

DEVELOPMENT PLAN 2021/22

Strategic Aim 1: Increase and Diversify Membership				
Objective	Action (s)	By Whom	By When	Notes on Progress/Completion
1.1 Recruit new members	• Increase awareness of opportunities offered by Chepstow U3A through marketing activities: - Wider poster coverage (doctors & dentists surgeries, village halls etc.) - Support members who want to write an article in their Parish Magazine - Extend the use of our “stand” at Chepstow Show to showcase our Groups. - Open Day - Take major part in Chepstow Festival of Arts • Promote the principles and values of U3A membership to new and recently joined members	Marketing Membership	2022 Annually Annually July Ongoing	Difficult in 2021 New members meetings
1.2 Improve retention of existing members	• Implement a system of contacting members who have not renewed their subscription	Membership	Ongoing	
1.3 Increase diversity of membership	• Use Facebook to target new demographics	Marketing		

Strategic Aim 2: Ensure our members have a positive and rewarding experience and feel part of Chepstow U3A				
Objective	Action (s)	By Whom	By When	Notes on Progress/Completion
2.1 Provide sufficient educational and social activities for members to participate in	- Set up a Groups Team to assist Convener Liaison - Support existing Activity Groups - Promote the creation of new Activity Groups in line with projected growth - Undertake occasional survey of members ideas for new Activity Groups - Monitor the position with Groups that are fully subscribed to identify unfulfilled demand	Committee Convener Liaison Convener Liaison Convener Liaison Convener Liaison	Committee Ongoing Ongoing As and when	 Needs conveners to make groups work. Review when groups restart
2.2 Provide clear and regular communication to ensure that all members know what is available	- Make full use of the 'Your News' email, Website, Magazine , Monthly Meeting, and FB to inform the Membership - Encourage Groups to develop their webpages and update them regularly – via Conveners Meetings, Monthly Meetings or Workshops	Committee Webmaster Chairman Convener Liaison	Ongoing Ongoing Conv. Mtg.	 Provide easier update process - via webmaster?
2.3 Obtain regular feedback to develop and improve what Chepstow U3A offers to its members	- Develop use of surveys and focus groups to obtain specific feedback - Use opportunities at coffee mornings and monthly meetings to obtain informal feedback, including on specific themes	Continuous Improvement Committee	2022 Ongoing	Focus Groups?
2.4 Provide a welcoming environment to new and existing members	Continue to improve sociability at Monthly Meetings	Committee	Ongoing	
2.5 Respond positively to setbacks to maintain and enhance members' experience	- Monitor and communicate what can and cannot be done - Adopt alternative delivery mechanisms e.g. Zoom	Secretary Committee	Ongoing Ongoing	 2 Zoom accounts

Strategic Aim 3: Broaden and expand “Educational” Activities				
Objective	Action (s)	By Whom	By When	Notes on Progress/Completion
3.1 Increase the number of Activity Groups	- Develop new groups for activities that are in sufficient demand to be viable - Seek and support new Group Conveners - Develop system for reporting Groups that ‘are no longer taking members’.	Convener Liaison Convener Liaison Convener Liaison	Ongoing Ongoing	Check if Beacon 2 can help
3.2 Broaden range of Activity Groups	Look for “gaps” in subjects covered in our Group provision and identify demand from members	Convener Liaison	Ongoing	
3.3 Develop Short courses and Learning events based on members needs	- Develop events to support existing group activities e.g. map-reading days - Identify demand from members e.g. survey, suggestion box, Magazine - Identify “experts” within Chepstow U3A who could offer learning events - Explore opportunities for other workshops that emerge	Committee Continuous Improvement Committee Network	When groups are back into normal operation	Advertise suggestion box How?
3.4 Review and develop the role of the Monthly Meeting as a learning opportunity	- Set up a Programme Team to assist Programme Coordinator - Interesting speakers. Other forms of education and entertainment.	Committee Programme Trustee	ASAP Ongoing	

Strategic Aim 4: Broaden and expand “Social” Activities				
Objective	Action (s)	By Whom	By When	Notes on Progress/Completion
4.1 Ensure that social activities are represented and promoted in the Committee	• Appoint a Social Events Team (SET)	Committee	Ongoing	
4.2 Develop social events that encourage interaction of members outside the Activity Groups and with other local U3As	• Continue to develop a programme of Social Events • Organise events for daytime, evenings, and weekends to appeal to a wider range of members	SET SET	Ongoing Ongoing	
4.3 Review and develop the role of the Monthly Meeting as a social activity	• More clearly establish the views and ideas of members and use to develop proposals	Programme Team Committee	Ongoing	
4.4 Utilise technology to broaden members’ involvement	• Encourage/maximise use of email for member communication	Membership		

Strategic Aim 5: Increase Interaction with the Local Community				
Objective	Action (s)	By Whom	By When	Notes on Progress/Completion
5.1 Support and develop the contribution that the Activity Groups make to the wellbeing of the local community	Encourage groups to undertake community-based events	Committee	Ongoing	
	Support groups which are undertaking community-based events/activities e.g. publicity, financial help, attendance	Committee	Ongoing	
	Investigate Shared Learning Project		2022	
5.2 Raise awareness of the U3A's purpose and activities among the local community	Undertake marketing activity in conjunction with specific Group events e.g. Choir, Art groups	Marketing	Ongoing	
	Open Day	Committee	Annually	
	Participate in Chepstow Festival of Art 2021	Committee	July 2021	
	Participate in Chepstow Show	Committee	Aug 2021	
	Participate in Sunday Market for promotion	Committee	Monthly	

Strategic Aim 6: Ensure Sufficient Members are Volunteering to Support the Running of Chepstow U3A and its Activities				
Objective	Action (s)	By Whom	By When	Notes on Progress/Completion
6.1 Ensure that members understand that Chepstow U3A relies on them for all of its organisation and activities	• Use the Magazine to promote the principle of volunteering within Chepstow U3A • Arrange New Members Meetings on a regular basis to ensure new members understand that U3A is a volunteer led organisation	Chairman Membership	February 2021 onwards	?Zoom or face-to-face
6.2 Increase the number of members volunteering their time to support Chepstow U3A	• Use Conveners Meetings to encourage Conveners to identify potential volunteers within Chepstow U3A • Promote Committee Support Team concept • Promote job sharing	Conv Liaison Chairman Committee Committee	Conv Meet. 2021 Ongoing Ongoing	When prospect of F2F meeting is clear Chairman and treasurer roles shared
6.3 Increase member participation to support Conveners in the running and organisation of Activity Groups	• Use Conveners Meetings to encourage Conveners to promote volunteering within their groups	Conv Liaison Chairman	2021	

Strategic Aim 7: Develop and Maintain Sound Funding, Strong Governance and Efficient and Effective Administration				
Objective	Action (s)	By Whom	By When	Notes on Progress/Completion
7.1 Ensure that the U3A generates sufficient income and holds adequate financial reserves to support the achievement of its charitable purposes	- Establish an Annual Budget, broken down into appropriate areas of receipts and payments - Regular monitoring by the Treasurer and reporting to Committee	Committee Treasurer	Jan Annually Monthly	Actual vs Budget on main account required
7.2 Ensure that there is an up to date constitution, an effective Committee and sound Trustee succession arrangements	- Complete the approval process for the Constitution - Develop the "Committee Support Team" to run Special Projects or assist committee members - Identify potential new Trustees throughout the year - Arrange Trustee induction	Constitution Trustee Chairman Committee Secretary	Ongoing Ongoing Following AGM	Constitution approved by CC Conveners Meeting
7.3 Ensure that Group Conveners are confident, effective and well-informed	- Arrange annual Conveners Meetings for communication, discussion and feedback on key topics - Encourage Conveners to liaise with subject advisers, where appropriate - Support new Conveners to become established in their role - Review Training Workshops	Convener Liaison Convener Liaison Convener Liaison Committee	Annually Ongoing. Ongoing Ongoing	Review when Beacon 2 available
7.4 Develop the use of Beacon to its full potential in meeting the U3A's administrative requirements	- Ensure Beacon Finance Module is used to its fullest extent - Explore new methods of making and receiving payments, including subscriptions - Monitor development of Beacon 2 Plan implantation of Beacon 2	Treasurer Treasurer Beacon team Beacon Team	Ongoing Ongoing Ongoing Sept. 2021?	Develop management accounting Ensure that all Beacon users are fully trained
7.5 Develop wider contact with local U3As to share experience and ideas	- Improve best practice by liaising with other U3As and exploring their websites - Active participation in South Wales Network	Committee Committee	Ongoing Ongoing	Pathfinders project