



**BANYULE**  
UNIVERSITY OF THE THIRD AGE

# **STRATEGIC PLAN 2022 - 2024**

# TABLE OF CONTENTS

ACKNOWLEDGEMENTS .....	3
INTRODUCTION .....	4
<b>U3A Banyule Statement of Purpose .....</b>	<b>4</b>
CONTEXT OF THE STRATEGIC PLAN .....	5
GOVERNANCE .....	5
<b>Vision, Mission and Values .....</b>	<b>5</b>
<b>Organisation Charts.....</b>	<b>6</b>
<b>Income and Funding .....</b>	<b>10</b>
<b>Membership.....</b>	<b>10</b>
<b>Courses and Activities .....</b>	<b>10</b>
STRATEGIC PLANNING PROCESS .....	11
<b>Identified Strengths/Challenges/Opportunities/Threats (SCOT).....</b>	<b>11</b>
ACTION PLAN 2022 – 2024 .....	12
<b>Governance Sub Committee - Strategic Priorities.....</b>	<b>13</b>
<b>Membership Sub Committee - Strategic Priorities .....</b>	<b>15</b>
<b>Courses Sub Committee - Strategic Priorities.....</b>	<b>17</b>
<b>Facilities Sub Committee - Strategic Priorities .....</b>	<b>18</b>
<b>Technology Sub Committee - Strategic Priorities .....</b>	<b>19</b>
APPENDICES.....	20
<b>Appendix A – Project Program and Timeline.....</b>	<b>20</b>
<b>Appendix B – U3A Banyule Strategic Planning Project Participants .....</b>	<b>22</b>
<b>Appendix C – SCOT Analysis: Governance Sub Committee .....</b>	<b>23</b>
<b>Appendix D – SCOT Analysis: Membership Sub Committee.....</b>	<b>25</b>
<b>Appendix E – SCOT Analysis: Courses Sub Committee.....</b>	<b>27</b>
<b>Appendix F – SCOT Analysis: Facilities, Technology &amp; Equipment Sub Committee .....</b>	<b>28</b>
<b>Appendix F – U3A Banyule Mission and Values Survey 2021 .....</b>	<b>30</b>

## ACKNOWLEDGEMENTS

Thank you to the members of U3A Banyule who provided valuable feedback and suggestions relevant to U3A Banyule's strategic directions through the Mission and Values Survey (October 2021).

In particular, a sincere thank you to the U3A Banyule Committee of Management and those in support roles, for their full participation in this project.

Acknowledgement and thanks go to the Strategic Planning Reference Group, Milena Maranville (Convenor), Judith Craze, Sharon Karasmanis, Dianne Williamson and Mary Wilson, who conducted the Mission and Values Survey, shaped the strategic planning process and helped to develop and finalise this plan.

Appreciation is expressed to Banyule City Council for supporting this project through the provision of a Banyule City Council Community Grant.

The strategic planning process and development of the Strategic Plan was facilitated by Cathy Fyffe, CMF Consulting, and U3A Banyule is most grateful to have access to her considerable expertise.

Milena Maranville, President  
On behalf of the Committee of Management,  
22 April 2022

**U3A Banyule Inc**  
[www.u3abanyule.org.au](http://www.u3abanyule.org.au)  
Email: [info@u3abanyule.org.au](mailto:info@u3abanyule.org.au)

## **INTRODUCTION**

U3A - the University of the Third Age - is an international movement that fosters lifelong learning for pleasure. It is a body of volunteers interested in their own and community education. There are no prior qualifications or exams, and no degrees awarded; the only requirement is that members are aged 50+, retired or semi-retired.

U3A Banyule is an incorporated not-for-profit organisation which commenced in 1986. It offers members a wide range of educational courses, creative and physical activities, excursions and social events. Approximately 120 courses and activities are offered each year.

U3A Banyule operates from a range of venues within the municipality of Banyule with Ivanhoe Library and Cultural Hub (ILCH) being the main facility. Venues in Heidelberg, Heidelberg West, Watsonia, Macleod and Bundoora are also used.

There are over 700 members and U3A Banyule is the largest seniors' group in Banyule.

U3A Banyule is financially stable generally producing a small operating surplus each year.

### **U3A Banyule Statement of Purpose**

- To establish and operate an Association to provide learning opportunities for people over 50
- To make full use of members' personal skills and abilities to teach and learn together
- To organise and conduct courses for lifelong learning
- To provide venues, facilities and services for these purposes
- To act as a body of volunteers interested in their own and community education

## **CONTEXT OF THE STRATEGIC PLAN**

This is the third strategic plan prepared by the U3A Banyule Committee of Management. It was prepared at the beginning of 2022 supported by a community grant from Banyule City Council which allowed the Committee of Management to engage a facilitator to support the preparation of the plan.

The context for this plan was influenced by the preceding two years of disrupted operations due to the Covid 19 pandemic. The lockdowns and restrictions in Melbourne required an agile response from the Committee of Management to ensure the organisation continued to provide courses and activities, moving to online learning and supporting members in the use of technology such as Zoom.

## **GOVERNANCE**

U3A Banyule operates according to its Constitution (updated 2018). The Committee of Management (CoM) is drawn from members elected at an Annual General Meeting. Members of the Committee are unpaid volunteers representative of the broader membership.

The Committee of Management is made up of 17 positions and there are 13 additional supporting roles to facilitate the operations of the organisation.

There are seven Sub Committees and several teams which manage the organisation.

## **Vision, Mission and Values**

### **Vision**

U3A Banyule will be a dynamic, inclusive and valued provider of lifelong learning.

### **Mission**

U3A Banyule is a volunteer organisation that provides learning opportunities for over 50s by creating a community whose members embrace lifelong learning and positive ageing by sharing knowledge and life skills within a culture of respect, friendship, and goodwill.

### **Values**

Learning - We encourage the engagement in lifelong learning

Respect - Members interact with each other with courtesy and respect

Integrity - Our organisation operates with honesty, fairness and transparency

Community - Our members come together to learn, create friendships and support each other in a spirit of goodwill

Inclusion - We welcome and embrace diversity of culture, ethnicity, sexuality, religious beliefs and all abilities

## **Organisation Charts**

The titles and composition of some Sub Committees and working/reference groups have been modified as a result of the Strategic Planning discussions.

- A new Technology Sub Committee has been established
- The Facilities, Technology and Equipment Sub Committee has been re-named the Facilities Sub Committee
- The Management Sub Committee has been re-named the Governance Sub Committee
- Titles for Reference Groups and Working Parties have been re-named with a consistent Team title

The management structure of the organisation is visually represented on the following pages.

# U3A BANYULE 2022 Committee of Management 23 March 2022

*Milena Maranville*  
President

*Judith Craze*  
Vice President

*Margaret Jack*  
Secretary (& Public  
Officer)

*Kevin Whiting*  
Treasurer

*Barbara Sekules*  
Communications &  
Publicity Officer

*Sharon Karasmanis*  
Course & Tutor  
Coordinator

*Margaret Fievez*  
Course Info. Manager  
& Venue Coordinator

*Heather Stephens*  
MYU3A Administrator

*Valerie MacPhee*  
Office Manager

*Michael Maguire*  
Privacy & Data Security  
Officer  
Technology  
Coordinator

*Maria Axarlis-  
Coulter*  
Public Lectures  
Facilitator

*Dianne Williamson*  
U3A Victoria Network  
Delegate

*Jan Ramp*  
Volunteer Coordinator

*John Kennedy*  
General Position

General Position

General Position

Noni Crowther – Minute Secretary Ex-Officio

# Sub Committees and Teams for 2022 05.04.22

## Access & Authority Reference Team

C: Milena Maranville  
Margaret Jack  
Michael Maguire  
Heather Stephens

## Annual Forum Team

C: TBA  
Maria Axarlis-Coulter  
Michael Maguire  
Kevin Whiting

## Awards S.C.

C: Helen McKinnon  
John Kennedy  
Joan Learmont  
Milena Maranville  
Mary Wilson

## Courses S.C.

C: Sharon Karasmanis  
Margaret Fievez  
T.B.C.

## Facilities S.C.

C: Milena Maranville  
Alan Marks  
Marg Fievez  
Valerie MacPhee  
Michael Maguire

## Governance S.C.

C: Judith Craze  
Margaret Jack  
Valerie MacPhee  
Milena Maranville  
Kevin Whiting  
Dianne Williamson

## Membership S.C.

C: Mary Wilson  
Judith Craze  
Julie Marshall  
Barb Sekules  
Kevin Whiting

## MyU3A Advisory Team

C: Heather Stephens  
Margaret Fievez  
Valerie MacPhee  
Milena Maranville

## Privacy & Data Security S.C.

C: Michael Maguire  
Katja Bizlj  
John Kennedy  
Dianne Williamson  
Mary Wilson

## Newsletter & Bulletin Team

C: Liz Waud  
Joan Learmont  
Jan Ramp  
Barb Sekules

## Strategic Planning Team

C: Milena Maranville  
Judith Craze  
Sharon Karasmanis  
Dianne Williamson  
Mary Wilson

## Technology S.C.

C: Michael Maguire  
Milena Maranville  
Members TBA



## Additional Support Roles 23 March 2022

*Helen McKinnon*  
Awards S.C.  
Convenor

*Maxine Marks*  
Banyule Seniors  
Network  
Representative

*Fiona Wilson*  
Catering Organiser

*Pat Amor*  
Community  
Wellbeing Officer

*Samuel Ariaratnam*  
Financial Assistant

*Alan Marks*  
Health and Safety  
Officer

*Janice Kelly*  
ILCH & Banyule  
Council Liaison

*Sue Beshara*  
La Trobe Uni.  
Program Liaison

*Julie Marshall*  
Membership  
Manager

*Liz Waud*  
Newsletter  
Coordinator

*Joan Learmont*  
Past President

*Mary Wilson*  
Special Projects  
Officer

*Penny Braybrook*  
Website Manager

## **Income and Funding**

Membership fees are the only ongoing source of income for the organisation. In 2022 the full membership fee is \$45 per year.

On occasion U3A Banyule applies for and receives grants for equipment and specific projects.

## **Membership**

In October 2021 there were 741 members of which 78% were female and 22% were male. There are 9 Life Members.

Membership has been growing steadily since 2017 when there were 561 members.

## **Courses and Activities**

U3A Banyule offers a wide range of courses and activities such as:

- Social events and excursions
- Public lecture series
- Lecture series (history, science, medicine, conservation, general interest, world affairs)
- Painting and drawing classes, creative knitting
- Current affairs
- Philosophy study group
- Technology topics
- Exercise and wellbeing (Tai Chi, Pilates, yoga, walking, lawn bowls and croquet)
- Dancing (Scottish country dancing and line dancing)
- Book groups, writing for pleasure, play reading, Shakespeare
- Cinema
- Language classes with multiple levels of experience (French, German, Italian, Spanish)
- Games (trivia, Mahjong, cryptic crosswords, Scrabble)
- Singing, musical appreciation, recorder

## **STRATEGIC PLANNING PROCESS**

The process to develop the Strategic Plan commenced in October 2021 by seeking members' feedback on U3A Banyule's Mission and Values through an online survey. Over half the membership responded to the survey and more than 90 per cent indicated that U3A Banyule achieved its Mission and Values. Members also took the opportunity to provide comments and suggestions on many aspects of U3A and these were drawn upon throughout the strategic planning process, where applicable. A summary of survey results can be found in Appendix F.

In January 2022, all members of the Committee of Management, and others with roles supporting the organisation, were invited to contribute to the strategic planning process by participating in four workshops during February 2022. Two of these workshops consisted of small groups led by Sub Committee Convenors, and the whole group (combined Sub Committees) also met for two workshops led by the Consultant.

In summary the process included:

- Reviewing results of the member survey
- Creating a Vision statement
- Updating the Mission and Values statements
- Identifying issues for U3A Banyule as a whole to focus directions for the Strategic Plan
- Completing a Strengths, Challenges, Opportunities and Threats (SCOT) analysis for each of the four Sub Committee groups
- Developing goals and actions for the period 2022-2024
- Reviewing the Sub Committee structure
- Updating the Organisation Charts
- Reporting outcomes to members of U3A Banyule

A more detailed outline of the strategic planning process is in Appendix A, and a list of the members who participated in the discussions is located in Appendix B.

### **Identified Strengths/Challenges/Opportunities/Threats (SCOT)**

In the Strategic Planning Workshops held in February 2022 the Committee of Management and Sub Committees identified issues affecting the organisation and the membership as well as undertaking a SCOT (Strengths, Challenges, Opportunities and Threats) analysis for each key Sub Committee area. The identification of issues and the SCOT ensured that the priorities and actions developed for each Sub Committee and the organisation, reflect the current and future needs of U3A Banyule.

The SCOT analysis for each of the four key Sub Committee areas can be found in Appendices C-F.

## **ACTION PLAN 2022 – 2024**

The action plans outlined on the following pages are structured according to goals of the five key Sub Committees. Note: During the Strategic Planning process the Facilities, Technology and Equipment Sub Committee became two separate Sub Committees.

### **Governance**

To effectively govern and manage the organisation to enable us to remain viable and vibrant.

### **Membership**

Manage membership growth to reflect more closely the demographics of the Banyule community, with a focus on increasing male and multicultural membership.

### **Courses**

Our courses aim to meet the needs of our members, by providing high quality learning, activity and social opportunities, in a welcoming environment.

### **Facilities**

To provide safe and 'fit for purpose' venues that enables us to be highly responsive to the accommodation needs of members, courses and the organisation.

### **Technology**

To be highly responsive to the technological needs of members and the organisation.

The following tables detail the actions, resources, accountabilities, timelines and measurable outcomes for each of the five key Sub Committees. Where appropriate other Sub Committees, teams and individuals with roles which support the Committee of Management will be involved in the implementation of the Strategic Plan.

## Governance Sub Committee - Strategic Priorities

**Overarching Goal:** To effectively govern and manage the organisation to enable us to remain viable and vibrant.

### Priority Actions

ACTION	RESOURCES	RESPONSIBILITY	TIMELINE	MEASURE
1. Strengthen our relationships with community organisations <ul style="list-style-type: none"> <li>• Establish quarterly meetings with YPRL re MOU</li> <li>• Continue discussions with other U3As, BCC and other seniors' groups</li> </ul>	In house	President, Course Coord and YPRL Liaison As above plus Seniors Delegate, Comm and Pub Officer	Dec 2022  Dec 2023	Lines of regular communication established and reported to CoM  Bilateral activities increased
2. Utilise and upskill our members and volunteers to support CoM and organisational processes <ul style="list-style-type: none"> <li>• Identify new volunteer tasks</li> <li>• Recruit members to take volunteer roles to increase involvement and encourage them to take further responsibility</li> </ul>	In house	Gov SC, Volunteers Coord SC, Volunteers Coord	Dec 2022 Dec 2023	More volunteer tasks created More off CoM members involved
3. Develop processes of induction for new appointees <ul style="list-style-type: none"> <li>• Document processes for each position including a timeline</li> <li>• Conduct general induction and specific induction for new appointees</li> <li>• Develop processes for implementation and understanding of policies by CoM, supporting roles and members</li> </ul>	In house	Gov SC, Members in roles  Gov SC  Gov SC, President	Sept 2022  Sept 2022  Dec 2023	Development of documentation to support training and handover Conduct a training program for new appointees Establishment of effective handovers including mentoring Scheduled bi-monthly Omail with a summary "What this means to you"

ACTION	RESOURCES	RESPONSIBILITY	TIMELINE	MEASURE
4. Clarify lines of communication and communication processes between CoM and supporting role members <ul style="list-style-type: none"> <li>• Review structure and distribution of minutes, agenda and agenda papers</li> </ul>	In house	Gov SC	Dec 2022	New format established Regular communications established
5. Build a culture of teamwork for CoM and supporting roles <ul style="list-style-type: none"> <li>• Increase combined activities</li> <li>• Increase Sub Committee/working party involvement of supporting role members</li> <li>• Extend acknowledgement of member contribution</li> </ul>	In house	Gov SC Gov SC  Awards SC, Newsletter	Dec 2023 Dec 2024  Dec 2023	More combined activities More people involved in SCs/WPs  More publicity of member achievements
6. Introduce increased processes to ensure transparency of financial and governance processes <ul style="list-style-type: none"> <li>• CoM to decide on appropriate appointment, measures and timing</li> </ul>	In house	CoM/Treasurer	Aug 2023   Dec 2024	External financial review process or auditor appointed by CoM   Annual review established with reporting to CoM

## Membership Sub Committee - Strategic Priorities

**Overarching Goal:** Manage membership growth to reflect more closely the demographics of the Banyule community, with a focus on increasing male and multicultural membership.

### Priority Actions

ACTION	RESOURCES	RESPONSIBILITY	TIMELINE	MEASURE
1. Develop a strategy, including targets, to increase the number of men within our membership	In house	Membership SC	July 2022	Completion of strategy document
2. Implement a strategy to increase the number of men within our membership	In house	Membership SC	July 2024	Implementation has occurred and targets achieved
3. Develop a strategy to attract members and tutors from a multicultural background, through greater community engagement	In house	Membership SC	March 2023	Completion of strategy
4. Implement a strategy to attract members and tutors from a multicultural background	In house	Membership SC Gov SC	Dec 2024	Community engagement with groups and individuals from multicultural background, reflected in changes to our program
5. Retain and attract new members by re-designing the website	\$3,000 (TBC) Funding to be sought	President, Comm and Pub Officer, Website Manager	Oct 2023	New website
6. Develop and administer an online member survey to identify satisfaction with services and resources and needs of members, with a focus on courses	\$350 from U3A Banyule	Membership SC Gov SC	June 2022	Member survey completed by members

ACTION	RESOURCES	RESPONSIBILITY	TIMELINE	MEASURE
7. From findings of the survey, identify actions and who is responsible	In house	Membership SC, Gov SC	Sept 2022	Action plan from survey and distributed to relevant SC
8. Cross-advertising of activities for U3A Banyule and other seniors' groups	In house	President, rep on BCC Seniors and Comm and Pub Officer	Dec 2022	Number of activities cross-promoted



## Courses Sub Committee - Strategic Priorities

**Overarching Goal:** Our courses aim to meet the needs of our members, by providing high quality learning, activity and social opportunities, in a welcoming environment.

### Priority Actions

ACTION	RESOURCES	RESPONSIBILITY	TIMELINE	MEASURE
1. Develop a system of rationalisation of the courses and enrolments	In house	Courses SC	Feb 2023	System developed and documented
2. Implementation of system of rationalisation of course enrolments	In house	Courses SC	Dec 2023	Reservation of places reviewed. Reduction of waiting lists
3. Strategy to modify the program quickly due to adverse events	In house	Courses SC	Dec 2022	Strategy developed
4. Identify opportunities for greater socialisation where possible	In house	Courses SC	Dec 2022	Opportunities identified and implemented
5. Identify the course needs of members, including emerging technologies	In house	Courses SC	Dec 2022	Course needs identified via membership survey
6. Implement the findings of course needs' survey	In house	Courses SC	Feb 2024 and ongoing	Findings implemented

## Facilities Sub Committee - Strategic Priorities

**Overarching Goal:** To provide safe and 'fit for purpose' venues that enables us to be highly responsive to the accommodation needs of members, courses and the organisation.

### Priority Actions

ACTION	RESOURCES	RESPONSIBILITY	TIMELINE	MEASURE
1. To ensure the membership are effectively informed about the facilities	In house	Fac SC Membership SC	July 22	Response to tutor and member surveys
2. Monitor tutor and member satisfaction with venues	Survey Monkey	Fac SC Membership SC	Dec 2022	Response to tutor and member surveys
3. Source more venues to accommodate new classes and expanding needs of popular courses	In house	Venue Coord	As needed	Sufficient venues available

## Technology Sub Committee - Strategic Priorities

**Overarching Goal:** To be highly responsive to the technological needs of members and the organisation.

### Priority Actions

ACTION	RESOURCES	RESPONSIBILITY	TIMELINE	MEASURE
1. Ascertain interest and offer regular classes on technology	In house	Tech SC	Oct 2022	Feedback from class members. Data re: numbers enrolled and completing courses
2. Offer training session for CoM members to better navigate MyU3A system	In house	Tech SC	Dec 2022	Feedback from attendees
3. Expand the technology trainers' group to train the membership	In house Member data base	Tech SC Volunteer Coord	April 2022	Number of members who agree to assist.
4. Research the equipment required to run hybrid classes	In house Access to view ILCH equipment	Tech Coord	July 2022	Report to Tech SC
5. Monitor tutor and member satisfaction with <b>audiovisual equipment in venues</b>	In house	Tech SC	Dec 2022	Feedback from members and tutors
6. Monitor tutor need for more <b>technology</b> training	Survey Monkey	Course Coord Tech SC	Dec 2022	Numbers attending and satisfaction with learning
7. Monitor member need for more training	Survey Monkey	Tech SC		Numbers attending and satisfaction with learning

## APPENDICES

### Appendix A – Project Program and Timeline

**Strategic Planning Reference Group** (SP Ref Group): Milena Maranville, Judith Craze, Sharon Karasmanis, Dianne Williamson (Project Officer DW), Mary Wilson (Project Officer MW), supported by Cathy Fyffe (Consultant).

**Convenors of Sub Committees:** Judith Craze (Management); Sharon Karasmanis (Courses), Milena Maranville (Facilities and Equipment), Mary Wilson (Membership).

**Whole Group:** Approximately 20 representatives – Committee of Management, Off-Committee members, Convenors and members of Sub Committees.

**Sub Committees:** Each member of Whole Group was invited to join one of four Sub Committee for the purpose of this Project.

**All meetings were conducted by Zoom.**

TASK		TIMELINE	U3A Banyule
<b>Prior</b>	Report on Member Survey on Mission and Values. Survey to inform the Strategic Planning. Develop draft timeline for tasks. SP Ref Group organised and invited Convenors, Sub Committees and Whole Group to participate in U3A Banyule’s Strategic Planning Project. Vision developed and the Mission Statement reworked for the Strategic Planning Project.	01/12/2021 - 20/12/2021  11/02/2022	SP Ref Group  Project Officer MW  Reps of SP Reference Group in consultation with CoM
<b>1.</b>	<b>PROJECT CLARIFICATION &amp; PLANNING</b> Preparation meeting with SP Ref Group and Consultant.	WEEK 1	SP Ref Group Consultant
<b>2.</b>	<b>WORKSHOP 1: CONVENORS SCOT TRAINING</b> Convenors were trained by the Consultant to undertake the SCOT analysis with their Sub Committee.	WEEK 2	4 Convenors Consultant
<b>3.</b>	<b>SCOT WORKSHOPS BY INDIVIDUAL SUB COMMITTEES</b> Each Sub Committee undertook a SCOT analysis for their area.	WEEK 3	4 Convenors and Sub Committees
<b>4.</b>	<b>SCOT WORKSHOP 2: WHOLE GROUP</b> A workshop with the Whole Group to consider the Sub Committee SCOTs. The session also revisited the Vision, Mission, and Values, considered the changes in the operating environment, and identified the organisational issues.	WEEK 4	Whole Group Consultant
<b>5.</b>	<b>GOALS AND PRIORITIES WORKSHOPS BY INDIVIDUAL SUB COMMITTEES</b> Sub Committees undertook a workshop to develop the overarching goal and priority initiatives for 2022 - 2024, reflecting the findings of the SCOT analysis and based on U3A Banyule’s Vision, Mission and Values.	WEEK 5	4 Convenors and Sub Committees

TASK		TIMELINE	U3A Banyule
6.	<b>GOALS AND PRIORITIES WORKSHOP 3: WHOLE GROUP</b> A workshop with the Whole Group to consider the goals and priorities identified by the Sub Committees for consideration and input.	WEEK 6	Whole Group Consultant
7.	<b>DRAFT STRATEGIC PLAN</b> A draft strategic plan was prepared which captured the goals, actions and tasks identified in the Goals and Priorities workshop. Feedback from the Committee and Sub Committee members was sought. SP Ref Group convened to discuss feedback from Sub Committees and coordinated a response to the draft.	WEEK 7/8  WEEK 9  WEEK 10	Consultant  4 Convenors and Sub Committees  SP Ref Group Project Officer DW
8.	<b>Final Strategic Plan</b> to table at CoM meeting.	WEEK 11	Consultant SP Ref Group
9.	<b>Strategic Plan 2022 – 2024 approved by CoM</b>	WEEK 13	CoM
10.	<b>Distribution to key stakeholders and information to members</b>	WEEK 16	CoM President
11.	<b>Implementation</b>		CoM President Sub Committees

## Appendix B – U3A Banyule Strategic Planning Project Participants

### WHOLE GROUP DISCUSSIONS

Milena Maranville	President
Judith Craze	Vice President
Margaret Jack	Secretary
Kevin Whiting	Treasurer
Mary Wilson	Special Projects Officer
Sharon Karasmanis	Course Coordinator
Heather Stephens	MyU3A Administrator
Dianne Williamson	U3A Vic Network Delegate and Special Projects Officer
Valerie MacPhee	Office Manager
Michael Maguire	Privacy & Data Security Officer, Technology Coordinator
Maria Axarlis-Coulter	Public Lectures Facilitator
Jan Ramp	Volunteers Coordinator
Alan Marks	Health & Safety Officer
Sue Beshara	LTU Program Liaison
Barbara Sekules	Communications and Publications
Penny Braybrook	Website Manager
Helen McKinnon	Convenor Awards SC
John Kennedy	Committee of Management member
Maxine Marks	Banyule Seniors Network Representative
Fiona Wilson	Catering Organiser

### SUB COMMITTEE DISCUSSIONS (titles correct at the time of the discussions)

#### Management Sub Committee

(includes Awards)

Convenor: Judith Craze

Milena Maranville

Margaret Jack

Kevin Whiting

Dianne Williamson

Valerie MacPhee

Helen McKinnon

#### Facilities and Equipment Sub Committee

(includes Privacy, Access and Technology)

Convenor: Milena Maranville

Margaret Fievez

Valerie MacPhee

Michael Maguire

Alan Marks

Janice Kelly

Fiona Wilson

#### Courses Sub Committee

(includes MyU3A)

Convenor: Sharon Karasmanis

Heather Stephens

Maria Axarlis-Coulter

Jan Ramp

Mary Wilson

#### Membership Sub Committee

(includes Newsletter, Publicity and Website)

Convenor: Mary Wilson

Kevin Whiting

Julie Marshall

Barbara Sekules

Penny Braybrook

## Appendix C – SCOT Analysis: Governance Sub Committee

Previously named the Management Sub Committee.

A **SCOT** analysis was undertaken by the Governance Sub Committee to identify the strengths, challenges, opportunities and threats.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Proactive members and agenda</li> <li>• Diversity of skills and experience</li> <li>• Focus on good governance and current policies etc.</li> <li>• Cooperative spirit</li> <li>• Regular meetings</li> <li>• Development of active Awards program</li> <li>• Valuing the experience of previous CoM members</li> <li>• Culture of friendship and acceptance, welcoming new members</li> <li>• Affordability of membership fees</li> <li>• Providing social interaction as well as life-long learning</li> <li>• U3A Banyule is the largest senior’s organisation and well established and respected in the community</li> <li>• New, state of the art, premises</li> <li>• Strong relationship with Banyule City Council</li> <li>• Scale enables us to offer numerous programs that smaller U3As cannot do</li> <li>• Mutually supportive relationship with YPRL</li> <li>• Mutually supportive relationship with U3A Network Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Extending use of technology to support processes</li> <li>• Reviewing TOR to optimise the work of the SCs</li> <li>• Recruiting more members for specific tasks</li> <li>• Reviewing the agenda and minutes structure for CoM</li> <li>• Building on the skills and knowledge of past CoM members</li> <li>• Increasing involvement with U3A Network</li> <li>• Engaging more with Banyule community through discussions with other like groups (e.g. Olympic Adult Education, senior’s network, older adults)</li> <li>• Working in partnership with YPRL to cater for our community</li> <li>• Establishing partnerships with other educational bodies</li> <li>• Formalising the process of support to enable access for those with transport difficulties</li> </ul>
CHALLENGES	THREATS
<ul style="list-style-type: none"> <li>• Memorandum of Understanding with La Trobe University</li> </ul> <p><u>Recruitment and Support</u></p> <ul style="list-style-type: none"> <li>• Succession Planning</li> <li>• Possible loss of experienced office bearers</li> <li>• The need for Improved handover and mentoring of Office bearers and Committee members</li> <li>• Ensuring all Committee and Off-Committee roles have established lines of reporting</li> <li>• Managing optimum membership numbers</li> </ul>	<ul style="list-style-type: none"> <li>• Potential burnout of members, tutors and CoM</li> <li>• Possible failure of succession planning</li> <li>• Inability to fill specific roles within the CoM</li> <li>• Covid impact on sustainability (e.g., if members discontinue because their needs are not met)</li> </ul>

CHALLENGES Cont'	
<p><u>Policy Management</u></p> <ul style="list-style-type: none"><li>• Implementation and understanding of policies</li><li>• Reviewing Sub Committee TOR</li></ul> <p><u>Communication</u></p> <ul style="list-style-type: none"><li>• Actions from CoM meetings need clear pathways for follow-up with the person whose role it is to work on the issues</li><li>• Ensuring website is updated with latest information</li><li>• Balance between face to face and zoom meetings if possible</li><li>• Improve communication by forwarding U3A emails to relevant Committee members</li></ul>	



## Appendix D – SCOT Analysis: Membership Sub Committee

A SCOT analysis was undertaken by the Membership Sub Committee to identify the strengths, challenges, opportunities and threats.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Strong, stable membership base resulting in financial stability</li> <li>• Membership growth of 4.6% in 2021 despite Covid19. 30% growth since 2017</li> <li>• Professional, easy to navigate, website - a key resource for prospective members to see what services/resources are offered</li> <li>• Tracking and reporting of membership statistics over time to identify trends and act accordingly</li> <li>• Regular online surveys to members to obtain feedback</li> <li>• Good, regular communication with members via Emails, website and newsletter, including those without email addresses</li> <li>• Professional promotional material (information brochure, posters, banner)</li> <li>• Access to more classes through Zoom and recordings available on the website</li> <li>• Skills, experience and willingness of members to volunteer</li> <li>• Support/information provided to non-email members via hand-delivered/posted newsletters</li> </ul>	<ul style="list-style-type: none"> <li>• Display promotional brochure and posters in central area to capitalise on passing traffic</li> <li>• Place a volunteer in foyer/bottom of stairs to direct to U3A Banyule</li> <li>• Conduct an online membership survey to identify satisfaction and needs of members, including course and technology needs</li> <li>• Conduct an online survey for unfinancial members to identify reasons for not renewing</li> <li>• Review and rejuvenate the website with a new design</li> <li>• Implement promotional ideas to encourage membership, particularly during peak times</li> <li>• Consider mutual/joint memberships with members of other seniors' groups in Banyule</li> <li>• Use broader publicity to promote membership benefits and particular events open to the public</li> <li>• Draw upon the talents and skills of membership</li> <li>• Provide ongoing promotion of classes with places available</li> </ul>
CHALLENGES	THREATS
<ul style="list-style-type: none"> <li>• Membership and program may not attract those from the multicultural community or may inadvertently have a gender bias</li> <li>• Need for promotional materials in high traffic, public spaces</li> <li>• Class numbers have been affected by density quotients caused by Covid19</li> <li>• Some members may be hesitant to participate face-to-face in classes due to Covid19</li> <li>• Website information needs to incorporate decisions of the CoM, in a timely manner</li> <li>• Some members/volunteers may need extra training or instructions to adequately use MyU3A</li> <li>• Some new members may not realise volunteers run U3A Banyule</li> </ul>	<ul style="list-style-type: none"> <li>• U3A Banyule may not reflect community demographics from a gender or multicultural perspective and currently there is no strategy and action to address this</li> <li>• Outgrowing capacity where growth in membership may not match an increase in the number of courses each year</li> <li>• If there is outdated information on website, this may impact on the professionalism of U3A Banyule</li> <li>• Some members may leave if they cannot enrol in popular classes with waiting lists</li> </ul>



## Appendix E – SCOT Analysis: Courses Sub Committee

A SCOT analysis was undertaken by the Courses Sub Committee to identify the strengths, challenges, opportunities and threats.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Course offerings – comprehensive program, well administered and delivered.</li> <li>• Experience and skilled volunteers to organise and administer the programs.</li> <li>• Our range of venues are excellent and appropriate for purpose.</li> <li>• Generosity and professionalism of tutors</li> </ul>	<ul style="list-style-type: none"> <li>• Review the process of automatic renewal into courses</li> <li>• Review courses with ongoing waiting lists</li> <li>• Grow the program by developing a complimentary Zoom program and investigate Zoom capability for regular lectures (also coffee chats, movies, book club etc). Appoint Zoom Course Coordinator and Sub Committee to develop and resource the program.</li> <li>• Waiver membership fee for tutors to attend other classes</li> </ul>
CHALLENGES	THREATS
<ul style="list-style-type: none"> <li>• Covid management of classes</li> <li>• Waiting lists / automatic re enrolling of members into courses</li> <li>• Unrecorded absences / withdrawals</li> <li>• Hearing issues / audio / microphones / specified seating for hearing impaired</li> <li>• Technology needs to be strengthened and resourced across U3A / office / tutors / volunteers / members skills</li> <li>• Improve communication / forwarding of U3A emails / website: attention to continuous updating of pages</li> <li>• Actions from committee meetings should be followed up with the person whose role it is to work on the issue</li> <li>• Program to include more diverse topics to attract multi-cultural and gender balance</li> </ul>	<ul style="list-style-type: none"> <li>• Pandemic preparation / health restrictions</li> <li>• Losing access to appropriate venues</li> <li>• Ongoing resourcing – technology, MyU3A database, recruiting and retaining key volunteers and tutors</li> </ul>

## Appendix F – SCOT Analysis: Facilities, Technology & Equipment Sub Committee

Action plans for this group were separated into Facilities Sub Committee and Technology Sub Committee.

A **SCOT** analysis was undertaken by the Facilities, Technology & Equipment Sub Committee to identify the strengths, challenges, opportunities and threats.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• A range of secure and appropriate accommodation</li> <li>• Up-to-date equipment</li> <li>• Central booking system through YPRL to access other spaces in libraries</li> <li>• ILCH is a modern facility</li> <li>• Good relationship with BCC</li> <li>• Increasing ability of members to use technology</li> <li>• Established system for electronic storage and sharing of official documents</li> </ul>	<ul style="list-style-type: none"> <li>• Accessing space in new Rosanna Library</li> <li>• Hybrid classes to create a more inclusive environment for members</li> <li>• Adopting emerging technologies</li> <li>• Consulting with tutors for improvements to facilities and technology</li> <li>• Accessibility of location at ILCH to increase visibility and public access to lectures</li> <li>• Being located in ILCH provides greater exposure to broader library users</li> </ul>
CHALLENGES	THREATS
<p><u>Skill levels and training in use of Technology</u></p> <ul style="list-style-type: none"> <li>• Reluctance of some members to engage with technology</li> <li>• Devoting human resources to skilling up members to be more effective users of technology</li> <li>• Encouraging members to engage with technology</li> <li>• Having a growing number of volunteers who can train others to use technology and equipment</li> <li>• Keeping members and tutors trained in effective use of equipment and facilities</li> <li>• Lack of member skills in IT/access to home internet</li> <li>• Some members need more training to adequately use MyU3A</li> <li>• Some CoM members may need more training to adequately use MyU3A</li> </ul>	<ul style="list-style-type: none"> <li>• Short term lease/MOU at ILCH</li> <li>• Obsolescence of equipment</li> <li>• Wear and tear of equipment</li> <li>• Venues control the type and availability of equipment</li> <li>• Lack of availability of volunteer members to support technology use at all venues</li> <li>• Shared rooms at ILCH so can't tailor to our specific needs</li> <li>• Adherence to COVID rules</li> <li>• MyU3A capability could be enhanced</li> </ul>

CHALLENGES Cont'	THREATS
<p><u>Equipment &amp; Furniture for ILCH</u></p> <ul style="list-style-type: none"> <li>• Lack of noticeboard at ILCH</li> <li>• Lack of whiteboards in rooms at ILCH</li> <li>• Lack of equipment to allow hybrid classes</li> <li>• Storage limitations</li> <li>• Lack of fridges in meeting rooms to facilitate social events</li> </ul> <p><u>Venues</u></p> <ul style="list-style-type: none"> <li>• Cost of running specific courses – venues and equipment</li> <li>• There are limited venues for all the programs we want to provide</li> <li>• Signage for U3A Banyule inside and outside ILCH</li> <li>• Hearing issues / audio / microphones / specified seating for hearing impaired</li> <li>• Volunteers not always fully trained to use equipment or facilities</li> <li>• Use technology more for online and hybrid courses and face-to-face broadcasting of lectures</li> </ul>	

## Appendix F – U3A Banyule Mission and Values Survey 2021

The U3A Banyule Mission and Values Survey was based on six objectives and the analysis of the results provided below have been reported according to the specific objective.

The survey was conducted in October 2021, based on the existing Mission and Values statements, and the survey link was emailed to approximately 694 members and mailed to approximately 46 members.

### U3A Banyule's Mission (2021)

U3A Banyule is a thriving dynamic community whose members embrace lifelong learning and positive ageing by sharing knowledge and life skills within a culture of respect, friendship, goodwill and with a commitment to community engagement.

### Values (2021)

Learning    Friendly Interaction    Integrity    Community    Inclusiveness

## RESULTS

### 1. To introduce members to the Mission and Values of U3A Banyule.

367 members responded to the survey. This is 50% of the total membership and is considered a high response rate.

### 2. To identify if responses to the survey are differentiated according to new members compared with long standing members.

119 (32%) of responses were from new members (2 years or less). Further analysis is being undertaken about their feedback on the Mission and Values however in a number of cases newer members indicated they were not able to adequately respond to the survey due to their short membership with U3A Banyule.

### 3. To obtain feedback from members on whether the Mission and Values accurately describes U3A Banyule as an organisation.

#### Mission

94% of respondents indicated the Mission is accurate (42%) or very accurate (52%) in describing U3A Banyule as an organisation. 2.5% of responses (9 members) indicated the Mission was partly accurate.

#### Values

93.6% of respondents indicated the Values are accurate (43.3%) or very accurate (50.3%) in describing U3A Banyule as an organisation. 4% of responses (14 members) indicated the Values were partly accurate.

**4. To what extent do members perceive U3A Banyule achieves its Mission and Values?**

Mission

91% of respondents indicated that U3A Banyule achieved its Mission, mostly (23%) or to a great extent (68%). 8% of respondents were unsure (28 respondents).

Values

91% of respondents indicated that U3A Banyule achieved its Values, mostly (27%) or to a great extent (64%). 6% of respondents were unsure (21 respondents).

**5. To seek suggestions on how U3A Banyule can better meet its Mission.**

71 respondents provided feedback. Many of these were general comments and not specific to this question. There were 39 specific suggestions relating to the Mission.

**6. To seek suggestions on how U3A Banyule can better meet its Values.**

48 respondents provided feedback. Many of these were general comments and not specific to this question. There were 23 specific suggestions relating to the Values.

**7. To seek any other general feedback.**

76 respondents provided further comments. Additionally, other feedback was provided under previous questions.

There were 84 comments on topics such as: appreciation of U3A Banyule and the Committee of Management; new premises; courses; and operations.

27 October 2021