



## Brisbane German Club Strategic Plan 2025 – 2027

### OUR OBJECTS

- To encourage German literature, music, singing, dancing, and sport, and to form a centre for the congregations of Germans in Brisbane, where they will be able to promote the German language and customs as well as foster friendly relations with their fellow citizens, and
- To offer members all of the advantages of an Association, by arranging entertainment to promote social relations among members.
- The Club will fulfil its Objects through excellence and Gemütlichkeit in a socially inclusive setting by showcasing authentic German food, beverage, entertainment, and cultural interaction.

### OUR PRIORITIES

Our priorities that will be addressed through the Goals and Objectives to follow are:

1. Strategic management of the Club's primary asset i.e. the building at Kangaroo Point through responsive and cyclical repairs and maintenance.
2. Growing the membership with a view to succession planning and ongoing Club viability.
3. Responding strategically to any development occurring at the Gabba that may impact on Club patronage and revenue.

### STRATEGIC PILLARS

The areas in which work will be undertaken to achieve these Priorities are:

1. **Events and activities:** Foster a vibrant community and promote German culture by organising and supporting diverse events and activities that cater to the interests of members and the broader community.
2. **Promotion and communication:** Enhance the visibility and engagement of the Club by implementing effective communication strategies and promotional activities that reach and resonate with both members and the broader community.
3. **People and participation:** Cultivate a collaborative and motivated environment by optimising employee performance and increasing volunteer engagement, ensuring that both staff and volunteers contribute meaningfully to the Club's success.
4. **Infrastructure and assets:** Maintain and enhance the Club's physical assets and infrastructure to support current activities and future growth while ensuring sustainability and efficiency.
5. **Revenue and finances:** Ensure the financial stability and growth of the Club by diversifying revenue streams, optimising financial practices, and maintaining a culture of fiscal responsibility.
6. **Leadership and governance:** Ensure effective leadership and robust governance structures that support the Club's Objects, enhance decision-making, and promote a culture of accountability, transparency, and inclusivity.

## Strategies 2025 - 2027

Pillars	Strategies
<b>1. Events and activities</b>	<p><b>1.1 Food, Beverages and Cultural Celebrations</b></p> <p>a) Host annual events such as Oktoberfest, Christmas Markets, and traditional German events / festivals to celebrate and share German heritage.</p> <p>b) Position the Club as 'best in class,' i.e. being the best cultural club serving food and beverages in South East Queensland.</p> <p><b>1.2 Educational Workshops / Sub-groups</b></p> <p>Provide workshops, get togethers or classes to deepen understanding and appreciation of German culture.</p> <p><b>1.3 Community Involvement</b></p> <p>Collaborate with local schools, universities, and cultural organisations to engage a wider audience and encourage participation in Club activities.</p> <p><b>1.4 Youth Engagement</b></p> <p>Develop programs specifically aimed at involving younger members</p> <p><b>1.5 Membership Growth</b></p> <p>Increase Club membership by promoting events through social media, local advertising, and partnerships with other cultural organisations.</p> <p><b>1.6 Sustainability</b></p> <p>Ensure the long-term success of events by securing sponsorships, grants, and volunteer support to maintain financial stability.</p>
<b>2. Promotion and communication</b>	<p><b>2.1 Communication strategy</b></p> <p>Form an effective communication strategy.</p> <p><b>2.2 Digital Presence</b></p> <p>a) Maintain the Club's website to continue to be user-friendly, visually appealing, and informative, featuring up-to-date content on events, activities, and Club news.</p> <p>b) Expand the Club's social media presence to engage with a wider audience, particularly younger demographics.</p> <p>c) Continue email marketing campaigns to keep members informed about upcoming events, news, and opportunities for involvement.</p> <p><b>2.3 Member and Community Engagement</b></p> <p>a) Partner with local schools, businesses, and cultural organisations to co-host events, cross-promote activities, and foster a sense of community.</p> <p>b) Develop and promote a range of members' specials which includes events, discounts, opportunities, etc.</p> <p>c) Create opportunities for members to share their experiences and stories, such as through member spotlights, testimonials, and interviews.</p> <p><b>2.4 Event Promotion</b></p> <p>a) Develop targeted marketing campaigns for major Club events, using a mix of digital, print, and word-of-mouth strategies to attract diverse audiences.</p> <p>b) Utilise flyers, posters, and banners in strategic locations around the community to raise awareness of upcoming events.</p> <p><b>2.5 Feedback and Continuous Improvement</b></p> <p>a) Establish feedback mechanisms to gather input from members and attendees on communication effectiveness and areas for improvement.</p> <p>b) Regularly review and refine communication strategies based on feedback and changing trends to ensure continued relevance and impact.</p>

<p><b>3. People and participation</b></p>	<p><b>3.1 Employee Development and Support</b></p> <ul style="list-style-type: none"> <li>a) Provide continuous professional development opportunities for employees, including training, workshops, and mentoring, to enhance their skills and job satisfaction.</li> <li>b) Implement regular performance evaluations and feedback sessions to help employees set goals, recognise achievements, and address areas for improvement.</li> </ul> <p><b>3.2 Fostering a Collaborative Culture</b></p> <ul style="list-style-type: none"> <li>a) Encourage a culture of teamwork and open communication between employees and volunteers, ensuring that both groups work together effectively to achieve the Club’s goals.</li> <li>b) Organise team-building activities and cross-functional meetings to strengthen relationships and collaboration among staff and volunteers.</li> </ul> <p><b>3.3 Volunteer Recruitment and Engagement</b></p> <ul style="list-style-type: none"> <li>a) Actively recruit volunteers by promoting the benefits of involvement, such as skill development, community impact, and networking opportunities.</li> <li>b) Create diverse and meaningful volunteer roles that match the skills, interests, and availability of individuals, making it easier for them to contribute.</li> </ul> <p><b>3.4 Integration of Employees and Volunteers</b></p> <ul style="list-style-type: none"> <li>a) Establish clear roles and responsibilities for both employees and volunteers (including Board roles), ensuring that their efforts are complementary and aligned with the Club’s strategic objectives.</li> <li>b) Develop a mentorship program where experienced volunteers / Board members can guide and support other volunteers, fostering mutual learning and growth.</li> </ul> <p><b>3.5 Sustainable Workforce and Volunteer Management</b></p> <ul style="list-style-type: none"> <li>a) Create a balanced workload for employees and volunteers by clearly defining tasks, setting realistic expectations, and providing the necessary resources and support.</li> <li>b) Monitor and manage volunteer hours and employee workloads to prevent burnout and ensure that both groups remain motivated and engaged.</li> </ul> <p><b>3.6 Succession Planning</b></p> <ul style="list-style-type: none"> <li>a) Identify potential leaders amongst current employees and membership</li> <li>b) Provide ongoing training and development opportunities for current and emerging leaders within the Club, focusing on skills such as strategic planning, communication, and conflict resolution.</li> <li>c) Establish a mentorship program where experienced leaders guide and support new or potential leaders, ensuring a continuous pipeline of capable leadership.</li> </ul> <p><b>3.7 Feedback and Continuous Improvement</b></p> <ul style="list-style-type: none"> <li>a) Establish regular feedback channels, such as surveys or suggestion boxes, to gather input from employees and volunteers on their experiences, challenges, and ideas for improvement.</li> <li>b) Use feedback to make data-driven decisions that enhance the working environment, volunteer engagement, and overall satisfaction.</li> </ul>
<p><b>4. Infrastructure and assets</b></p>	<p><b>4.1 Asset Maintenance and Upkeep</b></p> <ul style="list-style-type: none"> <li>a) Implement a regular maintenance schedule for all Club facilities, including buildings, grounds, and equipment, to ensure they are safe, functional, and aesthetically pleasing.</li> <li>b) Conduct periodic audits of assets to identify and address wear and tear or necessary upgrades.</li> </ul>

	<p><b>4.2 Facility Expansion and Modernisation</b></p> <ul style="list-style-type: none"> <li>a) Plan and execute improvements or expansions of existing facilities to accommodate the growing needs of the Club, such as additional event spaces, members' facilities, or meeting rooms.</li> <li>b) Incorporate modern technologies and eco-friendly practices in renovations and new construction to improve energy efficiency and reduce environmental impact.</li> </ul> <p><b>4.3 Asset Utilisation and Optimisation</b></p> <p>Maximise the use of existing assets, including the two rental properties, by evaluating their utilisation rates and adjusting schedules or functions to better serve the Club's activities, events, and revenue production.</p> <p><b>4.4 Sustainability Initiatives</b></p> <ul style="list-style-type: none"> <li>a) Implement sustainable practices in the management of Club assets, such as reducing energy consumption, recycling, and using sustainable materials in renovations.</li> <li>b) Educate members and the community on sustainability efforts and encourage their participation.</li> </ul>
<p><b>5. Revenue and finances</b></p>	<p><b>5.1 Diversification of Revenue Streams</b></p> <ul style="list-style-type: none"> <li>a) Develop additional revenue-generating activities such as hosting paid events, workshops, and classes that appeal to both members and the public.</li> <li>b) Develop and implement short-, medium-, and long-term investment strategies to maximise return on reserves whilst ensuring sufficient liquidity to maintain cash flow.</li> <li>c) Establish a merchandise program that includes the sale of branded items such as apparel, mugs, and other memorabilia.</li> </ul> <p><b>5.2 Membership Growth and Retention</b></p> <ul style="list-style-type: none"> <li>a) Implement strategies to attract new members, such as membership drives, referral programs, and special promotions.</li> <li>b) Enhance member retention by providing value-added services, exclusive discounts, and personalised experiences that foster loyalty and engagement.</li> </ul> <p><b>5.3 Sponsorships and Partnerships</b></p> <ul style="list-style-type: none"> <li>a) Identify and secure sponsorships from local businesses and organisations that align with the Club's mission and values.</li> <li>b) Develop strategic partnerships with cultural institutions, educational organisations, and government bodies to access grants, subsidies, and other funding opportunities.</li> </ul> <p><b>5.4 Financial Planning and Budgeting</b></p> <ul style="list-style-type: none"> <li>a) Maintain a robust budgeting process that aligns with the Club's strategic goals and ensures all financial decisions are data-driven and well-planned.</li> <li>b) Monitor and evaluate financial performance regularly, using key performance indicators (KPIs) to track revenue, expenses, and profitability.</li> </ul> <p><b>5.5 Cost Management and Efficiency</b></p> <ul style="list-style-type: none"> <li>a) Conduct a thorough review of all expenses to identify cost-saving opportunities, including negotiating better terms with suppliers and optimising resource allocation.</li> <li>b) Implement financial controls and policies to prevent waste, fraud, and inefficiencies, ensuring all expenditures contribute to the Club's long-term sustainability.</li> </ul> <p><b>5.6 Transparency and Reporting</b></p> <p>Maintain transparent financial reporting practices, providing regular updates to members on the Club's financial status and key financial decisions.</p>

## **6. Leadership and governance**

### **6.1 Governance Structure Optimisation**

- a) Review and, if necessary, revise the Club's governance structure, including the roles and responsibilities of the Board, committees, and executive team, to align with best practices and the Club's strategic goals.
- b) Implement succession planning to ensure fresh perspectives and continuity in leadership.

### **6.2 Board and Committee Effectiveness**

- a) Strengthen the effectiveness of the Board and committees by establishing clear goals, performance metrics, and regular evaluations of their work.
- b) Encourage diversity within the Board and committees by actively recruiting members with different professional backgrounds, experiences, and skills.

### **6.3 Member Engagement in Governance**

- a) Increase transparency and communication with members regarding governance decisions, including regular updates on Board meetings, strategic initiatives, and financial status.
- b) Create opportunities for members to participate in governance, such as through surveys and by inviting input from members through committees or in advisory roles.
- c) Increase engagement with under-groups through their provision of regular reports and interactions with the Board.

### **6.4 Policy and Procedure Enhancement**

- a) Regularly review and update the Club's policies and procedures to ensure they reflect current legal requirements, industry standards, and the evolving needs of the Club.
- b) Develop clear guidelines for conflict resolution, decision-making, and ethical conduct to promote fairness and accountability.

### **6.5 Strategic Planning and Vision**

- a) Engage the Board, leadership team, and members in a collaborative process to periodically review the Club's vision, mission, and long-term strategic goals.
- b) Ensure that the strategic plan is a living document, with regular updates and adjustments based on feedback and changing circumstances.

### **6.6 Risk Management and Compliance**

- a) Maintain comprehensive risk management practices to identify, assess, and mitigate potential risks, ensuring the Club's operations are secure and sustainable.
- b) Ensure compliance with all relevant laws, regulations, and ethical standards, including financial, employment, and safety regulations.

### **6.7 Delegations**

- a) Clarify and clearly document responsibilities that the Board delegates to the Club Manager and the conditions under which those delegations are made.
- b) Maintain awareness of operational delegations from the Club Manager to other employees and volunteers.