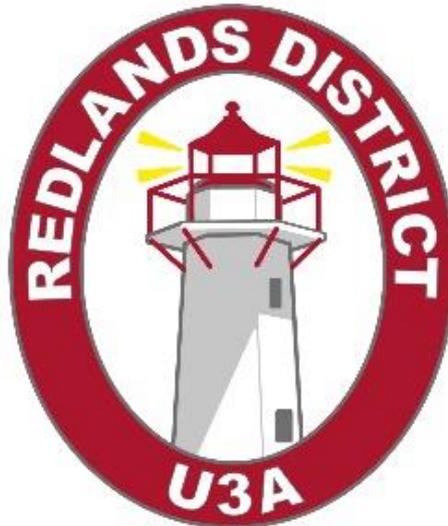


**The University of the Third Age,  
Redlands District Inc.  
Gate 2, 40 Delancey Street,  
Cleveland**

*Incorporation Number: IA200099*



# **Strategic Plan 2026-2028**

**Endorsed at Committee Meeting held on 12 November 2025**

# STRATEGIC PLAN 2026-2028

## INTRODUCTION

This Plan:

- Sets out the vision the University of the Third Age Redlands District Inc (U3AR); and
- Identifies goals that the Management Committee, on behalf of our members, has set for the next three years, and how to achieve those goals.

While the Plan has been prepared by the Committee, it is intended to be owned by the membership as a whole.

It is a living document published on our website and reviewed at least annually. The Management Committee therefore welcomes comments and constructive input from members.

## OUR VISION

To enhance the quality of life of the 'Third Age' community in the Redlands Coast region by providing lifelong learning and social connection. This will be achieved by sharing knowledge and life skills within a culture of friendship and generosity.

## GOALS

1. Maintain U3AR in a sound financial position.
2. Continue to improve administrative efficient of U3AR.
3. Expand the diversity of the courses and activities.
4. Increase membership by at least 5% annually.
5. Increase participation of members as volunteers and tutors.
6. Optimise communication between U3AR management, tutors and members.
7. Maintain cooperation with other volunteer agencies.

<b>GOAL 1 – Maintain U3AR in a sound financial position</b>			
		Who	When
Actions	Maintain cash reserves to an amount equivalent to a minimum of three months operating cost.		
	Regular review of projected receipts and expenditure to maintain tight control of operating costs.		
	Establish criteria for setting fees for courses and activities.		
	Investigate options for new income streams.		
	Continue fundraising to rebuild reserves following completion of the building project.		

**GOAL 2 – Continue to improve administrative and managerial efficiency of U3AR**

		Who	When
Actions	Provide clerical and systems training for administration volunteers.		
	Develop a Volunteers Handbook.		
	Conduct regular reviews of U3AR governance documents.		
	Establish teams to share responsibilities for the various tasks of the Management Committee, with each team headed by a Committee member who will report to the Committee - (e.g. administration, events, courses/tutors, publicity, governance).		
	Develop a focus within the teams for succession planning.		

**GOAL 3 – Expand the diversity of the courses and activities**

		Who	When
Actions	Seek feedback from U3A members about classes and their delivery by undertaking occasional surveys.		
	Encourage online versions of more classes, including by the use of technology, e.g. Zoom.		
	Provide training for tutors and other volunteers as required, including free video conferencing training.		
	Seek external speakers and tutors for requested new topics and short-term presentation series.		
	Offer classes or workshops that attract a younger demographic – e.g. iphonography, AI, wine and dining experiences.		
	Offer classes at times and on days that suit a younger demographic or members who are still working.		
	Connect with Culturally and Linguistically Diverse (CALD) communities for possible new classes.		
	Connect with tertiary education institutions for possible new classes.		
	Connect with disability communities for possible new classes.		
	Connect with school communities to interact with their students.		

**GOAL 4 – Increase membership by at least 5% annually**

		Who	When
Actions	Conduct promotional activities for the variety of U3AR classes to promote academic and recreational pursuits.		
	Promote U3AR in local news and make more regular posts and broader use of social media.		
	Promote U3AR at physical community events (e.g. markets and expos).		
	Develop and introduce new classes with points of differentiation from those available by other seniors' organisations in the Redlands.		
	Promote U3AR to medical practices and seniors' groups (e.g. RSL, local tennis/sporting clubs, retirement communities).		
	Encourage members to bring non-member friends to a class on a trial basis.		
	Have a non-member attendance fee for U3A fundraising events.		
	Develop a marketing strategy.		

**GOAL 5 – Increase participation of members as volunteers and tutors**

		Who	When
Actions	Demonstrate the value of volunteers by means of tutor forums, tutor/volunteer social events, and service longevity badges.		
	Seek out and encourage members who can add value to U3AR’s activities.		
	Encourage the use of the U3AR facility as a social and well-being hub for members.		
	Provide guidance for prospective tutors and other volunteers as requested.		
	Encourage class participants to give positive feedback to tutors and their volunteer helpers.		
	Provide induction training for volunteers, including the use of the membership management system.		

<b>GOAL 6 – Optimise communication between U3AR management, tutors and members</b>			
		Who	When
Actions	Use the current emails in the membership management system to connect easily with all members.		
	Encourage tutors and members to make full use of the membership management system.		
	Support members who have limited access to electronic communication.		
	Use bulk texting as another quick method to contact members.		
	Investigate the development of a U3AR app.		
<b>GOAL 7– Maintain cooperation with other volunteer agencies</b>			
		Who	When
Actions	Continue to explore opportunities to engage with other seniors’ organisations in the Redlands.		
	Maintain close links with other U3A chapters and U3A Network Queensland.		