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Brisbane Jazz Club Strategic Plan 2023-2025
Adopted 24 April 2023

Our Strategic Plan 2023-2025



Brisbane Jazz Club Inc

Incorporated Association IA 001818

A registered charity with Australian Charities and Not-For-Profits Commission

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A message from your President

All clubs need to look to the future to see what they are offering to their members can be kept up to date and improved upon.

We decided at the Brisbane Jazz Club to meet and plan for the future and how we can improve our amenities and entertainment over the next three years.

Being a “Not for profit” organisation, we run a fine line of maintaining financial stability. Luckily, following a closure period during Covid 19 and subsequent flooding of our premises, we were well supported by the Brisbane City Council and the Queensland Government in our recovery efforts.

These events and some subsequent reduced attendance of our audiences have been a catalyst for the committee to think about gradual changes that will provide greater resilience for the future. This brought us to the point of really thinking about where we are, what we want to be for the evolving Brisbane Jazz scene and what to offer our loyal members going forward over the next few years.

The result, with special thanks to Ian Brown presiding over this report, is the Brisbane Jazz Club Strategic Plan 2023-2025.

We believe this Strategic Plan will give us some direction and help us to co-ordinate our efforts with delivering a better offering over the next five years.

We look forward to you joining us on this journey.

Paul Day

President of the Brisbane Jazz Club.



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Our Values

Brisbane Jazz Club is a volunteer-driven community Club, presenting Jazz in all its forms.

We welcome members, performers and guests from all backgrounds.

We act with integrity in all our dealings.

Our Purpose – The ‘Why?’

To provide an environment to present and nurture live jazz music and musicians.

We demonstrate this Purpose in ways such as:

- Providing an integral link between the education of musicians and the provision of long-term employment opportunities
- Maintaining projects such as Talking Jazz and Big Band festivals
- Providing opportunities for students of jazz to play before a live audience
- Developing strategic partnerships with organisations such as Arts Queensland
- Presenting regular performances of live jazz music for the benefit of members and guests
- Other activities consistent with our Club Rules
- Doing all the above with the intention of remaining a financially and environmentally sustainable organisation.

Our Vision 2023-2025

To be the iconic riverside home of live jazz for local and international performers, in our own style.



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The Operational Plans: The Pillars Supporting Brisbane Jazz Club

Over the last year and more, we have run a member satisfaction survey and consulted with people involved across our broad service delivery groups including musicians, our paid staff, regular volunteers and key contractors. Those consultations provided many areas where we can improve our performance and deliver a better experience across our operations. Further, more detailed review is now needed to determine the best possible ways of addressing the issues identified.

We intend to achieve our Vision through staged reviews and actions during the life of this plan:

- The remainder of 2023 gives us time to review and refine a range of largely procedural matters which impact on our regular operations. Improvements here are not likely to cost large sums and so can be accommodated while we rebuild operations out of the COVID and flood interruptions. Some groundwork will also be done with regard to audio-visual and air-conditioning equipment upgrades.
- 2024 will examine major aspects of our operations, each of which impacts directly on the way patrons experience our service offering. The decisions to be made in these areas are likely to involve conscious, targeted outlays which will benefit us across many years.
- 2025 will give us the opportunity to finish the larger and lasting projects and to revisit our earlier changes. This gives us the ideal platform to start thinking about the next Strategic Plan spanning 2026-2029.

Pillar 1: Enhancing The Patron and Musician Experience

2023 Key Projects

1. Revamp the entire 'reception' function for gigs, including roles of Duty Managers and Volunteers
2. Improve the value and patron offering on 'The Deck'
3. Consider selective use of different seating options, depending on size and style of acts
4. Offer a broad range of acts annually, across artistic, genre, age group and financial considerations
5. Review staging and sound, and particularly upgrading the club's grand piano
6. Review musician payments
7. Enhance promotion initiatives to expand the membership base and attendance at gigs

2024 Key Projects

1. Review the food offering, especially 'value' and 'range'
2. Investigate noise-reduction options relating to Bar operations
3. Offer a broad range of acts annually, across artistic, genre, age group and financial considerations
4. Provide a quality "green room"
5. Improve marketing opportunities and develop tailored marketing strategies for different acts and for growing the membership base



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2025 Key Projects

1. Investigate feasibility of increasing the number of gigs per week
2. Offer a broad range of acts annually, across artistic, genre, age group and financial considerations
3. Enhance promotion initiatives to expand the membership base and attendance at gigs

We achieve our vision through:

Pillar 2: Developing Our People

2023 Key Projects

1. Establish a Committee governance structure to focus on implementing this Strategic Plan
2. Establish one or more working groups to examine:
 - a. a suite of actions to recruit, train to an agreed task list, retain and recognise Volunteers
 - b. Refine and document the Duty Manager role and responsibility
 - c. Refine and document Front Of House processes
 - d. Agree and document the Sound Engineer role
3. Work on succession planning for key employed staff, Committee and other volunteer roles

2024 Key Projects

1. Refine and document Front Of House processes
2. Formalise roles and communication processes for Tuesday Crew and other regular Contractors
3. Work on succession planning for key Committee and other volunteer roles

2025 Key Projects

1. Review/refresh above policies and processes
2. Work on succession planning for key Committee and other volunteer roles

We achieve our vision through:

Pillar 3: Strengthening Our Infrastructure

2023 Key Projects

1. Plan the sequence of upgrades to the building and storage spaces, which factor in our place beside the river in terms of sustainability
2. Investigate and implement air conditioning upgrade
3. Investigate and implement staged upgrades to audio-visual equipment
4. Capitalise on grants, especially 2023 opportunities

2024 Key Projects

1. Investigate staged upgrades to audio-visual equipment
2. Capitalise on grants, pertinent to current grant options and also 2032 opportunities



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2025 Key Projects

1. Prepare lifecycle plans for plant & equipment incl financial provisions
2. Capitalise on grants, pertinent to current grant options and also 2032 opportunities

We achieve our vision through:

Pillar 4: Refining Our Processes

2023 Key Projects

1. Formalise communication expectations between Executive, full Committee and any sub-Committees
2. Clarify and refine contracting process and documents with performers
3. Develop a budget annually, including a framework for pricing special events
4. Develop annual processes to ensure that the views of members are regularly sought and considered before implementing improvements
5. Approach a broader range of grants with a longer-term perspective

2024 Key Projects

1. Review website structure and performance, including booking, refunds and memberships
2. Consider the feasibility of increasing payments for performers
3. Develop a budget annually, including a framework for pricing special events
4. Approach a broader range of grants with a longer-term perspective including a focus on preserving our building on the river

2025 Key Projects

1. Review the feasibility of increasing payments for performers
2. Develop a budget annually, including a framework for pricing special events
3. Approach a broader range of grants with a longer-term perspective