



Production Assistant and Accounts Officer, we turned 30 in 2018, we have had continuous successful New Year's Festivals and this has facilitated the purchase of the Clubhouse, the Paddock & the Casino Street house.

It was already timely for us to reflect on our values and direction before 2020 became a year like no other and we were forced to cancel the Festival, all of our parties and Fair Day. This pause in our usual activities did also allow for us to dig into this upcoming process by reviewing the old Strategic Plan, commissioning some key reports and by undertaking a Vision Workshop – all to create strong foundations for a Strategic Planning process.

This report will summarise and present what we, the Committee and staff learned from our Strategic Plan preparation in 2020, specifically:

1. **Current Strategic Plan Review**
2. **Environmental Scanning Report – Key Points & Recommendations**
3. **Fruity Hope's & Dreams, The Values, Mission & Strategy Of Tropical Fruits 1988 To 2020 – Executive Summary**
4. **Outcome from our Committee Vision Workshop**

Moving forward, towards our 2021 Strategic Plan, we intend to keep you updated and hope that you might take part in:

- Members Survey – Late February 2021
- Community Strategic Planning Workshop – Feb 20<sup>th</sup> 2021
- AGM Presentation & Consultation – March 20<sup>th</sup> 2021
- Drafting & release of the Plan later in 2021



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## 1. CURRENT STRATEGIC PLAN REVIEW

### Strategic Plan Review 2011 – 2020 Summary

After that historic workshop in 2011, and mainly due to limits on our internal capacity (this was well before there was a Club Manager or even a year round Admin Assistant), the work of that day was not developed into a published Plan until 2015. This is why the final version of the Plan is titled 2015-2020. Then in 2017 the Committee undertook a partial review of where the Plan was up to and this is summarised below. Finally last year, we undertook a final survey to review how went in achieving our current Strategic Plan, this is also summarised below.

### Committee Strategic Plan Review 2017

In 2017 the then Committee worked with consultant Ruth Rosenhek to do a limited review of the Strategic Plan. This review included a scan and review of areas of the Plan that most needed attending too. The Committee were pleased to see that many Goals of the Plan were either achieved or well on their way to being achieved. The outcome of the workshop produced a 6-12 month plan for the committee to focus on:

- Recruitment of Club Manager & HR Review
- Progressing the Green Team
- Engaging a consultant for policy review
- Committee updates in Fruit Juice
- Financial literacy training
- Risk review of WHS and critical incidents
- Develop our Mission and review the Objects of the Constitution
- Better inclusion of people with Disabilities at the Clubhouse
- Developing a Mentorship program and succession planning
- Increasing volunteer wellbeing & community engagement



### Strategic Plan Review Survey 2020 (to be read with the 2015 – 2020 Strategic Plan Final)

In completing our current 2015-2020 Strategic Plan, we took the time to survey Committee members past and present, Subcommittee members and senior ICs about what they thought were the key factors that enabled us to achieve our goals within the Plan and/or what were the obstacles that prevented us from getting further ahead? A Table outlining some of the significant feedback from that survey is below (bolded feedback was given many times).

In summarising, a great enabler of the Plan was strong leadership, communication and decision making withing the Club. It was noted that more support is needed for the vital work of Subcommittees and Volunteers. Staff were a great support, but the Club may want to review if we have the right level of staffing to achieve our future Goals. The Fun, Safe & Inclusive Subcommittee has been an important enabler of our inclusion strategies and we need to continue to focus here, especially in the area of disability. There was a strong call for more consultation and involvement of young people, particularly Fresh Fruits. Bush Fruits and the Green team are doing a tremendous job of helping the Club achieve its environmental Goals. Many felt we had an opportunity to look at the size and priority of the New Year’s Festival in order to see what else we want to achieve as Social Club.

### Strategic Plan Review Survey 2020 - Summary Table

| Strategic Plan Section            | Theme                 |   |   |  |   |   |
|-----------------------------------|-----------------------|---|---|--|---|---|
|                                   | Capacity              | Engagement  | Management  | Resources  | Staff   | Unity   |
| <u>Communication</u><br>Enablers  | Openness of committee | Committee’s community connection  | Good <b>communication &amp; leadership</b><br><br>Collaborative subcommittees |  | Teamwork & respectful <b>communication</b><br><br>Good administration |   |
| <u>Communication</u><br>Obstacles | COVID was an obstacle | Need <b>communication</b> beyond digital formats<br><br>More <b>youth</b> involvement |   | Need more regular updates in Juice, annual reports & policy<br><br>Feedback can be an echo chamber | Too large of festival numbers   | Need improved <b>communication</b> with members & renewal reminders |

|                              |  |   |   |   |  |  |
|------------------------------|--|---|---|---|--|--|
| <b>Policy Enablers</b>       | Policy consultant & festival cancellation 2020<br><br>Strong decision making | New WHS Safety policies   |   | This Strategic Plan to guide committee & volunteers   |  |  |
| <b>Policy Obstacles</b>      |  |   |   |   |  | Change auditors every 5 years  |
| <b>Social Enablers</b>       | <b>Volunteer</b> fun & momentum  | Work of subcommittees - <b>FSI</b><br><br>Strong <b>leadership</b>                      | Involvement of members at AGM   |   | The purchase of lift<br><br>Good direction from Club Manager   |  |
| <b>Social Obstacles</b>      | COVID preventing more consultation<br><br>Lack of momentum of subcommittees  | Need deeper engagement, diversity & better data analysis                                | More social nights and sharing stories at the Clubhouse   | Need more listening & learning from feedback<br><br>Need more & proactive consultation                            | Need more community positions & placements<br><br>Better <b>disability</b> inclusion<br><br>Prevent <b>volunteer stress</b> & overload | Too many patrons not interested in diversity & <b>inclusion</b>                            |
| <b>Environment Enablers</b>  | <b>Bush Fruits</b><br><br>See this happening in the Fruit Juice & Festival   | Committee support of <b>Green Team</b>  | Strong <b>leadership</b><br><br>Local knowledge & skills  | <b>Hannah &amp; Green team</b>  |  |  |
| <b>Environment Obstacles</b> |  | More patron engagement & education  |   | Local, healthier, more ethical and LGBTIQ procurement   | Procurement goals tied to KPIs   | <b>Green Team</b> burnout  |
| <b>Volunteers Enablers</b>   | Dr Ho in First Aid IC role<br><br>Brock & Podio                              | Finance committee<br><br>Better tech<br><br>History & reputation of valuing <b>vols</b> |   | Strong <b>vol</b> management – tech to track skills, records, rewards   |  | Strong Club Manager  |
| <b>Volunteers Obstacles</b>  | <b>Volunteer burn out</b><br><br>Lack of respect for volunteers capacities   |   | Need more <b>youth</b> and elders involved and sharing skills<br><br>Need to consult with <b>young</b> people | Fresh Fruits either back at Clubhouse or visiting more often<br><br>Need small <b>vol</b> roles and social nights | Have the clubhouse open 5 days<br><br>Need formal mentoring, training & better skills audit  | Need more staff support of Subcommittees<br><br>Need more acknowledgement & rewards for IC |

|                         |  |   |   |  |  |  |
|-------------------------|--|---|---|--|--|--|
|                         |  |   | Engage <b>young</b> people at SCU   |  | Discourage resource hoarding   |  |
| <b>Events Enablers</b>  | The work of the <b>FSI</b> subcommittee & the Consent is Fruity campaign<br><br>Good committee decision making & care of ICs | De-escalation skills<br><br>Art Director & workshop<br><br><b>Youth</b> party & festival tour | RAGS supporting committee   |  | Professional staff support<br><br>Need to increase staffing as the Club grows<br><br>Art, Exhibition, Cabaret, DJ make the Culture | Clubhouse <b>vols</b> lunches & strong IC support<br><br><b>FSI</b> , TDG & Indigenous subcommittee so important |
| <b>Events Obstacles</b> | The pressure of the festival<br><br>COVID cancelling events & difficult for subcommittees to meet                            |   | Camp/events need to be more <b>inclusive</b> of cis & trans women<br><br><b>Disability</b> advocate on committee<br><br>Disengagement due to not feeling safe | Need timely complaints handling<br><br>Need <b>disability</b> inclusion training<br><br>More Corporate sponsorship |  | Payment of performers<br><br>Full time staffing  |
| <b>Other Enablers</b>   |  | A dedicated Clubhouse Coordinator role  | New income streams  | Skills & retention   | Festival fundraising has got us the Clubhouse, Paddock & House   |  |
| <b>Other Obstacles</b>  | No time for grants<br><br>Reliance on festival income  |   |   | Scale back the festival to scale up the Clubhouse  |  | Need succession planning & performance reviews   |



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## 2. ENVIRONMENTAL SCANNING REPORT – KEY POINTS & RECOMMENDATIONS

The Tropical Fruits Committee commissioned Nicola Garnsey to produce an Environmental Scanning Report for the Club. Environment Scanning is the process of gathering information about events and their relationships within an organisation's internal and external environments. The basic purpose of environmental scanning is to help a leadership team to determine the future direction of its organisation. Nicola was informed by working closely with Marie Reilly (Club Manager), Vonn Dengate (Chair), Mel Rogers (Secretary) and Deb Jackson (Committee). Here is a summary of key points and recommendations from the Report (the Full report is available to Members on request).

### PART A: REAR VIEW MIRROR

- Develop a Diversity and Inclusion strategy
- Formalise a Mentor program
- Develop key partnerships to provide outreach and engagement programs
- Review risk management procedures in line with best practice, including demonstrating mitigation at committee level meetings
- Strengthen risk management, regarding safety issues identified at NYE Festival events: consent, open sex, respect, overdose
- Address demographics of NYE Festival, gender, age, location etc.
- Consider reducing the NYE Event size
- A review of volunteer & staff roles, responsibilities, and hours needs to occur after the strategic planning process to ensure Objectives & Key Results (OKRs) can be met
- Programs and funding to support the mental health & wellbeing of staff and volunteers
- Succession planning for all volunteering & staff roles
- Develop partnerships with other organisations and UNIV/VET e.g. skill sharing, student placement and pro bono work. E.g. Developing an evaluation of Festival and event outcomes through SCU - Event Management, to use for Grant funding applications
- Look at Government paid initiatives to employ staff and create new roles to address current unemployment
- Invest in creating a position to identify business development opportunities, grant writing and strategic partnerships over minimum 2-year period
- Develop a strategy to diversify funding streams to provide some stability in the short term until normal Festival operations can resume
- Build capacity of staff and volunteers to identify and write grant applications
- Review Tropical Fruits Asset and Property use - with subleasing opportunities and income generating potential
- Be part of the economic recovery discussions/forums in the region
- Review Membership demographics, prices, and benefits
- Review decision to reduce the NYE Festival size, once restrictions ease
- Join Australian Festivals Association (AFA) to keep abreast of Festival regulations and support lobbying regarding restrictions to entertainment events





- The current strategic planning process has been appropriate for the grass roots organisation and collaborative leadership style of staff and volunteers to date. It is highly recommended that due to the current economic and social climate that Tropical Fruits' move to a flexible and responsive strategic planning process and plan, that follows contemporary project planning protocols, community consultation, and clearly articulates accountability and monitoring frameworks

## PART B: WHAT ARE OTHERS DOING?

- There is a lot of potential for the organisation to focus on developing a LGBTIQ Community Centre during the next 2 years. This will require strategic planning and investment in resourcing, grant funding, and building collaborative partnerships.
- Focusing on a Community Centre will embed the Club's grassroots strongly into organisation & address social needs existing in LGBTIQ community
- Social Club activities could be expanded by using some of the overseas models presented, including expansion of arts & cultural programs, business forums, keynote speakers, focus on health & wellbeing initiatives
- Festival & other key events will have to be rethought for at least 12-18 months, planning & development and will require additional resources
- Development & implementation of a Diversity & Inclusion strategy is highly recommended, to engage a range of stakeholders to understand how TF could be a more diverse and inclusive organisation and meeting the needs of a broader membership base. This will also address and ideally heal some of the ongoing identity politics and support expanding membership base and activities to include youth, people with disability and elders.
- Closure of LGBTIQ business and other safe spaces e.g. bars and nightclubs provides an opportunity for Clubhouse to provide opportunities to have social engagement
- Sustainability & accessibility could be strengthened in event planning
- Resources need to be allocated to update environmental scan regularly in future, as things are changing rapidly, particularly in event planning
- Building strong partnerships with other events is key to share resources in COVID safe event planning
- Consider more in-depth interviews with like organisations for future environmental scans



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for

## PART C: SCANNING THE HORIZON

- COVID19 will likely have ongoing impacts which will require Fruits to be adaptive, responsive, creative, and flexible and deliver a different set of events in the next 18 months
- The current staffing levels should be reassessed to allow the organisation to ensure strategic planning is delivered and that responsiveness is not compromised

- Understanding the Federal & NSW Government COVID19 Recovery Plans is vital for strategic planning
- Regional COVID19 economic recovery discussions should be a focus of organisation
- State & Federal Governments employment & training and other financial initiatives provide opportunity for growth and stability
- Sustainability is a key area to build capability over next year
- Northern Rivers is forecast to be the fastest growing region in NSW during the next twenty years, with population forecast to grow at 1.2% per annum
- LGBTIQ Australians experience poorer mental health outcomes and have higher risk of drug & alcohol use and suicidal behaviours than their peers- supporting members by building stronger relationships/partnerships in this area is vital
- Developing positions on political and social issues which align with mission and supports members
- Development of social enterprise to diversify income stream will be possible through resource investment (people, money & time) and specialised support to develop a Business Development Plan.



### 3. FRUITY HOPE'S & DREAMS – THE VALUES, MISSION & STRATEGY OF TROPICAL FRUITS 1988 TO 2020 – EXECUTIVE SUMMARY

Marie Reilly, Tropical Fruits Club Manager prepared this report based on the Club's existing documentation and with the support of Uncle Ian Gray Teacosy for historical notes earlier than 2005 (the full report is available to Members on request).

This Report was a look back over the last 32 years to reflect on what our core documents can tell us about what is important to us (values), what we are here for (mission) and how we planned to get done what we need to do (strategy). Below is a brief summary from our policies, communications, official meetings, internal groups, training days and main feedback opportunities.

Our **Constitution** describes our Objectives as an Association including our purpose to assist in overcoming the isolation of lesbian, gay, bisexual, transgendered, intersex and queer (LGBTIQ) Members through social events, social development and community disbursements.

Our **Mission** as described on our website is to hold regular events throughout the year, to be a Fun, Safe & Inclusive social club and to celebrate our hard working volunteers as one of the largest regional LGBTIQ organisations in the country.



Our current **Strategic Plan 2015-2020** outlines our Goals for creating strong policy & procedure, having a culture of inclusion with particular focus on people with disability, youth & elders, to have sound environmental & financial management practices and to maintain a Clubhouse.

A summary of **AGM Reports** and post AGM **Community Consultations** is presented here, there is a large focus on this section as it is where we have tackled some of the most difficult issues for our Club including those of identity and inclusion. Our official record, goes back as far as 2005 (and the Queer History Project in sections 12 & 17 of the main report - goes back to the beginning).



In 2005 we changed the constitution adding “B” for bisexual and “T” for transgender, as well as provision for Community Disbursements, awarding of Lifetime Memberships and a Finance & Audit Subcommittee (2005). Wrote our first DA (2007). Survived a hailstorm at the Clubhouse (2008). Collectively grieved Erif’s passing (2009). Opened the Erif Benham Memorial Land Fund (2009). Enjoyed the Queer Fruits Film Festival - first of three years, had our 21<sup>st</sup> Birthday Key present by then Mayor Jenny Dowell, started a new youth group at the Clubhouse, which became Fresh Fruits (2010). Produced our first Festival Guide, Youth Space and Transpace, recruited to a new Production Assistant Role, created the Risk & Grievance Subcommittee (RAGS), held out first Governance training, first Strategic Plan Vision Day, first Audited Annual Financial Report and Special Resolution



to buy the Clubhouse was carried unanimously (2011). Discussion of Disability Access at the Fruit Bowl begins, new Diversity & Inclusion Statement (2013), HIV Rapid Testing at the festival, Artist in Residence Grant first offered (2014). Bought the Paddock (2016). Created the Bush Fruits Land Care group at Slaters Creek, Gender Diverse Group began meeting at the Clubhouse, The Dome first became part of the Festival, first post NYE survey, Mardi Gras 2016 Parade entry won the Ron Austin Memorial Award for most Fabulous Parade Entry and the supported Uncle Ian’s Queer History Project Exhibition at SCU (2017). We celebrated Tropical Fruits 30<sup>th</sup> Anniversary, much loved Production Manager Tony Allison passed in

September, Dan Jackson took on role of Production Manager, ‘Fun, Safe & Inclusive’ (FSI) Subcommittee started, the ‘Consent is Fruity’ Campaign launched and Fruits joins the Beef Week parade for the first time, the Business Engagement Subcommittee starts, Qeereoke comes to the Clubhouse, Artist in Residence Grant was allocated to Jackson Gooch, Dykes on Bikes, Unicorns, Honcho Disko join the festival as ‘FSI’ partners, we had a bigger Women’s Space, more Auslan Interpreter supported events - answering a loud call to increase numbers of women and diversity at the festival (2018). Welcome to Country included a smoking ceremony at Parade, First Nations comp tickets & BLAQ partnership, 10 years of Gender Diverse Space and Mini Fruits started (2019).

The ‘**Queer debate**’ also played out over seven years of AGMs and other events starting with a Special Resolution to add Q & I to our Constitution – which was not carried and Special Resolution to put L at the beginning of community acronym – also not carried (2011). The following year members called a Special General Meeting (SGM) to put a Special Resolution to add I – Carried, Special Resolution to add



Q – Not Carried (2012). The Queer Working Group was formed and 'Ideas of Queer' Zine was independently published (2016). The Queer Working group presented a definition of Queer to the membership and an AGM Special Resolution to put L at the beginning of the community acronym - Carried, AGM Special Resolution to add the Q – finally Carried (2017). This was a difficult time for many with great division and debate over questions of identity, safety and belonging within the Club.

**A Review of Relevant Policy**

provided many examples of our aims as a Club such as, to provide an atmosphere of self-respect, acceptance, tolerance and friendship. To uphold the good reputation of Tropical Fruits. Our responsibility to communicate respectfully. Our commitment to disburse five per cent (5%) of annual surplus through community disbursements - prioritising new projects or ongoing activities associated with local groups or



individuals who promote the social development of the LGBTIQ community. To respects the rights, privacy and personal freedom of all members and guests, respecting and value differences. To provide an atmosphere that promotes and celebrates individual and collective achievement. To create inclusive spaces where the insights of different groups are sought and welcomed. Our responsibility to demonstrate leadership on issues of diversity. That our community includes all sexuality and gender diverse people, regardless of their term of self-identification. That heterosexual friends and family will always be welcome at the Clubhouse and at our events and Tropical Fruits remains by and for LGBTIQ and sexuality and gender diverse people. The need to create a safe environments, challenge judgements and continually question privilege. The need to ensure all children and young people who participate in our organisation have a safe and happy experience. That we support and respect our children, young people, staff, volunteers and contractors. That we aim to recognise the outstanding achievements of individuals in the work of the Association with Life Membership. We aim to develop a culture of reward and encouragement of long-term commitment. We strive to create an environment which is free from sexual harassment and where all members are treated with dignity, courtesy and respect. The need to cultivate a culture of sustainability and environmental responsibility by maintaining the best possible standard of health, safety and welfare

at work for all employees, volunteers and others working at or visiting Tropical Fruits.



**The Erif Memorial Land Fund** was the name of our fundraising initiative to grow our resources to achieve a permanent home for Tropical Fruits. We committed to an investment of 5% of annual net surplus and ongoing fundraising. The purchase of the Clubhouse was proposed to develop an LGBTIQ+ Community Centre as stepping-stone towards our dream of purchasing semi-rural land for events. Later we became the proud owners of the Paddock next store – allowing for car parking, sheds and began discussing adding a ramp to the Clubhouse. Now of course we begin the next chapter of that sparkling vision with the purchase of the house at 120 Casino Street.

Several recorded Vox Pops of **What Does Fruity Mean to You?** said Fruity was: sharing, community, family, people, inclusion, belonging, creativity, love, happiness, support, diversity, regionality, events, fun, equality, friends, celebration, grassroots, haybales, history, strength, non-judgemental, friendly, irreverence, heart, unique, special, pride, respect, connection, smiles, queerness, wellbeing, culture, Clubhouse, arts and our values 'fun, safe & inclusive'.



In 2019 we worked with representatives of the trans, gender diverse (TGD), non-binary, Sistergirl and Brotherboy communities to produce the Tropical Fruits **TGD Public Statement**. This Statement is a public acknowledgement that Tropical Fruits as a social club acknowledges the rights of trans and gender diverse people of all ages to self-expression, self-determination, medical, cultural and legal recognition. That the Committee is responsible for and reserves the right to select performers and production contractors who align themselves with the values of Tropical Fruits. We are committed to holding a Trans & Gender Diverse Community Forum to strengthen community input into future events.



The Fun, Safe & Inclusive subcommittee produced the **Consent is Fruity** campaign which articulated our communities right to safety and respect at Tropical Fruits events. It included six key statements: Fruity culture is everyone's business; Consent respects your right to your body; Consent respects pronouns and identities; Consent is sexy; Consent respects safe sex choices; and Consent respects safe spaces.

In the annual training of festival team leaders our amazing **IC's and volunteers** our messaging included: Tropical Fruits is Team; That it is the undying support, indispensable energy and vitality of our dedicated volunteers that make Tropical Fruits a reality; To take the time to connect with your community in a 'Fun, Safe and Inclusive' environment; To treat all people in a respectful and supportive manner; Be willing to deal with all kinds of problems in a solutions-oriented manner; Be constantly vigilant regarding WHS, security and wellbeing of all Fruity peeps; Ensure an open communication culture is developed and maintained; Make sure conflict communication is curious, supportive, fair, consistent, authentic and respectful; Our need for strong transparent governance, the right resources, power sharing and leadership opportunities; The

importance of setting a great green example for your team; and To ask for help if you need it because we are one big Family with the same goal of creating an incredible festival for us and our community to celebrate NYE together - so remember to have fun!

**Festival Theming & Media Releases 1997-2020** included key words: Rainbow Circus, tourism, Rugby Grounds, future, diversity, community, unity, celebrate, volunteers, creative, culture, Fireworks, Recovery, friends, freedom, glamour, dancing, family, beauty, beats, Cabaret, Pool, pleasure, rainbow, glitter, Fruity, love, opulence, dimension, sexy, beyond-binaries, primal, magical, ritual, erotic, tribe, power, connection, strength, 'Fun, Safe & Inclusive', Showgrounds, Erif, Fresh Fruits youth group, intersex, queer, Fruitbowl, Paddock, membership, grassroots, festival and Land Fund.

Our newsletter the Fruit Juice has been published since 1988. Thanks to Uncle Ian for providing some early insights into the Club from a **Review of the Fruit Juice 1988 to 2001**.

From the beginning: The Fruit Juice expressed our aims to gather the L&G community together, overcome isolation with social events, be a social group for homosexuals and their friends in the Northern Rivers area, support safe sex and the AIDS Committee, reach out to gay media, we formed our first



management committee with 8 members and we met with the police gay liaison (1988). That we needed to improve communication on committee, met with GLLO (Gay & Lesbian Liaison Officer), were disappointed with lack of engagement, formed a local rights group to respond to homophobia, held a Wimmin members meeting, first computerized the Juice and mailing list, were outraged when five men in Queensland were charged with 'Buggery' and we established ourselves as a major group for gay men & women in NR (1889). Drafted a Constitution to be presented and voted on, aimed to balance the needs of members with the needs of the GL people who support and appreciate our services but are not ready to come out due to societal pressure, looking over first 3 years congratulated ourselves in providing NR with great dances & parties and an avenue to meet and make new friends, Membership went digital (1990). Raised awareness regarding gay bashing and need for youth support and making it safe for youth at our dances (1991). Juice listed roles/responsibilities of executives and committee members for first time, info packages offered to be posted to those interested (1992). An article about woman starting North Coast Transsexual\*<sup>sic</sup> group (1993). Article about Tropical Fruits and queer tourism – outlining our economic contribution to the region. Southern Cross Uni School of Hospitality does survey of Rainbow Circus party goers spending habits (2001).

**NYE Feedback Survey** New Year Festival surveys have run in 2016, 2018 and 2019 with an average of 500 or more responses. We averaged an overall rating of 4.4 out of 5 stars with 90% saying they will return. Favourite parts of the festival: Volunteering, Cabaret, Friendliness, Community, Fun, Camping, Fireworks, Pool, Vibe, Membership. Main reason for joining as a Member was sense of community & belonging, followed by discounted tickets. Consent is Fruity campaign had a high level of awareness raising and we



averaged 90% rating of the festival being Fun, Safe & Inclusive. We also saw a big call for the bar to work better, for greater diversity including more women and improvements to toilets and showers.

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#### 4. COMMITTEE VISION WORKSHOP

On November 7<sup>th</sup> 2020 the Committee and some senior ICs attended a facilitated workshop to create a new Vision for Tropical Fruits. This was based on the reports above, as well as the community feedback and Fruity experience each person taking part. The draft created out this work shop was sent out to Tropical Fruits Senior ICs and Subcommittee members for further feedback and we present that to you here in the hopes that this will provide a strong foundation for our work ahead on our new Strategic Plan.

##### *Our Vision for Tropical Fruits is:*

*A leading grassroots community driven social club with a unique regional difference.*

*Our volunteers and guests feel welcome, comfortable, respected, heard and part of the Fruity Family.*

*A Rainbow Mob that is fun, safe and inclusive with a strong connection to Country + Culture + Climate + Community.*

*Taking Pride in our adaptability, resilience and innovation with our vibrant and self-sufficient Clubhouse Hub and events.*

*We support diversity, accessibility and sustainability within our Club.*

*Our shared history and unified vision of our colourful future is something that everyone contributes to.*

