



**Hoe Tonga Pacifica Waka Ama Association**

**2014 – 2018**

**STRATEGIC PLAN**

July 2014

## Hoe Tonga's role

The Hoe Tonga Pacifica Waka Ama Association (Hoe Tonga) is the organisation representing Waka Ama (Outrigger Canoeing) in the lower North Island. The region comprises the sub-areas Wellington, Horowhenua, the Manawatu, the Wairarapa and Whanganui.

Hoe Tonga is one of six regional associations in New Zealand and affiliated to Waka Ama New Zealand (Nga Kaihoe o Aotearoa). Waka Ama New Zealand represents Waka Ama at the national level.

Hoe Tonga's functions include

- ▶ Support the Objects and Strategic Plan of Waka Ama NZ and assist the operation of Waka Ama NZ within the Hoe Tonga Region
- ▶ Representing and governing Waka Ama in the region
- ▶ Developing and growing Waka Ama in the region
- ▶ Informing (and communicating with) its regional clubs and paddlers
- ▶ Organising regional events, and facilitating the organisation of events and competitions
- ▶ Providing assistance in the development and management of clubs

## Our vision

More people participate in, enjoy and achieve in Waka Ama.

## Our mission

To lead, inspire and promote Waka Ama in the lower North Island region.

## Our core values

Manaaki: Showing kindness

We value inclusiveness, behaving positively and acting in a spirit of generosity and fair play. This means sharing resources and making a genuine effort to help each other.

Hauora: Wellbeing

We value the wellbeing of all waka ama participants as members of a larger paddling community that shows respect for people, equipment and the environment.

Pono: Acting with Integrity

We value having a professional approach, being open about the way we make decisions and behave, being accountable and having sound consultation processes.

## What we are seeking by 2018

The overall outcome we are after is that the number of paddlers in the region increases to a total of more than 800 paddlers. Clubs are among the strongest and most successful in New Zealand, and our events are re-known for being well run.

## What we intend to do

What we will do	When we know we have achieved it
Effective and efficient governance and management structure for Hoe Tonga	
Review the roles and accountabilities of office holders; update descriptions of office holders if required	Office holders are clear about their roles and accountabilities, tasks and management responsibilities are shared
Review the roles and responsibilities of club representatives (members)	Clubs are aware of and engage fully with the responsibilities required
Investigate additional funding sources to diversify Hoe Tonga's income base	The majority of Hoe Tonga's income comes from sources other than affiliation fees
Diversify and seek to increase Hoe Tonga's income, in order to improve the ability to invest in projects that will benefit its clubs and paddlers	100% increase in revenue over the next 4 years
Maintain the Hoe Tonga website as the main communication tool with paddlers	The website is well managed, provides clear and concise information (eg processes, guidance documents and templates), and conveys information in an interesting manner (eg photos)
Clarify the role of the region in relation to Waka Ama New Zealand	We are clear about Hoe Tonga's role and responsibilities in relation to Waka Ama New Zealand's role and goals
Actively investigate options for a dedicated storage location for Hoe Tonga resources	The regional body has a dedicated storage location for its resources

What we will do	When we know we have achieved it
Effective and efficient club management, growing the paddler base	
Seek to establish a regional development officer position, in cooperation with Waka Ama NZ, in order to develop and grow the region's paddler base	Regional Development Officer in place, at least a part-time position at 20 hours per week; officer to take a lead role in growing the paddler base (increasing the number of secondary schools participating, regional clinics to improve knowledge/skills) and assisting where required to upskill club membership.
Expand the role of the (part-time) Hoe Tonga administrator, so that the administrator can take on all business-as-usual activities, and in order to enable a further separation between governance (executive) and implementation (administrator)	The Hoe Tonga administrator (at least a part-time position at 10 hours per week) works as the key conduit between Hoe Tonga and clubs, communication is effective, administration is consistent and efficient and follows agreed processes
Create regular rapport with a range of media stakeholders to build the profile, exposure and visibility of Waka Ama in the region	Media regularly report on events within the region
Keep up-to-date an inventory of all resources within the region, to facilitate the sharing of resources when required (eg for events)	We know of all the waka ama resources in the region, and clubs work together to share resources where justified
Work with Waka Ama NZ to ensure that clubs within the region have qualified and certified waka-specific coaches	There are at least 10 certified coaches in the region

What we will do	When we know we have achieved it
Effective and efficient organisation of quality events	
Expand and maintain Hoe Tonga's race resources to facilitate effective event management	Hoe Tonga has a comprehensive and complete set of resources to facilitate effective event management
For all events run by Hoe Tonga, a volunteer roster / management plan is in place; and volunteers are up-skilled to ensure good event management	Events are delivered to a high standard, for paddlers, officials, sponsors, spectators and other stakeholders and volunteers acknowledged for their contribution
Maintain the region's volunteer database to facilitate the running of regional events	A volunteer database is in place and well-maintained
For all events organised by Hoe Tonga, organising committees seek feedback from paddlers and volunteers on their views regarding the respective race, and the committees review and report on the race	Paddler and volunteer feedback is captured, and lessons-learnt from previous races is used to improve on future events
Maintain the regional calendar of key events	Paddlers always have a complete overview of all planned events in the region
Further develop the Mana Super 6 Ocean Challenge into the region's signature event	The Mana Ocean Challenge is well-regarded by paddlers, and a number of teams from outside the region regularly attend
Assist clubs to hold races that will become annual events and that attract paddlers from outside the region.	Races attracting paddlers from outside the region are run successfully on an annual basis
Investigate and support initiatives within the region that would allow for a semi-permanent sprint race course lane system to be installed and utilised.	Wellington Regional Council is aware of Hoe Tonga's support for a water-storage site that could be used for recreational purposes by a number of watersports
Facilitate the increased availability of W6 trailers	More W6 trailers are available for use within the region