

OUR STRATEGIC PLAN 2019-2024



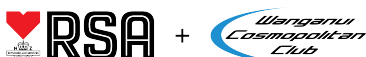
Our Vision: (where we want to be)

Club Metro will be the leading Chartered Club in Whanganui through the provision of exceptional service, innovation and care.

Our Mission: (how we are going to get there)

To provide Club Metro members, guests and visitors the highest quality leisure facilities, entertainment and service in a friendly, secure club environment.

AMALGAMATION OF WANGANUI



06 3490149
admin@clubmetro.co.nz

Club Metro
13 Ridgway St
Wanganui 4500

This five-year strategic plan sets out under four areas (Customer Service, Our People, The Way We Operate and Financial) the Club's goals and objectives, and what it plans to achieve during the five year period from 2019 –2024.

It is envisaged this Strategic Plan will be updated annually and forms the basis for the Club's annual business plan.

Customer Service

Our Goals:

- To exceed our members expectations

Our Objectives:

- Continued emphasis on meeting member's requirements.
- Developing a means of measuring member satisfaction.
- Development of key relationships and partnerships within the Whanganui community.
- Development of key relationships with other chartered clubs, especially in the Whanganui District.
- Continue to attract new members.
- Prompt handling of enquiries and ensuring that complaints are dealt with properly and reasonably.
- Provide a safe and caring environment.

Over the next five years 2019 – 2024 we will:

- Maintain our current membership numbers, and continually increase membership numbers each month by focusing on the 18 to 35 year population.
- Develop a formalised members' survey process.
- Introduce a service delivery evaluation process.
- Implement and put in place a loyalty scheme for members.
- Investigate means of encouraging the use of the Club during quiet periods.
- Seek out relationships and partnerships with others in the Whanganui community, and develop a closer relationship with other chartered clubs in the Whanganui district.
- Provide improved members information services (e.g. use of the internet and website)
- Provide a comprehensive entertainment calendar and advertise to members, visitors and guests of coming events.
- Continually evaluate and update our gaming equipment.
- Continue to support existing adjuncts and encourage the development of new adjuncts, where there is demand.
- Provide services that meet the needs of all age groups and gender,
- Continue to provide a cost effective transport service for members.
- Encourage local and national sports tournaments.

Our People

Our Goals:

- To provide an enabled mission ready team.
- We will be an employer of choice in the Whanganui Hospitality industry.

Our Objectives:

- Provide appropriate training which encourages employee empowerment.
- Prepare a comprehensive training and requirement manual for all Staff.
- Provide a work environment which attracts development and retains the highest calibre staff.
- Be a fair, responsible and responsive employer.
- Qualify in finals of at least one customer service award each year.
- Appoint a finance person (Treasurer/Finance Officer) to administer, control and report on the finances of the club.

Over the next five years 2019-2024 we will:

- Invest in staff training and development and, in particular, service training.
- Provide opportunities for staff training and development for all staff.
- Develop a personal development and training programme for key staff.
- Conduct annual individual performance evaluations and reviews for all staff.
- Ensure the Club's values are embedded in the annual performance evaluation of our staff.
- Award an Employee of the Year and other employee awards, as an incentive for staff.
- All Staff will wear a name badge, in order members, guests and visitors can identify and acknowledge them.

The Way We Operate

Our Goals:

- We will develop processes which anticipate and support the needs of members, guests and visitors.
- We will provide a modern and up to date Club environment which is secure and friendly for members, guests and visitors.

Our Objectives:

- Be innovative in our approach to technology, promotions and entertainment.
- Analyse competitive markets, current and available suppliers and visit trade shows and other facilities to determine new concepts.
- Create opportunities for our staff to be creative and flexible.
- Uphold and observe all laws and regulations pertaining to the Club, particularly those governing the provision and sale of liquor and gaming.
- Ensure that the Club has an empowered governance group that is accountable to the members for the performance and conduct of the Club.
- Support the Whanganui community.
- Continual improvements to the Club's buildings, furniture, furnishings and equipment.
- Minimise risks that may affect the future viability of the Club.

Over the next five years 2019 to 2024 we will:

- Maintain a high profile in the local community.
- Develop a marketing plan, and set monthly and yearly budgets prior to the start of each financial year.
- Use the internet and our web site more to inform our members and prospective members.
- Ensure the Club's restaurant facilities are operated on the most effective basis, and returns a profit.
- Provide grants to our adjuncts and to Whanganui community groups and individuals, as finances of the club allows.
- Use businesses, trades people and suppliers from the Whanganui community in all aspects of our operations wherever possible.
- Continually improve technology used by the Club, and update and maintain the building, furniture, furnishings and equipment.
- Continue with our host services and training.
- Develop a risk management plan including disaster recovery and pandemic planning.
- Make annual visits to trade shows and other innovative and progressive clubs.

Financial

Our Goals:

- To maintain our long-term financial viability.

Our Objectives:

- To have sufficient reserves.
- Pursue opportunities as they may arise in order to protect and enhance the Club's real estate and future development.
- To develop other sources of revenue in order to lessen the reliance on gaming.

Over the next five years 2019 to 2024 we will:

- Pay off our current loan from the Solicitors as quickly as possible, or refinance if necessary.
- Be responsive to opportunities as they arise.
- Investigate other resources of revenue for the Club, such as sponsors.
- Maintain a gross profit margin at an appropriate level to ensure the Club's continued profitability.

Values

The Club understands that every person makes a difference. The Club must support, understand and encourage its staff as individuals to reach their potential and thereby make the best contribution to the Club's activities for the benefit of its members and visitors.

Our people will continue to love working as a team. They will continue to be connected with a shared purpose and passion about our vision. Our people will be ambitious, innovative, committed and driven to succeed. We will support them with opportunities to grow and develop and celebrate their individual successes. Our people will have courage, belief and confidence.



The culture that the Club seeks is encouraged by its values. These are the principles which guide our decisions and our personal behaviour.

The twin core values of the club are **customer service and quality**.

Customer Service:

- Exceeding the needs and expectations of the Club's members, guests and visitors.

Quality:

- The pursuit of excellence in everything the Club does for its members, guests and visitors.

These two values are supported by the values of teamwork, flexibility, integrity and courtesy.

Team Work:

Working together towards common goals.

Flexibility:

Agile and adapting to changing circumstances.

Integrity:

Having integrity in everything we do.

Courtesy:

Being courteous in our dealings with others.

AMALGAMATION OF WANGANUI



06 3490149
admin@clubmetro.co.nz

Club Metro
13 Ridgway St
Wanganui 4500