



**BANYULE**  
UNIVERSITY OF THE THIRD AGE

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# U3A BANYULE INC STRATEGIC PLAN 2025-2028

June 2025

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## ACKNOWLEDGEMENTS

This four-year Strategic Plan outlines the Vision of U3A Banyule for 2025-2028, setting the direction for our organisation to achieve its Purpose and Vision to "... be a dynamic, inclusive and valued provider of lifelong learning."

Thank you to the members of U3A Banyule who provided valuable feedback and suggestions relevant to U3A Banyule's strategic directions through the 2024 Membership satisfaction survey and participation in our 2025 Strategic Planning workshop.

In particular, a sincere thank you to the U3A Banyule Committee of Management and those in Support Roles, for their full active involvement in this project.

Acknowledgement and thanks go to the Strategic Planning Reference Group, Milena Maranville (Convenor), Judith Craze, John Jones-Parry, Janet Ringrose and Dianne Williamson who shaped the strategic planning process and helped to develop and finalise this plan. Thanks also to Mary Wilson and the Membership Sub Committee who conducted the membership satisfaction survey and to Kevin Whiting who provided a statistical analysis of membership and local demographics. We also wish to acknowledge Mary-Anne Bennie who facilitated discussions at the Strategic Planning workshop. The Strategic Plans of other U3A Groups have been referenced in the development of this Plan.

Janet Ringrose, President

On behalf of the Committee of Management  
June 2025

## INTRODUCTION

The University of the Third Age (U3A), is an international movement whose aims are the education and stimulation of those in their third 'age' of life. The volunteer-based organisations foster lifelong learning for 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 events to encourage social connections. Approximately 110 courses and activities are offered each year.

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

There are over 900 members and U3A Banyule is the largest seniors' group in Banyule.

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

## Statement of Purpose

- To conduct a volunteer Association which provides learning opportunities for people of 50 years and older
- To draw upon members' skills and abilities to teach and learn together
- To organise and conduct courses of learning and provide opportunities to socialise
- To provide appropriate facilities and services for these purposes

## Mission

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

## Vision

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

## Values

### **Learning**

We encourage engagement in lifelong learning

### **Respect**

We interact with each other with courtesy, consideration, respect, and valuing of others

### **Integrity**

Our organisation operates ethically with honesty, fairness and transparency

### **Community**

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

### **Inclusion**

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

### **Volunteering**

Members work collaboratively to support the organisation.

## CONTEXT OF THE STRATEGIC PLAN

This is the fourth strategic plan prepared by the U3A Banyule Committee of Management.

The Strategy has been developed to:

Define and celebrate our existing organisational achievements

- Acknowledge the challenges facing U3A Banyule and highlight a proactive path forward
- Recognise that a collective effort by volunteering is instrumental to achieve positive outcomes
- Specify Goals and actions steps needed to achieve the Vision

## GOVERNANCE

U3A Banyule operates according to its Constitution (updated 2023) and the Associations Incorporation Reform Regulations 2023. 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.

### Volunteering at U3A Banyule

Growing to currently provide courses, classes and services for a membership of over 900 members, the organization has evolved into a more complex, highly structured and well-managed organization. As a non-for-profit volunteer incorporated body, this is achieved and maintained through the contributions made by members who volunteer to take on diverse roles. There are 36 position descriptions which provide an outline of responsibilities to successfully undertake each role. Currently volunteers fulfill the following roles:

Role	Number of volunteers
<b>Tutors</b>	60 - 70
<b>Guest Speakers</b>	100 approx.
<b>Committee of Management</b>	14
<b>Support Roles</b>	21
<b>Office Volunteers</b>	39
<b>Catering Team</b>	36
<b>Newsletter Team</b>	8
<b>Class Assistants</b>	30 approx.
<b>On demand Volunteers</b>	10

## Structure of the organisation

The titles, roles and composition of some Sub Committees and Teams have been modified as a result of the Strategic Planning process to effectively implement the Strategic Plan's goals and actions.

These modifications include:

- The Membership Sub Committee will be replaced with a 'Diversity Team' and on a needs-basis working parties to conduct member surveys
- A role of Data Analyst will be established
- A role of Equipment Officer will be established

<b>Committee of Management</b>	<b>Support Roles</b> <i>facilitate the operations of the organisation</i>	<b>Sub Committees and Teams</b> <i>support achievement of the Goals and the effective and efficient operation of the organisation</i>
<ul style="list-style-type: none"> <li>• Course &amp; Tutor Coordinator</li> <li>• Course Information and Venues Coordinator</li> <li>• Events Coordinator</li> <li>• General Members x 4</li> <li>• Governance Sub Committee Convenor</li> <li>• Membership Database Administrator</li> <li>• Office Bearers: President, Vice-President, Secretary &amp; Public Officer, and Treasurer</li> <li>• Office Manager</li> <li>• Technology Manager</li> <li>• U3A Network Victoria Delegate</li> <li>• Volunteer Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Awards Team Convenor</li> <li>• BCC Seniors Network Delegate</li> <li>• Catering Organiser</li> <li>• Community Wellbeing Officer</li> <li>• Data Analyst</li> <li>• Equipment Officer</li> <li>• Grants and Special Projects Officers</li> <li>• Health and Safety Officer</li> <li>• ILCH and Banyule Council Liaison</li> <li>• Lecture Coordinator</li> <li>• Membership Manager</li> <li>• Membership Database Assisant</li> <li>• Newsletter Coordinator</li> <li>• Office - Assistant Manager</li> <li>• Office Volunteers</li> <li>• Representatives to BCC Committees and Age Friendly Champions Group</li> <li>• Website Manager</li> <li>• Website Manager Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Awards Team</li> <li>• Access and Authority Reference Team</li> <li>• Catering Team</li> <li>• Course Advisory Sub Committee</li> <li>• Diversity Team</li> <li>• Events Sub Committee</li> <li>• Governance Sub Committee</li> <li>• Technology Sub Committee</li> <li>• Membership Database Advisory Team</li> <li>• Newsletter Team</li> <li>• Office Support Team</li> <li>• Paper Communication Team</li> <li>• Strategic Planning Working Group</li> <li>• Website Management Team</li> </ul>

### Notes:

1. The Constitution allows for the number of members of the CoM to be varied each year
2. Role allocations may vary year to year, and one member may hold more than one role
3. Other groups may be established as needs arise eg for specific events, for development of the subsequent Strategic Plan.

## Income and funding

Membership fees are the only ongoing source of income for the organisation. In 2025 and 2026 the full membership fee is \$55 per year. Financial members of other U3A groups can join U3A Banyule as Associate Members at a reduced rate.

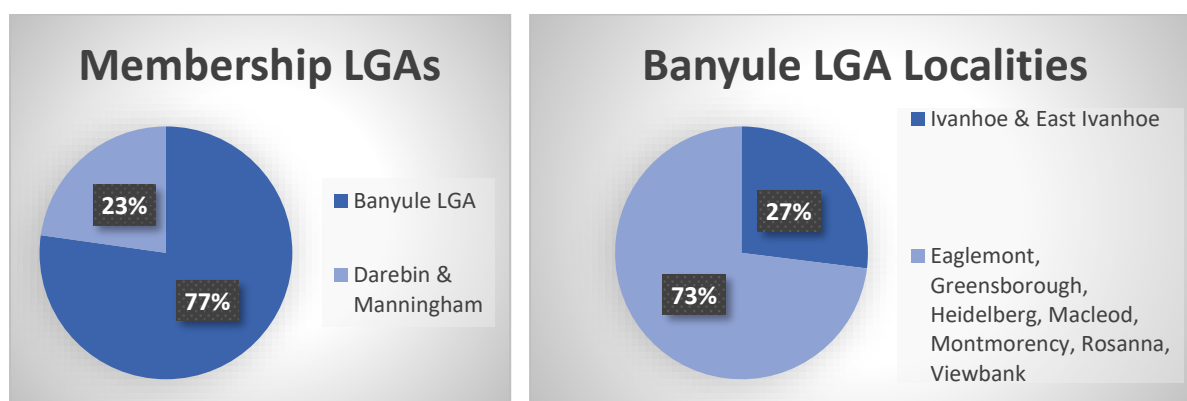
Our financial status has been strengthened by a generous bequest from a past member, and these funds have been set aside for the benefit of all members such as maintaining the membership fee and subsidizing activities so that members can interact to strengthen relationships and connectivity.

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

## Membership

Approximately 23% of our 900 members are male and Associate membership is available to financial members of other U3As. Our Membership is drawn from 21 Suburbs within Banyule Local Government Area (LGA), and from 19 other LGAs.

78% of Members came from within the Banyule LGA. The neighbouring LGAs of Darebin and Manningham together contributed 23% of our Membership. Within the Banyule LGA, membership is concentrated in 9 localities (Eaglemont, Greensborough, Heidelberg, Ivanhoe, Ivanhoe East, Macleod, Montmorency, Rosanna, Viewbank) which accounted for 65% of all Members. Ivanhoe and Ivanhoe East accounted for 24% of Members.



## LEARNING AND ACTIVITIES

U3A Banyule offers a wide range of courses and activities which vary each year depending on Tutor availability and member interest e.g.:

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

## DEVELOPING THE 2025-2028 STRATEGIC PLAN

The process to develop our next Strategic Plan commenced during the latter part of 2024, as the 2022-2024 Plan was coming to a conclusion. A Strategic Planning (SP) Working Group guided this development.

### Preparing for the Plan

Preliminary work to inform the new Plan included the:

- 2024 Member Satisfaction Survey
- A Gap Analysis of achievements for the 2022-2024 Strategic Plan
- Analysis of U3A Banyule's member demographic data, Census data, and Banyule Community data which provided an interesting basis for understanding our membership base
- A full day Strategic Planning workshop in February



# ACTION PLAN 2025 – 2028

The action plans outlined on the following pages are structured according to goals of the four priority themes.

1. [Organisational Sustainability](#)
2. [Learning Program](#)
3. [Digital information and Communication Technology](#)
4. [Relationships](#)

## Theme 1: Organisational Sustainability

### Overarching Goal:

To ensure a viable and vibrant organisation into the future

### Priority Actions:

ACTION	
<b>1A</b>	Continue to make U3A Banyule a dynamic organisation for our members <ul style="list-style-type: none"><li>• Ensure high standards of governance practices</li><li>• Revise organisational structure and job roles to enable implementation of the Strategic Plan goals</li><li>• Refine processes and systems continually, in order to optimise services to members</li></ul>
<b>1B</b>	We operate business in compliance with a Constitution which matches organisational needs and external regulatory requirements
<b>1C</b>	Foster a sense of community to increase participation and engagement of members <ul style="list-style-type: none"><li>• Grow, nurture and sustain our volunteers to ensure effective management and succession planning</li><li>• Identify potential volunteers and actively promote the benefits of contributing</li></ul>

## Theme 2: Learning Program

### Overarching Goal:

Promote and support 'positive ageing' by providing a range of classes and activities which engage and enrich members' lives.

### Priority Actions:

ACTION	
<b>2A</b>	Respond to learning needs identified by members
<b>2B</b>	Include opportunities for members to build social networks
<b>2C</b>	Ensure that members are enabled to adapt to changes in technology through digital literacy programs
<b>2D</b>	Support members to use on-line learning opportunities-

## Theme 3: Digital Information and Communication Technology

### Overarching Goal:

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

Priority Actions:

ACTION	
<b>3A</b>	Ensure that U3A owned and leased equipment to support office and classroom activities is current and fit for purpose
<b>3B</b>	Tutors are supported with classroom technology
<b>3C</b>	Implement Member Wizard to manage administrative, member and course information systems
<b>3D</b>	Volunteers have received regular training in the use of software and hardware as relevant to their role

Theme 4: Relationships

Overarching Goal:

To enhance the U3A experience by building and maintaining relationships.

Priority Actions:

ACTION	
<b>4A</b>	Ensure that we are responsive to members' expectations in relation to services and organisation
<b>4B</b>	We are proactive advocates for U3A Banyule
<b>4C</b>	Monitor and strengthen the diversity of our membership
<b>4D</b>	The U3A Banyule graphics better represent our current image