requirements of vocation or the desire for qualifications or awards;
- d. to draw upon the extensive experience, skills and energies of its members in offering programs of learning that are mentally stimulating, that enable members to develop and extend their interests and that provide members with the satisfaction of making a continuing contribution to the community;
- e. to encourage members in the co-operative investigation of topics of mutual interest, in which their experience and expertise is freely shared;
- f. to encourage members to realise their learning and teaching potentials;
- g. to encourage members to participate in the administration of the association and the courses that it offers;

- h. to improve the status of, and respect for, members of the community in the Third Age of their lives
- i. to exchange ideas and share resources with other Universities of the Third Age, both in Australia and overseas and to encourage the formation of similar organisations elsewhere in Australia; and
- j. to do all such things as may be incidental to the attainment of all or any of the above-mentioned objects.

VALUES

Our regard for the people we engage includes:

- tolerance
- respect
- compassion and
- inclusiveness

Our approach to ideas, beliefs and opinions is open-minded.

We value:

- integrity as a personal quality
- cooperation as a way of working and learning
- discovery as our basic commitment

AREAS OF WORK

The following aspects of work undertaken by members of U3AAT have been determined as key areas for planning:

Membership; Presenters; Promotion; Program Coordination and Development; Administration; Liaison; Management; Finances; Website/Facebook; Communication; Skills Building & Training.

Each Area of Work has been allocated a section in which proposals for action and development are outlined, responsibility and timeframe assigned and tools of measurement delineated.

MEMBERSHIP

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Improve recording system	Maintain data-base	Membership Secretary	Ongoing	Adaptation and improvement as needed	Working OK at present, leave as is.
Retain existing members & increase numbers of members	Advertise courses & events in appropriate media (Express, Flyers at Information centres, Facebook page, web site)	Publicity Officer. Facebook Coordinator Webmaster	Ongoing, to be reviewed every 6 months	Gradual increase in membership	
	Provide social activities to inform the public & new members about U3A events (e.g. Annual <i>Open Day</i> in Program Coordination section, other events to engage members)	Publicity Officer Program Coordinator Program Sub-Committee	Annually	Increase in membership & numbers registering for courses course registration Numbers of social community functions	Consideration be given to hosting more (subsidised) social events for members (in addition to annual Christmas party), noting that we can now hire the much larger adjacent new TRC facility with its good kitchen

PRESENTERS

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Continue to recruit new presenters	Ensure a space exists on Membership Application Form for new members to list topics they can offer to present on	Publicity Officer Program Committee	On-going- Format and content to be reviewed when current batch of application forms runs out	Appropriate layout of new brochures and Membership Forms	
	Pass Presenter information from Membership Form to Program Coordinator and Program Committee	Treasurer	On-going	New members offering to run courses each year	
	Members to identify likely Presenters, approach them and pass on information to the Program Coordinator	Management Committee Newsletter Editor Program Sub-Committee	On-going	New presenters contacting the Program Coordinator each year	
	Approach TRC, government departments and local businesses for speakers	Program Coordinator Program Sub-Committee	On-going	New speakers each semester	
Offer instruction in adult education	Experienced Presenters will be approached to mentor new Presenters e.g. with preparation, Power Point etc	Program Coordinator Program Sub-Committee	As the need is identified	Confident Presenters	

PROMOTION

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Improve public profile of U3AAT	Cultivate and maintain relationships with newspaper editors and reporters	Publicity Officer Management Committee	Ongoing	Regular contact with reporters and editors of relevant publications Attendance at relevant events (eg TRC briefing meetings, Seniors week events, and other events relevant to the Third age of life) Good relations with local relevant organisations and invitations to present on the role of U3AAT	Meet with editor of the Mareeba Express
	Write a regular/and or/occasional column in local newspapers, accompanied by photographs, which highlights U3AAT activities.	Publicity Officer	Each semester	Regular published articles Growing number of members	
	Develop appropriate promotional materials	Publicity Officer Facebook Coordinator Webmaster	As requested by the Management Committee, with review of current status to be done at least annually	Growing number of members Invitations to contribute to community development activities relevant to U3A (eg TRC Inclusion Committee)	

PROGRAM COORDINATION & DEVELOPMENT

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Give members opportunity to 'taste' courses & meet presenters	Organise an annual <i>Open Day</i> for members of the public, U3A members and Presenters to discuss, and register for, membership and classes	Program Coordinator Program Sub-Committee Publicity Officer	Annually	Number of attendees	
Regular meetings of Program Sub-Committee	Encourage input and active participation (eg presentations) from all U3AAT members. Increase diversity of offerings by periodically reviewing membership of the committee.	Program Sub-Committee Management Committee Members General Members	Ongoing	Diversity and number of course offerings, to be reviewed annually. Numbers attending courses/presentations	Increase the sub-committee to 5 persons Currently the sub-committee meets after most meetings of the management committee
	Introduce more physical activities e.g. cycling, more musical recitals, stress management etc. and more social activities and promote offerings by other organisations	Program Coordinator Program Sub-Committee	Ongoing	Numbers of new activities in these topic areas, to be reviewed annually	
Develop capability for several committee members to operate program and course management systems	Training sessions for members of Program Sub Committee and others as appropriate	Program Coordinator Webmaster	Ongoing	Several trained users of program and course management systems	

PROGRAM COORDINATION & DEVELOPMENT (Contd)

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Continue considering appropriate excursions for inclusion in program	Document policy framework for excursions, especially in relation to insurance.	Program Sub-Committee Policy & Planning Coordinator	Ongoing	Written framework/policy	
Utilise U3A on-line courses	Content of available U3A Network online courses to be reviewed by program sub-committee to identify which courses are likely to be most suitable for our members. Potential presenters to be identified and approached to run these courses	Program Coordinator Program sub-committee	Ongoing	Numbers of online courses being offered and numbers of members enrolling for them Online materials being used to develop and run new courses, to be reviewed annually	Nine on-line courses were selected from those available on the U3A network, and one-year registrations paid in March 2020 so that they could be accessed by all U3AAT members. This initiative was brought forward as a result of the Covid-19 shutdown of U3A face-to-face activities from Feb-August 2020.

ADMINISTRATION

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Ensuring our future accommodation needs are met	Ongoing liaison with relevant council and community groups to keep abreast with the evolution of accommodation options for community groups (eg the Re-Imagining Community Facilities initiative by the TRC).	President Management Committee	Ongoing	Adequate space for our operations	
Provide an electronic archival system for storing correspondence and other documents	Seek out an appropriate system in use elsewhere and adapt to U3AAT purposes.	Webmaster/IT systems coordinator	2020	Existence of electronic files Variety of Management Committee members trained in/familiar with use of system	Laptop to be provided for secretary to ensure all correspondence is stored in a form that can be passed on when person in the role changes
	Define length of time that correspondence and other documents should be stored.	Secretary Webmaster Policy & Planning Coordinator	2020	Clear definition about time documents need to be stored, consistent with requirements of the Corporations Act.	

LIAISON

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Build on current links with significant community people and organisations	U3AAT representatives meet with appropriate councillors and Mayor, and other community groups whose objectives complement U3AAT. Representation of U3A on relevant committees	President Publicity Officer	Annually or as required	U3AAT involvement in TRC-organised events Attendance of TRC representatives at U3AAT activities	
	Contact local State Government member	President Publicity Officer	Annually or as required	U3AAT activities are attended or supported	
	Contact appropriate officer at TRC to ascertain where U3AAT fits in with council community networking and events	President Publicity Officer	Annually or as appropriate	Number of U3AAT representations at appropriate meetings	
	Continue liaison with the business community	President Publicity Officer	Ongoing	Presentations to U3AAT members Possible sponsorship	
	Maintain links with Carinya and Oz Care re our involvement with them	Program Coordinator Newsletter Editor	Ongoing	They receive information about the U3AAT program	Is our newsletter sent to them?
Maintain links with relevant peak aged organisations	Ensure receipt and distribution to Committee of newsletters, electronic contacts with COTA, U3A Qld Network, etc.	Secretary	Ongoing	Regular reports to Management Committee about important issues raised by inward correspondence, and responses to this correspondence, as necessary	

MANAGEMENT

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Maintain active & effective Management Committee	<p>Ensure consistency in setting direction for U3AAT</p> <p>Manage U3AAT's financial affairs and maintain its financial viability</p> <p>Ensure U3AAT acts in accordance with its objects and purpose</p> <p>Ensure U3AAT meets all legal requirements.</p>	Members of the Management Committee	Ongoing	Competent governance, as evidenced by no non-compliances with corporate or code-of-practice requirements.	
	Regular review of Position Descriptions and Policy & Procedures Manual	<p>Management Committee</p> <p>Policy & Planning Sub-Committee</p>	Annually or as needed	Up-to-date policies	These descriptions should be reviewed at the start of each new committee year to ensure that any changes in the roles are updated and communicated to those in the roles
	Retiring Office Bearers mentor new Committee members as part of succession planning as per below	Vice President	Following AGM	Confident & active new committee members	
	Take advantage of opportunities to up-skill committee members	Management Committee Members	Annually	Attendance of a member(s) at training program or conference	

MANAGEMENT (Contd)

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Draw up Succession Plan with formalised process of mentoring	Identify and nurture Management Committee members, or likely members, with the potential to fill key positions	Management Committee Members	In the case of retiring executive roles 3 months prior to AGM (Jan-Feb each year) sound out possible contenders for positions that will become vacant	Key positions filled each year at AGM with persons who have been briefed and trained in the responsibilities of their roles and in the use of relevant operational systems	
	Identify potential candidates for President Elect, Assistant Secretary, Assistant Treasurer for ease of transition as required by upcoming vacancies	Management Committee	Starting 2 months prior to AGM provide training for these persons		

FINANCES

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Finance management system is fit-for-purpose.	Manage finances to satisfy the requirements of the Corporations Act	Treasurer	As necessary	Ease of operation of system used to manage, store and retrieve finance & membership records Monthly reporting to Committee of financial status	
Maintain Assets Register	Enter purchases of new equipment	Treasurer	Ongoing	Up-to-date Assets Register, to be reviewed annually by committee	

WEBSITE & FACEBOOK

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Enhance & maintain website	Liaise with Program Coordinator to keep website current, and continuously improve ease of use	Webmaster	Ongoing	Vibrant, informative & easy-to-use website Up-to-date content More members using website to enrol for courses	
Increase use of U3AAT Facebook	Encourage and train more members to use U3AAT Facebook	Program Coordinator Facebook Coordinator	Ongoing	Regular exchange of information between U3AAT members.	Facebook is currently under-utilised. Is it a platform that the bulk of our membership base is comfortable with using and/or knows how to use?

COMMUNICATION

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Inform members & the community of courses & activities	Use: <ul style="list-style-type: none"> • Membership brochure • Monthly newsletter • newsletters, • website, • word of mouth, • Power Point presentations • Open Days • Happy Snappers exhibitions • stalls and displays • organised internal events • enhance capacity for Zoom or equivalent virtual meetings in Rm 22 	Program Coordinator Newsletter Ed. Webmaster Publicity Officer Facebook Coordinator	Ongoing	Increased attendance at U3AAT classes and events Increase in number of members Up-to-date promotions material (eg Powerpoint Presentation, membership brochure) Rm 22 equipped with camera/microphone for virtual meetings	Need to incorporate virtual meeting platforms (eg Zoom) into the way we do business going forward. This aspect has been highlighted by the restriction on face-to-face meetings as a result of Covid-19. Presentations, for example, can be done via Zoom.

SKILLS BUILDING

GOALS	ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASUREMENT OF ACHIEVEMENT	COMMENTS FOR REVIEW
Access to outside training & skills-building for current Management Committee members and also for potential Committee members	Attendance at Training courses on an as-needs basis Ensure executive committee members are fully aware of their governance obligations (legal, financial, code of U3A practice) Ensure general committee members are aware of general codes of practice for U3A groups, and the specific obligations of U3AAT's Constitution	President All Management Committee members	Ongoing Identify specific needs in the event of changes in persons occupying executive positions	Skilled and competent Management Committee members	

