



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

- ▶ 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
- ▶ Assisting in the development and management of clubs

Our vision

More people participate in, enjoy and achieve in Waka Ama. By 2018, the number of paddlers in the region increases by 50% to a total of more than 800 paddlers.

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 biggest, 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
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
Increase Hoe Tonga's income in order to increase its ability to invest, for the benefits of its clubs and paddlers	A doubling (100% increase) in revenue within 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 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
Investigate options for a dedicate office location for Hoe Tonga (that will provide the base for a regional development officer and administrator)	The regional body has a dedicated office location

What we will do	When we know we have achieved it
Effective and efficient club management, growing the paddler base	
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 30 hours per week; officer take a lead role in growing the paddler base (increasing the number of secondary schools participating, more regional clinics to improve knowledge/skills).
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 coaches	50% of clubs have at least two certified coaches each

What we will do	When we know we have achieved it
Effective and efficient organisation of quality events	
Further expand 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
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 on their views regarding the respective race, and the committees review and report on the race	Paddler 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
Support the establishment of a new storage lake in Upper Hutt and pursue the establishment of a semi-permanent sprint race course lane system at that site	Wellington Regional Council is aware of the region's support for a water-storage site that could be used for running sprint events
Facilitate the increased availability of W6 trailers	More W6 trailers are available for use within the region