



FRUIT SHARE
Adelaide

STRATEGIC PLAN

26/29

**Reducing waste.
Sharing abundance.
Strengthening community.**



PEOPLE
Stronger
Together



PLANET
Less Waste
More Good



PURPOSE
Fresh Food
Stronger
Communities

A THREE-YEAR PLAN FOR IMPACT,
GROWTH & SUSTAINABILITY

2026 – 2029

Full Strategic Plan



Executive Summary

This Strategic Plan consolidates the key themes, insights and priorities identified through two strategic planning sessions conducted with the Fruit Share Adelaide (FSA) committee during 2026.

FSA has established a strong reputation as a highly effective, volunteer-led organisation that reduces food waste, increases access to fresh and nutritious produce, and strengthens community connection across South Australia. The organisation enjoys significant community goodwill, a clear and compelling purpose, and a proven track record of delivering meaningful social and environmental impact.

As FSA continues to grow, the committee has recognised the need to transition from a founder-led initiative to a sustainable, scalable community organisation supported by strong governance, capable leadership, effective systems, diversified funding, and a broader volunteer base.

Across both strategy workshops, several key themes consistently emerged as priorities for the organisation's future success, including:

- Governance and organisational structure
- Volunteer recruitment, retention and leadership development
- Operational systems and process improvement
- Funding sustainability and resource diversification
- Community awareness and engagement
- Impact measurement and reporting

The discussions also highlighted several opportunities to strengthen FSA's long-term sustainability, including expanding engagement beyond traditional gardening communities, increasing corporate and community partnerships, developing stronger operational systems, and reducing reliance on a small number of key individuals through distributed leadership and volunteer capability.

This plan provides a practical three-year framework to guide the organisation's growth and decision-making. Five strategic pillars have been identified and are detailed throughout this document, supported by an operational roadmap designed to maximise impact within FSA's available resources.

The plan is intended to provide clarity around what is currently working well, where emerging pressures and risks require attention, and where opportunities exist to increase FSA's impact, resilience and sustainability for the benefit of the communities it serves.

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1. Mission, Vision & Purpose

Mission: To harvest excess quality fruit, reduce food waste, strengthen community connections, and increase access to fresh, nutritious food for people in need.

Vision: A South Australia where no edible fruit goes to waste, and community benefits from the abundance growing in its own backyard.

Social Impact

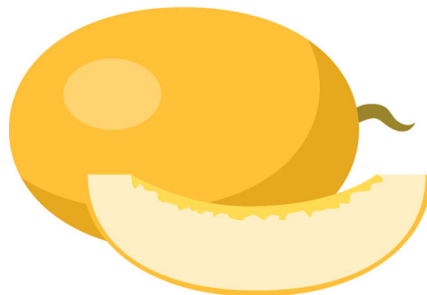
- Support community connection through fruit picking
- Reduce social isolation
- Provide purpose and inclusion for volunteers
- Offer social and emotional support
- Intergenerational and community connection

Environmental Impact

- Reduce pest and disease risk from unharvested fruit
- Reduce backyard waste
- Alleviate “food guilt” for tree owners
- Support environmental sustainability

System Impact

- Support local and small food-based charities
- Strengthen local food systems (local produce over interstate)
- Education around food, waste, and community responsibility



2. Awareness & Engagement

What Is Working Well

- Strong engagement within gardening and environmentally aligned communities
- Positive word-of-mouth and goodwill
- Volunteers and Harvest Leaders are strong advocates
- Clear resonance with people already connected to food, trees and sustainability

Gaps & Constraints

- Engagement outside gardening communities is limited
- Over-reliance on one key individual (Brett) for outreach and visibility
- Website and digital channels under-utilised as engagement tools
- Missed opportunities with broader social, cultural and food communities

Potential Audiences

- Home-owners with viable fruit trees
- Future volunteers and Harvest Leaders
- Corporate groups (Volunteering) and sponsors
- Community organisations
- In-kind supporters and collaborative service partners

Engagement Opportunities Identified

- Gardening and environmental groups (existing strength)
- Kids and youth organisations with green themes
- Cooking groups, foodies, food markets
- Sustainability markets and festivals
- Libraries and community centres
- Adelaide Royal Show (NFP-friendly opportunities)
- Fringe (creative activations or partnerships)
- WOMAD (permaculture / environmental / sustainability community)
- Seniors villages and organisations
- National and social engagement calendar such as:
 - National Tree Day
 - Earth Day

Current estimate suggests roughly 60% of engagement sits within gardening communities, with 40% outside - future growth depends on deliberately expanding that 40%.

3. Volunteers & Harvest Leaders

Harvest Leader Role (Key Requirements)

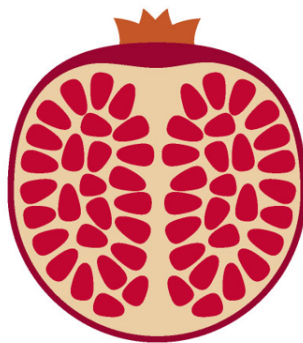
- Police checks (mandatory – apply for VOAN)
- Strong social and communication skills
 - For managing volunteers, conversing with home-owners, suppliers, charities.
- Organisation and coordination
- Training and managing volunteers
- Liaison with tree owners (determine collection day and logistics)
- Scheduling and time management
- Equipment coordination
- Determining recipients and follow-up

Observations

- Harvest Leaders carry a high time burden
- Option identified for two Harvest Leaders per harvest where appropriate
- Volunteer time needs to be explicitly valued and acknowledged

Future Success Measures for Harvest Leaders:

- Harvests led independently
- Harvest Leader retention
- Average volunteers per harvest
- Average response time from enquiry to harvest



4. Operations & Process

Operational Needs Identified

- Petrol compensation for volunteers
- Vehicle collaboration with larger NFPs
- Vehicle hire (when required)
- Storage room hire (where unavoidable i.e. cherries/strawberries)
- CRM and efficient admin recording systems
- Harvest Leader buddying model
- Clear enquiry-to-distribution processes
- Grant for vehicle (e.g. Toyota Foundation / CMV)

Enquiry to Distribution – Key Principles

- Preference for fresh delivery over cold storage
- Avoid unnecessary warehousing
- Excess fruit redirected to food relief charities
- Collaboration with larger charities' vehicles already in the community:
 - OzHarvest
 - Foodbank
 - SecondBite



5. Funding, Growth & Sustainability

In-Kind Contributions

- Warehousing and storage
- High level support from tertiary institutions such as Torrens University (areas include horticulture, nutrition, community development)
- Skilled volunteers (admin, marketing, low level finance, volunteer coordination)
- Skilled professional services (high level finance, governance, risk mitigation)

Workshops & Education

- Preserving
- Pruning trees
- Food skills and waste reduction

Corporate & CSR Opportunities

- Corporate volunteering experiences (volunteer and paid model)
- CSR partnerships with like-minded values aligned to:
 - Sustainability
 - Circular economy
 - Community wellbeing
- Focus on shared values rather than transactional sponsorship

Services & Low-Cost Income Opportunities

- Low-cost netting services
- Pruning and clean-ups
- Mulching and watering
- NDIS-aligned activities (offer support for people in aged care, disability services, etc)
- Corporate foundations

Grants

- Circular economy funding
- Environmental sustainability
- Food security and waste reduction
- Social inclusion grant focus: i.e. **100 people supported per harvest** (noted as a reference point)

Food Collaborations

- Value-added products (e.g. fruit strips, lemonade)
- Collaboration rather than full commercialisation to manage risk

6. Roles & Operating Model

Roles Identified

- **Operations Manager**
 - Logistics, systems, admin, Harvest Leader support
- **Harvest Leaders**
 - Core delivery and volunteer coordination (during harvest)
- **Volunteer Manager**
 - Recruitment, retention, allocation to harvest and support
- **Marketing / Communications Coordinator**
 - Media, outreach, engagement and website

Structural Questions to Resolve

- Committee vs staff responsibilities
- Decision-making authority
- Paid vs unpaid roles
- Accountability and escalation pathways

Without clarity in this space, there is a real risk of burnout, bottlenecks and stalled organisational growth/community and social impact.

7. External Factors Influencing Demand & Supply

- Housing insecurity increasing
- Decrease in backyard fruit trees
- Increasing environmental pressures
- Rising demand for food relief
- Fruit fly/diseases



8.Strategic Pillars

Strategic Pillar 1: Grow Our Impact

Goal

Increase access to rescued fruit while reducing food waste across South Australia.

Strategic Objectives

- Increase fruit supply from existing and new tree owners
- Expand harvest activity across metropolitan Adelaide
- Prepare for regional expansion
- Increase charity and community recipients

Measures

- Kg of fruit harvested
- Kg distributed
- Number of recipients
- Number of harvests completed
- Number of active tree owners

Strategic Pillar 2: Build a Strong Volunteer Network

Goal

Create a volunteer-led model that is not dependent on a small number of individuals.

Strategic Objectives

- Recruit Harvest Leaders across six geographic zones
- Implement Harvest Leader training
- Develop volunteer recruitment and retention systems
- Introduce recognition and appreciation programs

Measures

- Number of Harvest Leaders
- Volunteer retention rate
- Volunteer satisfaction
- Volunteer hours contributed

Strategic Pillar 3: Strengthen Operations & Systems

Goal

Develop systems and governance that support sustainable growth.

Strategic Objectives

- Implement CRM system
- Develop volunteer database
- Develop harvest planning system
- Establish impact measurement framework
- Clarify governance and operational responsibilities

Measures

- CRM implemented
- Volunteer data captured
- Harvest planning process established
- Governance framework documented

Strategic Pillar 4: Secure Long-Term Sustainability

Goal

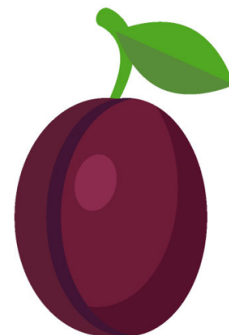
Generate reliable revenue and resources to support growth.

Strategic Objectives

- Secure grant funding
- Develop corporate partnerships
- Launch corporate volunteering program
- Explore social enterprise opportunities
- Secure in-kind support

Measures

- Annual funding secured
- Number of grant applications
- Corporate partners engaged
- Value of in-kind contributions



Strategic Pillar 5: Increase Community Awareness

Goal

Grow recognition of FSA's environmental and social impact.

Strategic Objectives

- Increase website and social media activity
- Produce educational content
- Participate in community events
- Build media relationships
- Develop school engagement opportunities

Measures

- Website enquiries
- Media mentions
- Community event participation
- New volunteers recruited
- New tree owners registered



9. Operational Plan (2026–2027)

Priority	Action	Timeframe	Lead
Critical	Recruit Harvest Leaders	0-6 mths	committee/CEO
Critical	Define Harvest Leader role, responsibilities and training	0-3 mths	Ops Lead
Critical	Implement CRM and volunteer database	0-6 mths	Operations
Critical	Create impact measurement dashboard	0-6 mths	Operations
Critical	Develop annual funding plan	0-3 mths	committee
High	Create volunteer onboarding process	3-6 mths	Volunteer Coordinator
High	Develop Pick Planning System	3-6 mths	Harvest Leaders
High	Review governance and decision-making	3-6 mths	committee
High	Launch community awareness campaign	3-6 mths	Marketing
Medium	Produce educational videos	6-12 mths	Marketing
Medium	Preservation workshops	6-12 mths	Community Team
Medium	Corporate volunteering program	12 mths	Partnerships
Medium	School education program	12-18 mths	Community Team
Future	Regional expansion	18-36 mths	CEO
Future	Netting and tree-care service	18-36 mths	Operations



10. Priority Implementation Roadmap

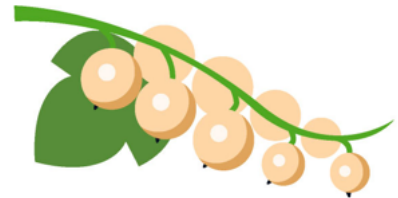
Phase 1 – Stabilise (0-90 Days)

Highest Priority

1. Finalise strategic plan
2. Clarify governance structure
3. Define Harvest Leader role
4. Create recruitment campaign
5. Establish funding targets
6. Identify CRM solution
7. Determine key impact metrics

Deliverables

- Strategic Plan approved
- Organisational structure approved
- Funding strategy drafted
- Harvest Leader position description completed



Phase 2 – Build Capability (3-6 Months)

Priorities

- Recruit 20+ Harvest Leaders
- Implement CRM
- Volunteer management system
- Introduce impact reporting
- Launch awareness campaign
- Build corporate partnership pipeline

Deliverables

- Six geographic harvest zones established
- Volunteer database operating
- Quarterly impact reporting available

Phase 3 – Growth (6–12 Months)

Priorities

- Educational video series
- Fruit preservation workshops
- Corporate volunteering pilot
- Community engagement calendar
- Grant acquisition program

Deliverables

- Workshop program running
- Corporate volunteer groups engaged
- Increased tree owner registrations

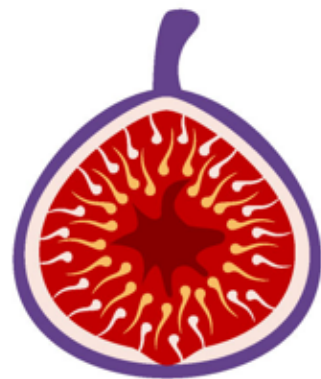
Phase 4 – Scale (12–24 Months)

Priorities

- School engagement program
- Corporate volunteering expansion
- Social enterprise pilots
- Additional funding streams

Deliverables

- Recurring corporate income
- School partnerships established
- Sustainable operating surplus



Phase 5 – Expand (24–36 Months)

Priorities

- Regional expansion
- Adelaide Hills and outer metropolitan growth
- Replication model development
- Long-term sustainability review

Deliverables

- Expansion model documented
- Additional regions operational
- Reduce reliance on key individuals through distributed leadership and systems.

11. FSA ScoreCard

Baseline data will be collected during FY27 and annual targets reviewed by the committee each year to set tangible and achievable targets.

Measure	Actual FY26	FY27 Targets	FY28 Targets	FY29 Targets
Fruit harvested (kg)	16,000	25,000	35,000	50,000
Fruit donated (kg)	14,480	21,250	29,750	42,500
Serves of fruit provided	96,500	141,650	198,000	283,000
CO ₂ emissions avoided (tonnes)	33.6	52.5	73.5	105
Volunteers	462	550	650	800
Active volunteers	111 [#]	200	250	300
Harvest Leaders	13	30	40	50
Volunteer hrs contributed	920 [*]	3,000	4,000	5,000
Corporate partners	0	1	5	10
Annual revenue	\$26,150	\$80,000	\$140,000	\$200,000

Assumptions:

- 85% of harvested fruit is donated
- 1 serving of fruit = 150 grams
- Food waste factor: 2.1 kg CO₂e per kg of fruit diverted from landfill
- [#] Only harvest volunteers tracked in FY26
- ^{*} Only harvest hours tracked in FY26

12. Recommendations to the committee

If FSA focuses on only three things during the next 12 months, they should be:

1. **Recruit and train Harvest Leaders**
2. **Implement internal and external systems and impact measurement**
3. **Build a sustainable funding model**

Everything else becomes significantly easier once those three foundations are in place. This was the strongest common theme emerging from both strategy workshops.



Appendix 1: Future Considerations

1. Add an 'Impact' pillar with measurements such as:
 - a. Meals Provided
 - b. Households supported
 - c. Food waste diverted from landfill
 - d. Carbon emissions avoided
 - e. Volunteer hours contributed
 - f. Social value created
2. Consider adding another pillar such as "Build Partnerships and Influence", with goals that would include:
 - a. Government relationships
 - b. Local government partnerships
 - c. Food security networks
 - d. Environmental partnerships
 - e. Corporate engagement
3. Consider adding 'Digital Transformation' instead of targeted CRM. This will automate tasks that require heavy resourcing, and allow growth to happen without additional strain on staff. This could include:
 - a. Volunteer self-registration
 - b. Automated harvest scheduling
 - c. Impact dashboard
 - d. Donor management
 - e. Volunteer communications
4. Compiling a Risk Register will help foresee any potential risks to the organisation. This could look like:

Risk	Mitigation
Volunteer shortages	Harvest Leader model
Founder dependency	Governance structure
Funding instability	Diversified revenue
Data management	CRM implementation
Regional expansion failure	Pilot approach

5. Add revenue mix/targets that create a diverse sustainable model. For example:

Revenue Source	Actual FY26	FY27 Targets	FY28 Targets	FY29 Targets
Grants	57%	50%	40%	30%
Corporate partnerships	0%	5%	15%	25%
Donations	38%	35%	30%	25%
Social enterprise	5%	10%	15%	20%

Based on the Annual Revenue targets, this translates to the following dollar figures.

Revenue Source	Actual FY26	FY27 Targets	FY28 Targets	FY29 Targets
Grants	\$14,775	\$40,000	\$56,000	\$60,000
Corporate partnerships	\$0	\$4,000	\$21,000	\$50,000
Donations	\$10,025	\$28,000	\$42,000	\$50,000
Social enterprise	\$1,350	\$8,000	\$21,000	\$40,000
Total	\$26,150	\$80,000	\$140,000	\$200,000



