

# **Pioneer Basketball Club**

## **LONG TERM STRATEGIC PLAN**

**Long Term plan: January 2025 - December 2027 (3 Year Plan)**

**Operational Plan: 1 Year plan, to be reviewed annually.**

**By setting clear goals and strategies, Pioneer can navigate challenges, seize opportunities, and continuously improve, all while prioritizing the needs and aspirations of our members and community. This roadmap not only drives sustainable growth but also fosters a sense of belonging and shared purpose among everyone involved.**

**Club Mission:** "To offer diverse basketball opportunities to individuals across the Christchurch South District. To be dedicated to promoting inclusivity, skill development, pathways and a sense of community through the sport."

**Club Vision:** "To be the premier destination in Christchurch South for basketball enthusiasts of all skill levels to engage and participate in the sport. We are dedicated to nurturing a welcoming and safe environment where every participant can excel and flourish within their own abilities"

### **Club Values**

Whanaungatanga - Relationships built through shared experience, whānau connections and kinship. Pioneer members develop a sense of belonging and connection with each other. Togetherness strengthens each member of our whānau.

Manaakitanga - Pioneer members treat all people with respect, we value and treat all individuals with dignity. Respect builds relationships of trust, safety and wellbeing.

Pono - Pioneer members act with integrity. Honesty and strong morals influence all actions and words

Hiranga - Pioneer members seek to better their own skills and performance through pathways and education.

## Summary of Outcomes and Measures

<b>Outcome 1: People</b> Growth in membership diversity	<b>Outcome 2: Programmes</b> Quality delivery of programs	<b>Outcome 3: Safety</b> Safe, inclusive environments	<b>Outcome 4: Financial Stability</b> A sustainable, well organized and efficient organisation.
<b>Measures</b> <ul style="list-style-type: none"> <li>• Growth to 30% Wāhine   female participation in 5 years (Current 23%)</li> <li>• Accurate recording of data regarding the number of disabled participants in our community. (CHCH population is 10%, Current in our club is less than 1% known, data not well recorded)</li> <li>• Growth in disabled participants by 2%</li> <li>• Growth of Senior (18+) social players (Currently 20-50) To reach 70+</li> <li>• Growth of social rangitahi   Teenagers (Currently 70) to reach 100+</li> <li>• Connection with local Kura   Schools strengthened to create regular events, advertising and connection</li> <li>• Female winter club teams entered in all grades (2024, no FC or Premier team)</li> </ul>	<b>Measures</b> <ul style="list-style-type: none"> <li>• 3 new programmes: Senior Club priority.</li> <li>• Retention of participants at 80% across all programs</li> <li>• All policy and procedures of club are documented, implemented and accessible</li> <li>• Regular feedback sought and reviewed for all programs</li> <li>• Sustainable and effective volunteer programs and supports set up and implemented (Coaches and referees priority, Managers, Boomers and club champions included)</li> </ul>	<b>Measures</b> <ul style="list-style-type: none"> <li>• Participant satisfaction rates at 95% across all programs</li> <li>• Health and safety policies and procedures in place</li> <li>• All staff, volunteers aware of policies and follow</li> <li>• Police vetting completed for all who work with minors</li> <li>• Policies and procedures in place and tested to ensure adaptive practises</li> </ul>	<b>Measures</b> <ul style="list-style-type: none"> <li>• Financial stability, enabling reserve funds to cover at least 3 months of outgoing costs</li> <li>• Funding acquired to cover \$50,000+ annually</li> <li>• Local and suitable sponsors acquired to cover portions of senior club costs and as many programs/ projects as possible</li> <li>• Funding/sponsorship acquired to offer at least 2 free events/ programs every year</li> <li>• All programs reach small profit or balanced finances by the end of the program. No loss on funds</li> <li>• Efficient, sustainable systems in place for staff management and organisation</li> </ul>

## Pioneer Basketball Club – LONG TERM PLANNING Start 2025 - End 2027

Strategic Outcome 1: PEOPLE- Growth in Membership diversity			
	2025	2026	2027
1. Research	<ul style="list-style-type: none"> <li>- Transferal to Gameday for 100% of registrations and data collection</li> <li>- Assess past member data and trends, gaps and potential avenues for growth</li> </ul>	<ul style="list-style-type: none"> <li>- Retention data recorded using 2024/5/6 data for all programs and analysed. Feedback sought. Game day usage continued</li> </ul>	<ul style="list-style-type: none"> <li>- Thorough review of the process, execution and result of the 3 years plan. Analyse data and feedback sought.</li> <li>- Long term strategic plan created for the next 3-5 years based on results</li> </ul>
2. Member opportunities	<ul style="list-style-type: none"> <li>- Complex analysis and review of current offerings</li> <li>- Pathway documentation created for all members within community</li> <li>- Positive sideline and behaviour campaign (PSB) to be designed, and piloted across the whole club (across 2026)</li> <li>- Financial and physical support publicised better</li> </ul>	<ul style="list-style-type: none"> <li>- Positive sideline behaviour campaign to be piloted.</li> <li>- Feedback sought for all work completed in 2025. Including social media presence, communication, staff connections and policies/documents</li> <li>- Plan for improvement or continuation of 2025 work</li> </ul>	<ul style="list-style-type: none"> <li>- Review of 2025/26 efforts. Particularly PSB</li> <li>- Plan created to either continue or develop a new campaign for 2027/28</li> </ul>
3. Marketing/advertising	<ul style="list-style-type: none"> <li>- Community profile and promotion Plan</li> <li>- New website to become operational and regularly updated/used by staff.</li> <li>- Review of major communications (Emails, newsletters and information documents)</li> </ul>	<ul style="list-style-type: none"> <li>- Profile and promotion plan executed</li> <li>- All staff to become efficient at using new communications, social media and promotional tools.</li> <li>- Continued research of other organisations</li> </ul>	<ul style="list-style-type: none"> <li>- Review and feedback sought on social media and communication</li> <li>- Plan for future projects/resources to be used by the club</li> </ul>
Strategic Outcome 2: PROGRAMMES- Quality Delivery of programmes			
	2025	2026	2027
4. Volunteers	<ul style="list-style-type: none"> <li>- Create a Coach &amp; Officials Development Structure – Job Descriptions/pathway</li> <li>- Coach &amp; Referee Development Plan created with mentor programs for both</li> </ul>	<ul style="list-style-type: none"> <li>- Coach and officials structure to be actioned</li> <li>- Coach Mentoring Plan Introduced</li> <li>- Continued development of volunteer recognition</li> </ul>	<ul style="list-style-type: none"> <li>- Coach and officials structure and mentor program to be reviewed and developed</li> </ul>

	<ul style="list-style-type: none"> <li>- Create initiatives and timeline for volunteer recognition</li> <li>- Social media boosts of volunteers within the club. More faces and more stories out there</li> </ul>	<ul style="list-style-type: none"> <li>- Update and revamp of social media boosts</li> </ul>	<ul style="list-style-type: none"> <li>- Next steps or revisions to be made for all actions</li> </ul>
5. Communication & Feedback	<ul style="list-style-type: none"> <li>- Develop/update communication policies</li> <li>- Creation and trial of club wide feedback system</li> </ul>	<ul style="list-style-type: none"> <li>- Usage of new policies</li> <li>- Continued research of other organisations</li> </ul>	<ul style="list-style-type: none"> <li>- Review and reflection of new policies, adapt to suit current membership base and for future Long term strategic Plan</li> </ul>
6. Equipment	<ul style="list-style-type: none"> <li>- Develop Equipment Plan, assessment of current use and accessibility</li> <li>- Funding list and tidy up of stocktake process</li> </ul>	<ul style="list-style-type: none"> <li>- Assess usage of equipment, needs for more or adaptations</li> <li>- Stocktake and future needs planned</li> </ul>	<ul style="list-style-type: none"> <li>- Apply for more funding for equipment</li> <li>- Check safety and hygiene of equipment</li> <li>- Stocktake</li> </ul>
7. Program Delivery	<ul style="list-style-type: none"> <li>- Assess gaps, research and plan <i>Focus towards day time program and winter alternative</i></li> <li>- Staff initiative and ownership used to create and develop programs.</li> <li>- Seek external review and analysis from BBNZ, CBA and other organisations</li> <li>- Complex structures and role descriptions for all programs</li> <li>- Programs budgeted and new program piloted based on gaps and community needs</li> </ul>	<ul style="list-style-type: none"> <li>- New program assessed and evaluated</li> <li>- New gap analysis</li> <li>- Second program piloted</li> <li>- Structure review and roles to be completed</li> </ul>	<ul style="list-style-type: none"> <li>- Review of program offerings, gap analysis and weaknesses</li> <li>- Third program piloted</li> <li>- Plans created for future programs based on new court availability and staff resources</li> </ul>
<b>Strategic Outcome 3: SAFETY – Safe, inclusive environments</b>			
	<b>2025</b>	<b>2026</b>	<b>2027</b>
8. Operations	<ul style="list-style-type: none"> <li>- Update Constitution</li> <li>- Staff and volunteer succession planning</li> <li>- Staff review process reviewed and development opportunities chosen for the year. Targeting individual development</li> <li>- Club upper management to support staff through developing their own skills and use of creativity</li> </ul>	<ul style="list-style-type: none"> <li>- Review and refine committee systems</li> <li>- Assess Club structure</li> <li>- Review committee meeting, agenda, communication and systems</li> <li>- Committee Succession Planning</li> <li>- Staff reviews allowing new annual targets to be planned</li> </ul>	Planning for next strategic plan
9. Health & Safety	<ul style="list-style-type: none"> <li>- Develop Health &amp; Safety Plan – who and how</li> </ul>	Final implementation of Health & Safety Plan	Review Health & Safety Procedures

	<ul style="list-style-type: none"> <li>- Social media, Facilities, Communications and Police vetting assessed</li> <li>- Police vetting process trialled for all programs</li> <li>- All staff to complete first aid course refresher in early 2025 to keep certificates current</li> </ul>		<ul style="list-style-type: none"> <li>- first aid certificates to be renewed late 2027/early 2028</li> </ul>
10. Rules, vision, purpose of activity	<ul style="list-style-type: none"> <li>- Program purpose developed and documented</li> <li>- Public engagement plan sought for values and vision - Social media and information push for values</li> </ul>	<ul style="list-style-type: none"> <li>- All program purpose's reviewed and analysed annually</li> <li>- Public consultation for values and vision effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>- Club Values, vision, purpose and program purpose to be updated</li> </ul>
<b>Strategic Outcome 4: FINANCIAL STABILITY - A sustainable, well organized and efficient organisation.</b>			
	<b>2025</b>	<b>2026</b>	<b>2027</b>
11. Funding	<ul style="list-style-type: none"> <li>- Planning for year of funding with calendar and priorities</li> <li>- Research into new funding avenues and potential sources</li> <li>- Thank you and reporting system added to calendar and regular social media posts to occur</li> </ul>	Same as 2025 but with reflections on previous year success or downfalls	" "
12. Finances	<ul style="list-style-type: none"> <li>- Budget structures set up</li> <li>- Public documentation to explain fees and process</li> <li>- Game day trial for some programs for payments - progressively reduce number of invoices sent out</li> </ul>	<ul style="list-style-type: none"> <li>- Most programs to be paid for on Game Day UNLESS individuals are paying in instalments</li> <li>- Budgets continuing to be reviewed each program</li> </ul>	<ul style="list-style-type: none"> <li>- All Programs paid for on Gameday</li> <li>- Long term strategic plan updated to reflect past 3 years of finances, gaps and strengths</li> </ul>
13. Sponsorship	<ul style="list-style-type: none"> <li>- Research into sponsorship</li> <li>- Sponsorship documents created and shared</li> <li>- Sponsorship plan and procedure for recognition and gratitude of businesses</li> </ul>	<ul style="list-style-type: none"> <li>- Sponsorship process to be reviewed</li> <li>- Aiming for at least 2 sponsors this year</li> </ul>	<ul style="list-style-type: none"> <li>- Aiming for at least 3 sponsors this year.</li> <li>- Review process to help move forward with</li> </ul>

## Pioneer Basketball Club – Annual Operational Plan 2025

### Strategic Outcome 1: PEOPLE- Growth in Membership diversity

Initiatives	Action	Who	Timeframe	Resources
<b>1. Research</b>	Gameday <ul style="list-style-type: none"> <li>- Set up registration forms in Game day</li> <li>- Adjust data settings in game day to reflect key data findings</li> <li>- Key registration questions to be set up for data collection and to keep all programs <i>'the same'</i></li> </ul>	-Staff to set up -Jayden/Alice to work on data recording -Alice to set up key questions for all programs	Data settings and key questions before April 2025  Registrations year round	<b>James Gameday support system</b>
	Gap analysis <ul style="list-style-type: none"> <li>- Review of past 10 years data with tidy up of systems</li> <li>- strengths and weakness analysis in membership and also program offerings</li> <li>- Reflection on feedback forms and results</li> </ul>	ALL Staff, Alice to lead tasks and set up	Dec 2024, Jan/Feb 2025 Due by end of Feb at latest	
<b>2. Member Opportunities</b>	Gap analysis - programs <ul style="list-style-type: none"> <li>- Complete rundown of all programs on offer</li> <li>- assess potential options for filling gaps and improvements</li> <li>- Assess where the community would face barriers and how to combate, advertise</li> </ul>	All staff to collaborate Alice to lead	Fully complete by start of term 1 programs in 2025	other organisations BBNZ and ELP group
	Pathways documents created for officials, players, coaches and other volunteers	Mixture of Staff Jayden/Ollie, referees Alice/Matt, coaches and vols All, players	Fully complete by end of 2025	CBA pathways BBNZ pathways
	PSB Campaign <ul style="list-style-type: none"> <li>- Research into other organisations and brainstorm</li> <li>- Plan and develop program</li> </ul>	Full team effort Alice to lead	Pilot program to be ready to roll out in early 2026	other organisations Lori, ELP

	<ul style="list-style-type: none"> <li>- Big emphasis on values and club vision, usage of footage and photos in 2025</li> </ul>			
<b>3. Advertising/ Marketing</b>	<b>Community Profile</b> <ul style="list-style-type: none"> <li>- Profile and marketing reviewed and research of other organisations completed</li> <li>- Connections with local organisations that could help us advertise our club and programs</li> </ul>	Alice with support from other staff	End of term 2	School sport Canterbury ASPA
	<b>Website</b> <ul style="list-style-type: none"> <li>- New website to become operational</li> <li>- Staff to become competent updating and able to advertise via</li> </ul>	Everyone Jayden to lead	New Website operational by Jan 25th	
	<b>Communications</b> <ul style="list-style-type: none"> <li>- Review current process for communication</li> <li>- Plan and trial changes or additions to it</li> </ul>	Alice	Year long	BBNZ
<b>Strategic Outcome 2: PROGRAMMES- Quality Delivery of programmes</b>				
<b>Initiatives</b>	<b>Action</b>	<b>Who</b>	<b>Timeframe</b>	<b>Resources</b>
<b>4. Volunteers</b>	<b>Development structure</b> <ul style="list-style-type: none"> <li>- Coach and officials</li> <li>- Job descriptions</li> <li>- Pathways</li> <li>- Development plan with mentor program</li> </ul>	Everyone, Alice to lead	Year long, to be ready by 2026	BBNZ, Sport NZ, CBA, Australia
	<b>Volunteer recognition</b> <ul style="list-style-type: none"> <li>- Plan and timeline for annual volunteer recognition</li> <li>- Social media boost, newsletters and celebrations of volunteers</li> </ul>	Alice Staff to help create social media posts	End of February	
<b>5. Communication &amp; Feedback</b>	<b>Communication policies</b> <ul style="list-style-type: none"> <li>- Research from other organisations and clubs. Look at Australia</li> <li>- Communication (formal and informal), social media</li> <li>- Policies created and shared with community</li> </ul>	Alice	Before term 1 ends (For senior club season)	Sport NZ, BBNZ, CBA

	<ul style="list-style-type: none"> <li>- All staff on board and 'trained' in updated policies and expectations</li> </ul>			
	Feedback <ul style="list-style-type: none"> <li>- Create and trial new feedback process for club wide programs and the staff</li> <li>- Assess other organisations and what they use for feedback</li> </ul>	Alice	By end of year	
<b>6. Equipment</b>	Equipment Plan <ul style="list-style-type: none"> <li>- Stocktake and</li> </ul>			
<b>7. Program Delivery</b>	Individual Program Plans/ Procedures <ul style="list-style-type: none"> <li>- Analyse each program and it's current documentation</li> <li>- Set out expectations and list of requirements for running a program</li> <li>- Implement club wide system and storage location for templates (drive, canva)</li> <li>- Analysis at end of year for process and updating any documents for 2026</li> </ul>	Alice to set up, Staff to follow and execute	By February 2025, plan in place. But execution throughout 2025 as programs arrive. Update in Dec for 2026 programs	<ul style="list-style-type: none"> <li>- Look at other organisations</li> <li>- Sport NZ</li> <li>- Current framework</li> </ul>
<b>Strategic Outcome 3: SAFETY – Safe, inclusive environments</b>				
<b>Initiatives</b>	<b>Action</b>	<b>Who</b>	<b>Timeframe</b>	<b>Resources</b>
<b>8. Operations</b>	Constitution <ul style="list-style-type: none"> <li>- Update and finalise constitution</li> <li>- Incorporated society</li> </ul>	Polly with the help of committee	April 2025	Clive, Charities commission
	Staff <ul style="list-style-type: none"> <li>- Succession planning and documentation in place to help any future transitions</li> <li>- Staff review process reviewed and adapted if needed</li> <li>- Targets for the year set up and goals created for individuals to reflect annual plan</li> <li>- Development opportunities chosen for the year</li> </ul>	-All staff, for each program they run and their roles in the club  - Adam and Alice	End of 2025  Feb 2025	Adam
<b>9. Health &amp; Safety</b>	Health and Safety Policy <ul style="list-style-type: none"> <li>- Document and review the current policies and procedures</li> </ul>	Alice	End of 2025	Adam, Committee, Clive,



	<ul style="list-style-type: none"> <li>- Develop a complete health and safety policy for club wide and individual programs and situations</li> <li>- Police Vetting trialed club wide for anyone volunteering with Minors. Staff to be first vetted</li> <li>- All Staff to complete first aid refresher courses in early 2025</li> </ul>			Sport Canterbury, BBNZ
10. Rules, Vision, purpose of activity	Programs <ul style="list-style-type: none"> <li>- Program documents created for staff and public</li> <li>- Purpose of program reviewed and shared with community in document/website etc</li> </ul>	All Staff	End of 2025	
	Public consultation <ul style="list-style-type: none"> <li>- Feedback forms created and shared with participants</li> <li>- Public engagement plan created for the club values and vision</li> </ul>	Alice	End of term 2 2025 at latest	
<b>Strategic Outcome 4: PRICE - A sustainable, well organized and efficient organisation.</b>				
<b>Initiatives</b>	<b>Action</b>	<b>Who</b>	<b>Timeframe</b>	<b>Resources</b>
11. Funding	Planning <ul style="list-style-type: none"> <li>- Analysis of annual financial reports, program budgets and stock takes to assess gaps and 2025 plan</li> <li>- Calendar for years funding applications and reporting. List of highest priority program</li> <li>- Research into new funding avenues</li> </ul>	Alice, Sandra and Paula	End of January 2025	Hannah
	Applications <ul style="list-style-type: none"> <li>- Applying for funding for major costs, Salaries being the priority</li> <li>- Reporting done on time</li> <li>- Thank you for funders via social media and newsletters monthly and an end of year thank you</li> </ul>	Alice	All year round	Paula
12. Funding	Budgets <ul style="list-style-type: none"> <li>- Create budgets for all programs before and after each program</li> </ul>	All Staff	All year round	Sandra

	<ul style="list-style-type: none"> <li>- Staff to review budgets in the middle of each program to check progress</li> <li>- Review of costs to participants for each program</li> </ul>			
	<b>Public</b> <ul style="list-style-type: none"> <li>- Sharing of fees for senior club to public and some information shared on the logistics of costs</li> <li>- Game day to be trialed for as many programs as possible, term 1 starts with 1 program and more each term after</li> </ul>	Alice	All year round	Sandra
<b>13. Sponsorship</b>	<b>Research</b> <ul style="list-style-type: none"> <li>- Consult NCBA and CRBF</li> <li>- Sponsorship plan created, including procedures for gratitude</li> </ul>	Alice	Before term 1 2025	
	<b>Action</b> <ul style="list-style-type: none"> <li>- Documents shared with committee and staff for all sponsorship opportunities for the year</li> <li>- Staff and committee to seek new sponsorship within their circles and new circles</li> <li>- relationships created and nurtured with any businesses willing to sponsor</li> </ul>	All staff and committee	All year round	