



WERRIBEE REGION INC.
UNIVERSITY OF THE THIRD AGE

Registered Number A0027045B

ABN: 38 550 617 454

STRATEGIC PLAN

2023 TO 2027

DATED 16 FEBRUARY 2023

AMENDMENT VERSION

Version	Date	Author

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“We believe that learning and being socially connected are essential for physical and mental health and well-being, which contributes to a stronger community.”

RESPECTFUL INCLUSIVE FRIENDLY ETHICAL WELCOMING

INTRODUCTION

This document sets out the 2023 – 2027 Strategic Plan for U3A Werribee Region Inc. It presents a series of statements relating to U3A Werribee Region’s background, mission, vision and objectives. It also sets out its proposed strategies, major goals and action plans over this five year period.

ORGANISATION BACKGROUND AND DESCRIPTION

The University of the Third Age (U3A) started at the University of Toulouse, France in 1972, when a school for retirees was set up to offer lectures and other cultural and academic activities. By the early 1980s, it had reached Britain, where its nature was changed to be more of a self-help seniors’ organisation. This is the model that is currently used in Australia and New Zealand today.

In Australia, a U3A can be found in each state and Territory with oversight from a U3A Network peak body for the movement. In Victoria this peak body is U3A Network Victoria and represents 104 members U3As, and their 33,000 members across the state.

The U3A movement is a not-for-profit organisation dedicated to providing a competent and ethical service to members. It is a community based organisation that undertakes to provide its members with a trustworthy, fair, and honest environment that is based upon equal opportunity to participate in U3A programs and activities.

In 1986 Mr Walter Eacott founded the “Retired Persons of Werribee”. However, it soon became the wish of a number of those members to start up their own U3A group in Werribee. In January 1992, U3A Werribee was

formed. By February of that year we became established with 35 members, running courses in history, psychiatry, calligraphy, art and current affairs. In 1993 U3A Werribee Region became an Incorporated Association.

The University of the Third Age Werribee Region is a not-for-profit Incorporated Association ¹ that represents the communities of Werribee Region and surrounding suburbs of Wyndham City through learning and belonging.

U3A Werribee Region Inc is managed by a Committee of Management who are all volunteers elected by members at the annual AGM. This Committee of Management normally meets on a monthly basis and is responsible for the efficient operational, financial and governance management of the organisation. They offer their time, skills and experience to ensure our U3A is a success in the Werribee Region and surrounding suburbs of Wyndham City.

A priority of the Committee of Management in 2022 has been to attract new members, raise funds and

¹ Victorian incorporated associations are registered with Consumer Affairs Victoria under the Associations Incorporation Reform Act 2012 (the Act).

strengthen the organisation's offering to the membership.

In 2022 the Committee of Management drafted the organisations Policy documents and developed a five-year strategic plan seen as an opportunity to strengthen the organisation as it tackles new challenges and provide a road map for a successful and sustainable organisation moving forward.

Our U3A represents curiosity and learning. It is age specific, primarily targeting the 50+ age group, who are either retired or semi-retired and allows non-members to attend one activity before membership is required.

U3A Werribee Region Inc offers a variety of courses on a diverse range of topics, led by volunteer group leaders. We also conduct social and fundraising activities and events. Courses and events are attended by members, aspiring members and their guests.

As at October 2022, U3A Werribee Region Inc had 215 financial members compared to the 35 when U3A Werribee was formed back in 1992.

MISSION

We provide opportunities for learning, socializing and physical activity, meeting the needs of adult learners and interested community members generally in 50+ age group.

VALUES

Respect

We are non-judgemental

We listen to each other

We understand that everyone has different needs, values and circumstances.

Inclusive

We value diversity

We accommodate the needs of different people and minimize barriers to participation

We acknowledge and appreciate difference.

Ethical

We provide a safe environment

We provide learning activities delivered by competent group leaders

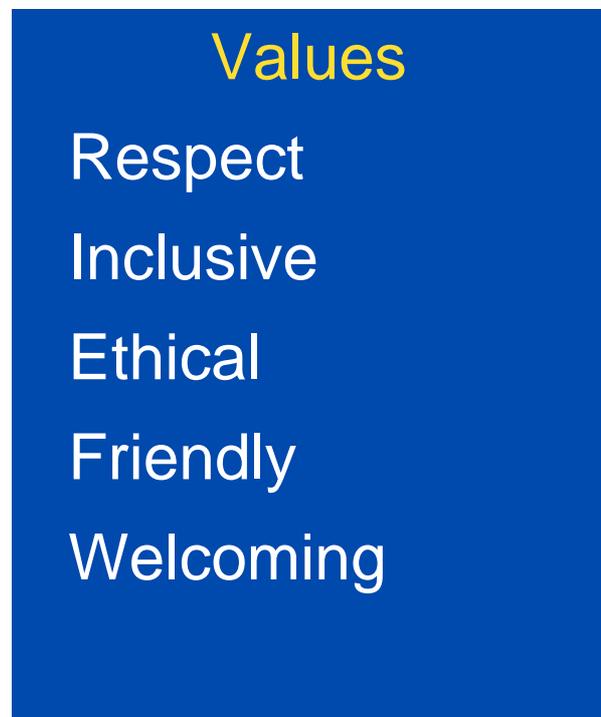
We behave honestly and transparently.

Friendly

We are here to have fun whilst learning, meeting people and socializing for those retired or semi-retired residents of Wyndam City.

VISION

U3A Werribee Region Inc is a vibrant and sustainable volunteer organization providing a variety of educational and social opportunities covering all aspects of life, led by knowledgeable group leaders. This is achieved by fostering the expansion of affordable and excellent educational, physical and social programs.



Inviting and Welcoming

We provide opportunities for people to meet each other in a friendly and all inclusive and safe environment.

STRATEGIC OBJECTIVES

The strategic objectives of U3A Werribee Region Inc is to focus on the services we provide to our members. To achieve this our Committee of Management will focus on assessing the needs of our organisations target market, the role the organisation plays in the community, and planning the route to achieve this through meeting identified major goals.

MAJOR GOALS

The four major goals over the five year period are to:

1. **Sustain existing members and recruit new members.**
2. **Provide courses at venues that are fit for pupose and sustainable.**
3. **Provide a viable and sustainable organisation, and**
4. **Maintain accountable governance.**

This will be achieved as follows.

1

Membership

Continue to make our U3A a great organization to belong to, and retain and grow our membership, fostering inclusion and belonging.

2

Courses and Activities

Our courses and activities continue to meet the needs of the members, providing a variety of opportunities to learn and be active and social.

3

Organisational Sustainability

Ensure our systems and processes enable us to remain viable and vibrant over the longer term, and develop our relationships with community centres and organisations as well as pursue a permanent home in a shared community space.

4

Governance

Utilise the skills of our members and volunteers to support an accountable Committee of Management. Implement succession strategies, share jobs across all committee members and build the governance capability of volunteers.

1. MEMBERSHIP

Continue to make U3A Werribee Region Inc a great organization to belong to, whilst retaining and growing our membership, fostering inclusion and belonging.

1.1 Sustain existing members

- Keep members informed on current and future activities through Tri-cycle newsletter, emails and updates at classes and during activities.
- Provide venues that are safe, fit for purpose and suitable for class and age demographics.
- Hold regular social activities such as lunches and morning teas to maintain existing members and to attract potential new members.

1.2 Grow membership

- Summarised in Appendix A are the ABS 2021 Census data for Wyndham age group 50 to 89 and projected growth figures over the five year period. To achieve this growth the following strategies are as follows:
 - Advertise for new members in the local newspapers (e.g. Star Weekly) and Wyndham Seniors Directory including events and activities to encourage new members.
 - Advertise “Come and Try” opportunities.
 - Hold regular social activities such as lunches and morning teas to attract potential new members.
 - Personally invite potential new members to participate in classes.

1.3 Foster a spirit of fun, friendship and community among members

- Create a Buddy system to welcome and support new members
- Hold special member events including live shows at Christmas and guest speakers

1.4 Ensure all members have knowledge of, and equal access to, what we offer

- Utilize electronic and non-electronic methods of communication
- Provide/display hard copy versions of electronic communications such as newsletters.
- Produce a quarterly (Tri-cycle) newsletter and distribute to members by email, post, and in person at classes.

2. COURSES AND ACTIVITIES

Our courses and activities meet the needs of the members, providing a variety of opportunities to learn and be active and social.

2.1 Strengthen and expand our program of courses and activities

- Class sizes and types identified in Appendix B.
- Analyse survey and other data to explore possible new courses and activities
- Monitor other U3A groups to see what they are doing by attending regional meetings
- Establish and utilize networks for one-off sessions, group leaders, course offerings
- Evaluate previous courses

2.2 Support existing group leaders

- Provide group leader induction pack each term
- Provide a group leader mentor
- Provide training as necessary
- Provide a list of teaching and activity resources
- Acknowledge the significant contribution of group leaders by providing “thank you” events and lunch.

2.3 Recruit new group leaders

- Advertise for group leaders as required through U3A Network tutor bank
- Provide incentives to encourage new group leaders
- Provide training and support for group leaders as required
- Investigate alternate course delivery options such as Zoom

2.4 Improve enrolment processes

- Hold regular enrolment days at a time and place that suits most people
- Consider alternative ways to enroll, rather than turn up on a particular day for enrollment? e.g., online

2.5 Evaluate courses and activities to enable continuous improvement and ensure they are meeting member needs

- Investigate having one person responsible for evaluations of courses (such as course coordinator) or potentially have a team
- Convey course evaluation results back to group leaders and committee of management on a regular basis

2.6 Ensure risks are managed & Workplace Health and Safety requirements are met

- Develop a Risk Management Plan and strategy led by Course Coordinator
- Inspect venues using site checklists before classes start each term
- Identify First Aid kits and AED in venues
- Ensure attendees are briefed on Emergency Evacuation procedures

3. ORGANISATIONAL SUSTAINABILITY

Ensure our systems and processes enable us to remain viable and vibrant over the longer term, and develop our relationships with government, local community, U3A Network and seniors organisations, as well as pursuing long term and continued use of rooms in shared community spaces.

3.1 Refine systems and processes to optimize services to members and enable more volunteers to take on roles

- Review processes for enrolment, membership, Group Leaders, record keeping financial and other reports
- Consult relevant U3A groups regarding their systems and processes with a view to adoption/adapation
- Develop a strategy for the systematic analysis of current and future networking and venue availability (Appendix C)
- Benchmark U3A Werribee Region Inc policies against U3A Network templates and adopt and amend as required

3.2 Review accounting and other systems to ensure they meet the current and ongoing needs of the Committee of Management

- Review current accounting procedures
- Develop accurate and timely reporting systems
- Review existing financial model and develop an annual operating budget

3.3 Strengthen local regional and state partnerships and other community and organizational relationships

- Attend/ contribute to Network and Regional U3A Network Victoria sponsored meetings
- Develop relationship with Wyndham City Council
- Develop an on-going relationship with Community Centres and Retirement Villages.

3.4 Seek venue solutions in a shared community space to allow for growth, ease of access and plenty of storage.

- Strengthen relationships relevant Community Centre and Retirement Village teams

4 GOVERNANCE

Utilise the skills of members and volunteers to support an accountable Committee of Management, implement succession strategies, share jobs equitably across all Committee of Management members and build the governance capability of volunteers.

4.1 Develop Committee of Management duty statements and roles for existing key positions

- Cluster tasks into key areas and create specific positions on the Committee of Management to undertake these tasks
- Build on Committee of Management members' strengths and invite them to undertake the role that best suits their skills
- Undertake potential new Committee member skills analysis
- Recruit to fill skills gaps on the Committee
- Explore opportunities for mentoring/shadowing of Committee members.

4.2 Develop a sound recruitment process for non-group leader volunteers and Committee of Management roles

- Establish a small working group to lead the development of a recruitment process
- Develop an induction package for new Committee of Management members and Group Leaders
- Develop induction procedures for new Committee of Management members and Group Leaders
- Consider co-opting 'assistants' for each role

4.3 Provide training, development and support to all volunteers as needed

- Ensure all governance documents and policies are easily available to all members in the form that suits their needs
- Determine training needs of Group Leaders and volunteers and provide training
- Develop a simple manual of tasks and procedures
- Access U3A Network Victoria education program

4.4 Deliver governance training to support Committee of Management.

- Understand skills gaps in the Committee of Management and provide appropriate training
- Review meeting procedures including development of agenda and minute taking to ensure President signs off on all key documents before distribution

4.5 Refine governance systems and processes to ensure they meet legal requirements and regulatory requirements (Appendix D)

- Ensure alignment of processes with the U3A Werribee Region Inc Constitution
- Evaluate procedures and implement identified improvements

ACTION PLAN

U3A Werribee Region Inc will implement a twelve month action plan, supporting the achievement of the specified major goals and related to key strategies for 2023 – 2027.

During the first half of 2023, the Committee of Management will prioritize those actions identified in tables 1 to 4 and develop an action plan based on what is most needed in 2023 and what is possible within the current resources of the volunteers' time and the organization's funds.

This strategic plan is intended to be a living document.

The finalized version of this Strategic Plan was presented at the AGM 16 February 2023 where it was endorsed by members.

TABLE 1. MEMBERSHIP

Major Goals	Action Plan	Timeline	Owner	Status
Sustain existing membership	Maintain Communications with members. Provide realistic membership fees. Provide variety of courses to encourage members to learn new skills. Provide safe and fit for purpose course rooms and venues.	On-going	President	In Progress
Grow new members	Reach out to former members. Provide discount rates. Hold recruiting activities. Encourage members to bring a friend. Encourage younger semi-retirees and full time retirees by offering a range of courses	On-going	Committee	In Progress
Communications	Word of mouth. Advertise through local papers and Seniors	On going	Committee	In progress

	Directory.			
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TABLE 2. COURSES AND ACTIVITIES

Major Goals	Action Plan	Timeline	Owner	Status
Introduce new courses and activities.	Lobby for ideas for new courses and activities in Newsletters and at annual enrolments day and classes	Ongoing	Courses Co-ord	In Progress

TABLE 3. ORGANISATION SUSTAINABILITY

Major Goals	Action Plan	Timeline	Owner	Status
Increase awareness of U3A within the local community through local radio, Diectories, local newspapers and speaking to local service organisations.	Speak to Retired Persons and Probus Advertise through papers and events Approach other service organisations to speak.	On-going	President	In Progress
Promote a closer relationship with the relevant officers and departments of the City of Wyndham Council	Meet with Council representative	On going	President	In progress

TABLE 4. GOVERNANCE

Major Goals	Action Plan	Timing	Owner	Status
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Identify all key roles in the organisation and review and update as appropriate.	Establish up to date duty statements for committee of management	First Committee meeting following AGM	President	Planning
Endorsement of Policies and strategic plan.	Endorsed by members at AGM	16 Feb 23	President/ Secretary	Planning
Reports and returns To Consumer Affairs, VMIA, U3A Networks	Completion of Program Calendar	IAW schedule	President Secretary Treasurer	Planning
Look at need to increase committee of management and non elected positions such as assistant membership secretary and assistant course coordinator	Discuss at Committee Meetings	Commence first committee meeting following AGM	President and Committee	Planning
Formulate and produce succession plan.	Discuss at Committee Meetings	Commence first committee meeting following AGM	President and Committee	Planning

APPENDICES:

Appendix A. Membership Projection

Appendix B. Class Sizes and Types

Appendix C. Networking and Venues

Appendix D. Governance

APPENDIX A - MEMBERSHIP PROJECTION (SOURCE DATA FOR CHARTS 1 AND 2 FROM 2021 ABS CENSUS DATA)

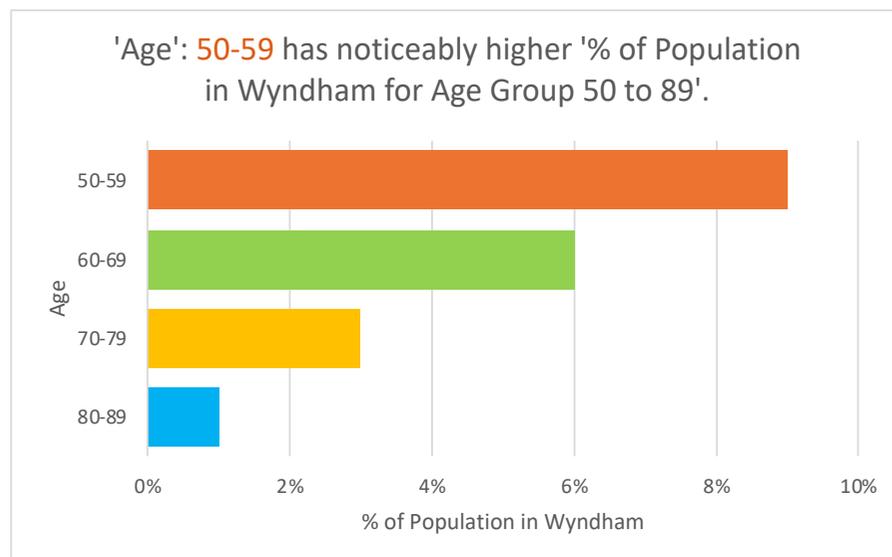


Chart 1. % of Population by Age grouping 50 to 89

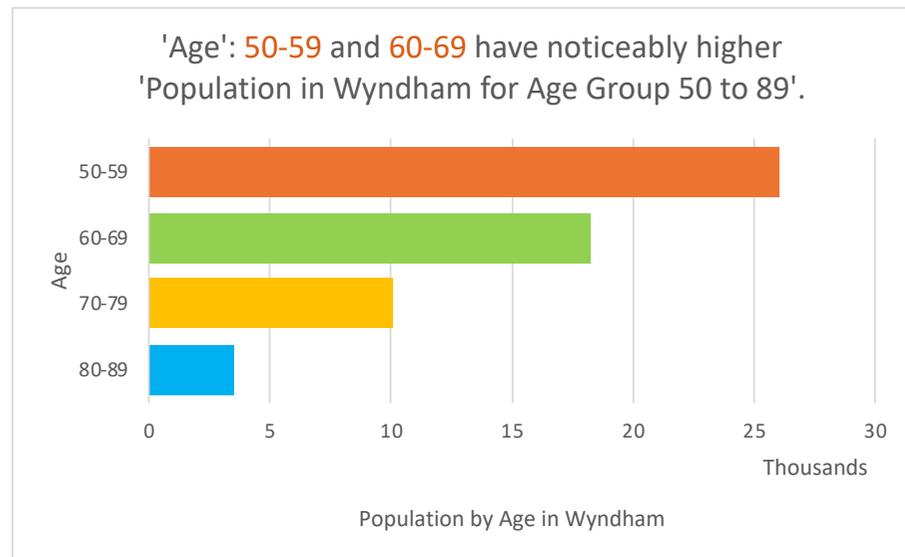


Chart 2. Population by Age Grouping in Wyndham

Based on the information identified in charts 1 and 2 from the 2021 ABS Census data a conservative projected median growth for U3A Werribee is approximately 6% targeting the 50 to 79 year age groups. This census data also identified Wyndham City with a total population of 292,011. Age ranging from 0 to 100 and over with the age group 30 to 39 years the largest cohort by approximately 41% increase from 2016 showing an overall younger demographic.

In comparison, an initial Strategic Plan drafted in 2011 identified a 10% growth projection of Wyndham 60+ age group. Based on this 2021 ABS data a more conservative approach was made to the organisations projected growth over the five year period.

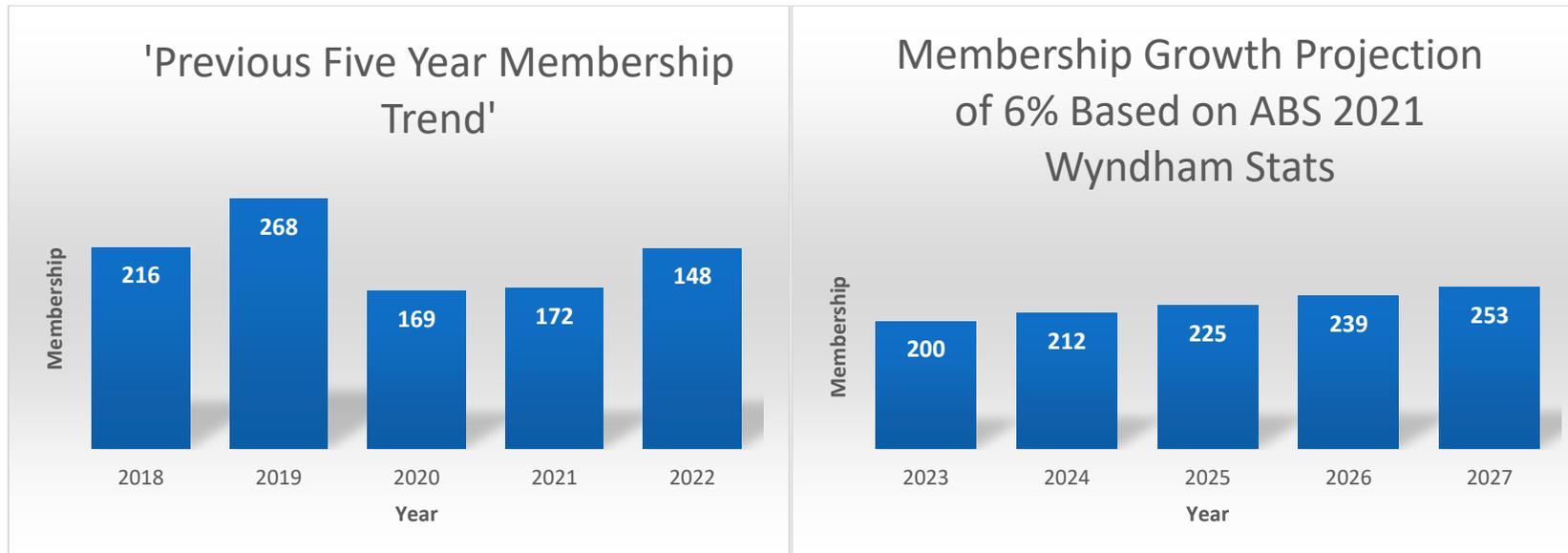


Chart 3. Previous Five Year Membership Trend

Chart 4. Five Year Membership Projection

Note: Projection figures of 289 over five years is achievable given that in 2019 a membership of 268 was achieved. Projection shows that this figure has the ability to be reached in 2025-2026 years.

Projected figures are also based on suitable and available hire venues with not for profit and subsidised room rates with a proactive advertising and recruitment program. This is key to ensuring U3A Werribee remains competitive with similar senior groups/organisations in the Wyndham City area. Note that the membership number of 148 at the end of 2022 was mainly due to no re-enrolments occurring during the COVID Pandemic. This reduction in membership occurred with members either moving to other regions / suburbs or joining other organisations. However, since the beginning of Term 1 in 2023 there has been a steady increase in re-enrolments of these previous members and new members joining. Based on this trend it is estimated that we should achieve an actual membership figure of at least 200 by the end of the last Term in 2023.

APPENDIX B - CLASS SIZE AND TYPES



Chart 5. Registered Classes 2022

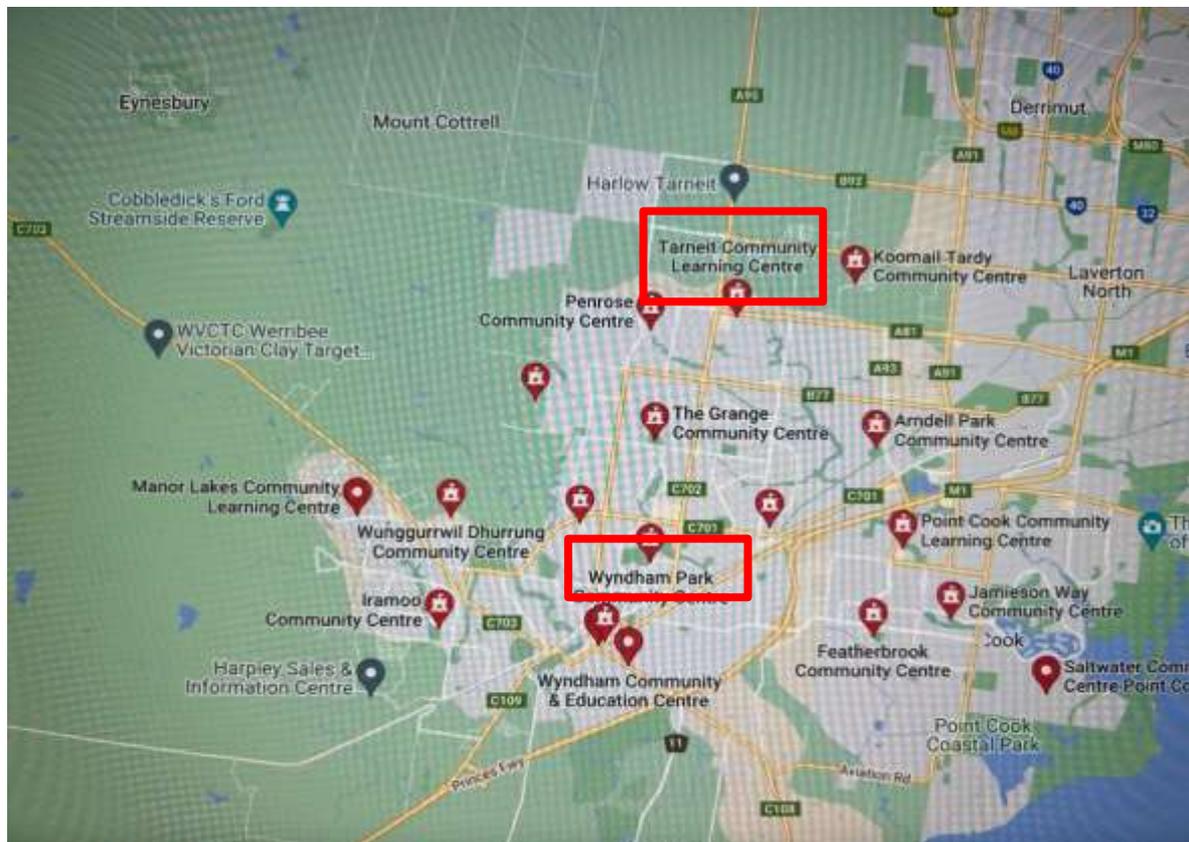
Chart 5 identifies 20 classes held over 2022. Based on the current registered class sizes each class can be attended by members without the requirement for wait lists to be included. This is also due to the room venues offered to members.

Projection of classes and class sizes over the five year plan, (refer chart 4) indicate that additional group leaders, additional classes at the same venue on the same day or on different days, additional venue locations or the inclusion of wait lists to sustain growth. To be achieved through: **Group Leaders**. Network Tutor Bank. **Additional venues**. Available through Wyndham City Community Centres.

APPENDIX C - NETWORKING AND VENUES

U3A Network Victoria. Continued association with U3A Network Victoria will assist with our organisational sustainability. U3A Network Victoria act as the peak body of the U3A movement in the State of Victoria. They coordinate activities, develop policies, provides education and training. They also represent the movement to external interests and government, seeks and administers funds on behalf of Member U3As, and performs or leads any other activities to benefit the U3A movement. U3A Network Victoria assists with establishment of new U3A's, growth of membership for existing U3As, and act as a mentor and advisor to Member U3As.

Wyndham City Council. Continued association with the council to ensure venues, community grants and fees are available to the organisation at both not-for-profit and subsidised rates. Any changes to these is notified by council to allow for adjustments in future planning.



Picture 1. Wyndham City Community Centre Locations 2022 (source Google Maps)

Venues. Identified in Picture 1 is the current locations of Community Centres available to U3A Werribee. This includes Tarnet Community Learning Centre and Wyndham Park Community Centre. Other venues used include Heathglen and Lifestyle Seasons Retirements Villages and Hoppers Crossing Sports Club.

APPENDIX D - GOVERNANCE

Governance is a system and process, not a single activity and therefore successful implementation of a good governance strategy requires a systematic approach that incorporates strategic planning, risk management and performance management.

This is achieved through an effective and efficient Committee of Management with robust policies, meeting legal and regulatory requirements, standards and guidelines.

Diagram 1 identifies this strategy in a closed loop governance diagram.

Policy documents can be found on the U3A Werribee Region Inc Website <https://www.u3awbee.net.au>



Diagram 1. Governance Strategy

U3A WERRIBEE REGION INC

RESPECTFUL INCLUSIVE FRIENDLY ETHICAL WELCOMING

ACKNOWLEDGEMENT

Thank you to current and former Committee of Management and members who have provided valuable feedback and suggestions to enable this strategic planning document to be published

U3A Werribee Region Inc

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