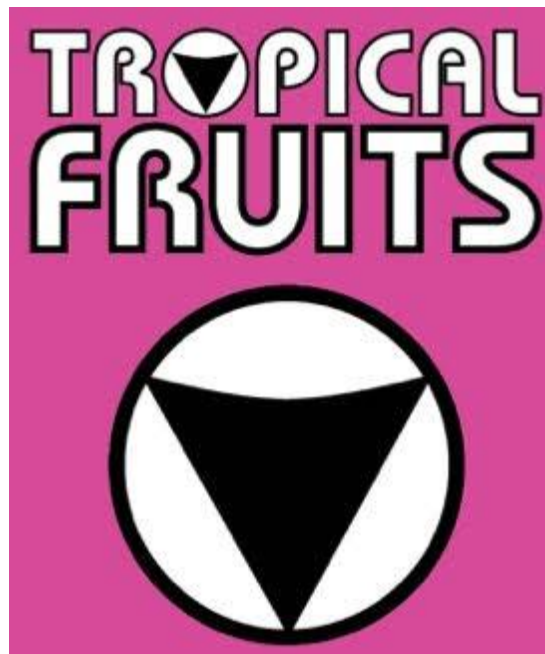


The Tropical Fruits Inc.

# Strategic Plan

2015-2020



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## Background to the Tropical Fruits Strategic Plan

The Tropical Fruits Inc. has developed this strategic plan as the framework to achieving the goals and aspirations for the future of the organisation. It acts as a public statement that outlines how the Tropical Fruits will implement its values, mission and vision.

The Strategic Plan was initially developed at a strategic planning day, 9 April 2011, by some members of the Tropical Fruits Committee and its members, with a second major draft developed on 27 September 2014.

## Vision and values

Our mission is to:

1. To provide an atmosphere of self-respect, acceptance and friendship, in which members can enjoy fellowship and all the benefits of a social club without any political affiliation;
2. To be a not-for profit, charitable organisation;
3. To support any like association or charity;
4. To assist in overcoming the isolation of gay, lesbian, bisexual, trans\* and intersex (GLBTI) members;
5. To relay appropriate information through a regular newsletter;
6. To hold regular social events;
7. To promote the social development of the GLBTI community in the Northern Rivers Region;
8. To assist members of the Northern Rivers GLBTI community through community disbursements.

## Summary of goals

Goal 1: Tropical Fruits will develop, review, implement and maintain policies, procedures and financial management that ensures clarity, accountability and openness.

Goal 2: Tropical Fruits will maintain its celebration of diversity by maintaining financial, environmental and organisational sustainability.

Goal 3: Tropical Fruits will engage our communities to build capacity of the club and community, and ensure inclusion and ongoing involvement of volunteers.

Goal 4: to maintain a multi-use space for the Tropical Fruits as a GLBTI community centre.

## Goal 1

Tropical Fruits will develop, review, implement and maintain policies, procedures and financial management that ensures clarity, accountability and openness

Strategy	Actions and KPIs	When
<b>Communication</b>		
1. Management Committee agendas and minutes made available to membership	<ul style="list-style-type: none"> <li>○ Template to be developed for agenda and minutes.</li> <li>○ Agenda available prior to meetings.</li> <li>○ Newsletter has a section with the key decisions made and a financial summary from committee meetings e.g. Rain tank installation.</li> </ul>	<ul style="list-style-type: none"> <li>○ February 2016</li> <li>○ Achieved &amp; Ongoing</li> <li>○ March 2016</li> </ul>
2. Continue producing regular newsletters for members and use a program which improves data management and presentation	<ul style="list-style-type: none"> <li>○ Membership newsletters to be produced with Mail chimp email marketing service provider.</li> <li>○ Engage consultant to design the Fruit Juice newsletter template in mail chimp.</li> <li>○ Membership and attendance of Tropical Fruits events are promoted through the newsletter.</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved &amp; Ongoing</li> </ul>
3. Develop improved communication with membership	<ul style="list-style-type: none"> <li>○ Annual survey on inclusion and feedback via surveys or other forums.</li> <li>○ Provide the opportunity to build communication skills e.g. Non-violent communication.</li> <li>○ Interactive website for feedback.</li> <li>○ Code on conduct includes respectful communication.</li> <li>○ Increased hits on website, Facebook likes, twitter etc.</li> </ul>	<ul style="list-style-type: none"> <li>○ March 2016</li> <li>○ Yearly Communication Day</li> <li>○ Achieved &amp; Ongoing</li> <li>○ Achieved &amp; Ongoing</li> <li>○ Achieved &amp; Ongoing</li> </ul>
<b>Policy and procedure</b>		
1. Review, implement and undertake consultation of all policy and procedures	<ul style="list-style-type: none"> <li>○ Establish policy and procedure subcommittee.</li> <li>○ Implement a policy review project – ‘light’ and necessary policies. Scope would be approx. 15 days work – suggest paying a project officer.</li> </ul>	<ul style="list-style-type: none"> <li>○ May 2017</li> </ul>

Strategy	Actions and KPIs	When
	<ul style="list-style-type: none"> <li>○ Discuss at management committee meeting (revision and clarity including publishing policy, brand copyright).</li> <li>○ Hard copy of minutes, policy and procedures accessible to members.</li> <li>○ All policies published on website following policy review project.</li> <li>○ Develop a community consultation framework</li> </ul>	
2. Develop strategies and policies that support committee members and volunteers and keep them safe	<ul style="list-style-type: none"> <li>○ Develop and adopt WHS policies to reduce stress and burnout in committees, members and volunteers.</li> <li>○ All incidents and near misses to be reported to management committee at first meeting following incident and followed up.</li> <li>○ WHS officer appointed annually.</li> <li>○ Risk and Grievance subcommittee appointed annually.</li> </ul>	<ul style="list-style-type: none"> <li>○ December 2017</li> <li>○ Achieved &amp; Ongoing</li> <li>○ Appointed at first Committee Meeting after the Annual General Meeting (AGM)</li> <li>○ Appointed at first Committee Meeting after AGM</li> </ul>
3. Maintain autonomy over our brand and engage with only ethical and like-minded businesses.	<ul style="list-style-type: none"> <li>○ Develop a corporate sponsorship policy so that Tropical Fruits maintains absolute autonomy over our brand and engages with only ethical and like-minded businesses.</li> </ul>	<ul style="list-style-type: none"> <li>○ September 2016</li> </ul>
<b>Human resources</b>		
1. Fully resourced club administration: to include a Tropical Fruits club manager, and support staff as required.	<ul style="list-style-type: none"> <li>○ Create position description for role(s).</li> <li>○ Club manager position to be trained, 1 member to receive training each year.</li> <li>○ Exit/performance reviews.</li> </ul>	February 2016
<b>Monitoring and evaluation</b>		
1. Include a monitoring and evaluation process specifically for this goal, and review of actions noted within the strategic plan.	<ul style="list-style-type: none"> <li>○ Review resources for this strategy.</li> </ul>	August 2018

**Goal 2:**

Tropical Fruits will maintain its celebration of diversity by maintaining financial, environmental and organisational sustainability.

Strategy	Action	When
<b>Social</b>		
1. Ensure Tropical Fruits activities reflect local community vision for our social club.	<ul style="list-style-type: none"> <li>○ AGM will be followed by a community meeting, to invite community vision for Tropical Fruits activities that best reflect our community's vision.</li> <li>○ Consider holding other, similar forums or education sessions throughout the year, to maintain our social responsibility and provide opportunities for the community to discuss GLBTI issues.</li> </ul>	<ul style="list-style-type: none"> <li>○ Annually, after the AGM.</li> <li>○ As needed</li> </ul>
2. Undertake consultations with members via surveys and reports with recommendations.	<ul style="list-style-type: none"> <li>○ Conduct member surveys.</li> <li>○ Based on surveys ensure the Tropical Fruits as an organisation reflects our communities and membership diversity.</li> </ul>	Ongoing.
3. Ensure that Tropical Fruits projects provides community development opportunities for our local community.	<ul style="list-style-type: none"> <li>○ Collaborate with entities such as Centrelink, Southern Cross University (SCU) and other educational providers.</li> </ul>	Ongoing.
4. Management committee to address inclusion and diversity activities, in order to include all people in our communities (particularly peoples with disabilities).	<ul style="list-style-type: none"> <li>○ Seek funding to provide disability access including car parking.</li> <li>○ Seek feedback from community regarding diversity activities.</li> </ul>	<ul style="list-style-type: none"> <li>○ June 2019</li> <li>○ Ongoing</li> </ul>
<b>Environmental</b>		
1. Use local producers and products where possible.	Management Committee to review that that Tropical Fruits is using local suppliers.	Biannually, including after the New Year Festival.
2. Establish a Green Team – to promote	Establish a Green Team.	Achieved & Ongoing: Green

Strategy	Action	When
solar, water, self-sustainability for fruit bowl.		Team established in 2012.
3. Ensure that opportunities to recycle are capitalised on.	<ul style="list-style-type: none"> <li>○ Introduce a culture of Reuse, Recycle, Reduce at the New Year Festival and maintain as a natural habit, to reduce costs and waste, and aim for carbon neutrality.</li> </ul>	Ongoing
<b>Organisational</b>		
1. Explore alternative options for funding which do not interfere with the autonomous decision-making of our organisation, including grants applications and writing, and bequests (encourage members to remember fruits in their wills).	<ul style="list-style-type: none"> <li>○ Appropriate funding is sourced.</li> <li>○ A Number Of Appropriate Grants And Bequests Received.</li> </ul>	Ongoing.
2. Financial sub-committee meets regularly and oversees financial sustainability.	<ul style="list-style-type: none"> <li>○ Financial reports prepared and sent to Management Committee quarterly.</li> <li>○ Finance subcommittee to meet regularly and review financial systems and processes.</li> <li>○ In five years time we will still be here and be in the black.</li> </ul>	Ongoing.
3. Consistent and regular audit, via independent auditing and assessment results.	<ul style="list-style-type: none"> <li>○ Have Tropical Fruits finances audited by independent auditor.</li> <li>○ Review appointment of auditor every five years and seek tenders.</li> </ul>	Ongoing.
4. Assets that could be working for us are identified and utilised.	<ul style="list-style-type: none"> <li>○ Annual Operating Budget Prepared And Adopted Annually</li> <li>○ Overall Budgeting Controls Costs Effectively.</li> <li>○ Revenue is increased.</li> </ul>	Ongoing.

**Goal 3:**

Tropical Fruits will engage our communities to build capacity of the club and community, and ensure inclusion and ongoing involvement of volunteers.

Strategy	Action	When
<b>Events</b>		
1. Create Activities And Opportunities For Engagement.	<ul style="list-style-type: none"> <li>○ Human resource costs are reduced.</li> <li>○ Maintain Fair Day As An Annual Cultural Event.</li> </ul>	Yearly event review in March
2. To Produce Events That Are Fun, Safe, Intimate And Friendly.	<ul style="list-style-type: none"> <li>○ Complaints Resolved Within Appropriate Processes And Timeframes.</li> <li>○ Challenging Homophobia So That Individuals Feel Safe At Our Events.</li> </ul>	Ongoing
3. Develop Events And Activities That Ensure The Diversity Of All Our Members (e.g. Trans Space, Cabaret) And Offer Diverse Activities.	<ul style="list-style-type: none"> <li>○ Clubhouse and All Events To Be Physically Accessible.</li> <li>○ Production of Unique Arts And Culture Products (I.E. Events, Installations, Etc.).</li> </ul>	Achieved & Ongoing
<b>Partnerships</b>		
Promote GLBTI Communities within the wider community, and establish and maintain partnerships between Tropical Fruits and other stakeholders.	<ul style="list-style-type: none"> <li>○ Reduction in out sourcings.</li> <li>○ Partnerships Identified and Memorandums Of Understanding in place so that acquired funding does not interfere with Tropical Fruits autonomy.</li> </ul>	Yearly review of existing MOUs.
	<ul style="list-style-type: none"> <li>○ Develop Memorandums Of Understanding so our financial and political governance is not influenced by funding partnerships.</li> </ul>	
<b>Volunteers</b>		
1. Develop a community engagement strategy to incorporate strategic directions and actions re volunteer, community, youth and public engagement.	<ul style="list-style-type: none"> <li>○ Establish A Community Engagement Subcommittee.</li> <li>○ Undertake a volunteers skills audit.</li> </ul>	<ul style="list-style-type: none"> <li>○ June 2019</li> <li>○ Biannually in March</li> </ul>



Strategy	Action	When
2. Develop a system for recognising volunteers' efforts.	<ul style="list-style-type: none"> <li>○ Volunteer prizes/'angels.'</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved and Reviewed Annually</li> </ul>
3. Disseminate skills and knowledge both formally and informally, including developing mentoring relationships and skills sharing to promote and extend skills of volunteers of our communities.	<ul style="list-style-type: none"> <li>○ Develop networks within the communities.</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved &amp; Ongoing</li> </ul>
4. Utilise time-rich elders to help run the Tropical Fruits.		
<b>Youth</b>		
1. Including Youth as members.	<ul style="list-style-type: none"> <li>○ First membership free at 18 years of age.</li> <li>○ Develop a process of Junior Membership.</li> </ul>	<ul style="list-style-type: none"> <li>○ Annually, by AGM.</li> <li>○ August 2019</li> </ul>
2. More Youth membership and involvement	<ul style="list-style-type: none"> <li>○ The Youth Group running their own program of events and activities with the support of a Tropical Fruits Mentor Program.</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved &amp; Ongoing</li> </ul>

**Goal 4:**

To maintain a multi-use space for the Tropical Fruits as a GLTBI community centre.

Strategy	Action	When
1. Fruit Bowl – maintenance and asset growth	<ul style="list-style-type: none"> <li>○ Keeping premises open and staffed by volunteers who offer skills to engage the community.</li> <li>○ Investigate cabaret as a fundraiser</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved &amp; Ongoing</li> <li>○ June 2018</li> </ul>
2. Youth – security	<ul style="list-style-type: none"> <li>○ Keeping premises open and staffed by volunteers who offer skills to engage the community.</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved &amp; Ongoing</li> </ul>
3. Land Fund	<ul style="list-style-type: none"> <li>○ Maintain clubhouse and land fund: 10% of profits go into the Land Fund.</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved &amp; Ongoing</li> </ul>