



## **Strategic Plan 2021 - 2024**

### **Vision**

To enhance the quality of life of all seniors by fostering the joy of lifelong learning and social connection.

### **Mission**

To grow membership through good governance and to ensure that all seniors in the region have opportunities for personal growth through learning, exercise, volunteering and social interaction.

### **Values**

- Valuing volunteers, the core of the organisation.
- Respecting each other.
- Working together.
- Striving for improvement in all aspects of the Association.

## Strategic Plan Pillars

1. **Tutors** (Attraction, Recruitment and Retention)
2. **Administration, Finance and Technology** (Office Management, Volunteer Management, Sustainable Finance and Communications Technology)
3. **Governance** (Corporate Memory and Policy Management)
4. **Membership and Marketing** (Retention; Growth; Publicity)

## Strategic Pillar Goals

### 1. Tutors

- To ensure the services of effective tutors over a wide range of subjects that are challenging and interesting and reflect members' interests.
- To provide opportunities for the growth and development of tutors through ongoing training and mentoring.
- To ensure the availability of venues that are suitable to the needs of tutors and participants.

### 2. Administration, Finance and Technology

- To recruit and train office volunteers to effectively manage the Association's administrative functions.
- To support volunteers to ensure they are able to assist with all office enquiries and activities.
- To manage the Association's finances, financial and statutory requirements and contractual obligations.
- To maintain adequate insurance and copyright licences.
- To prepare budgets based on the Association's Operational Plan.
- To ensure that the Association is supported by modern technology.
- To develop, improve and maintain our data base and internal systems.

### 3. Governance

- To monitor and ensure compliance with Legislation and Regulation.
- To review and update, as required, all policies, handbooks, plans and forms.
- To encourage increased participation in the Management Committee and to ensure a succession plan for the Management Committee.
- To develop and maintain Position Descriptions.
- To establish strategic partnerships with relevant stakeholders.

### 4. Membership

- To retain existing members and to grow membership.
- To encourage the participation of members in whole of organisation activities.
- To understand members' satisfaction and needs around activities and accessibility.