

# Hoe Tonga Strategic Plan 2019-2023

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## 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 of sub-areas such as Wellington, Horowhenua, Manawatu, Whanganui and Wairarapa.

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

## Hoe Tonga's Functions

- Support the objectives and strategic plan of Waka Ama NZ and assist in the operations of Waka Ama in 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, facilitating the organisation of events and competition
- Aiding in the development and management of clubs.

## Our Vision:

*More people participating, achieving and having a lifelong enjoyment in Waka Ama.*

## Our Mission:

*To lead, inspire and promote Waka Ama in the region*

## Our Core Values:

**Manaaki (Showing kindness):** We value inclusiveness, behaving positively and acting in a spirit of generosity and fair play.

**Hauora (Wellbeing):** As a member of a larger paddling community we show respect for people, equipment and environment.

**Pono (Acting with integrity):** We have a professional approach. We are open about the way we behave, decisions that are made and a sound consultation process.

*Goal 1: People Development*

**Intent:** Have skilled coaches and Volunteers.

Objectives	Initiatives (what Hoe Tonga will do...)	Measures (we know we are successful when...)
1) Larger number of skilled volunteers across the region.	<ul style="list-style-type: none"> <li>• Facilitate, and actively pursue, the rollout of WANZ’s coaching framework in the Hoe Tonga region</li> <li>• Allocate 10% of Hoe Tonga’s budget for coach and volunteer development</li> <li>• Hoe Tonga to continue with its Paddler Series, in order to provide organising clubs with an opportunity to upskill volunteers as part of organising their event (learning by doing)</li> <li>• Develop and maintain a volunteer management plan, and database</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs have skilled coaches that have gone through the WANZ coaching framework, or are undergoing the coaching development programme, to the ratio of one coach for every 25 members.</li> <li>• Each club will have a contact person or a committee member tasked with facilitating coach and skill development</li> </ul>
2) Increased frequency of workshops and clinics throughout the region to improve knowledge transfer	<ul style="list-style-type: none"> <li>• Hoe Tonga to proactively lead the organisation of basic skills workshops throughout the region; including water safety, coaching, and steering</li> <li>• Hoe Tonga to establish its own accredited person (via its Regional Development Officer) able to carry out workshops</li> <li>• Hoe Tonga to facilitate the organisation of workshops targeting paddlers aiming to attend the World Championships</li> </ul>	<ul style="list-style-type: none"> <li>• There will be at least three workshops in the region annually</li> <li>• There will be at least one workshop per year targeting paddlers aiming to attend the World Championships</li> </ul>
3) Improved management of, and retention of, volunteers within clubs	<ul style="list-style-type: none"> <li>• Hoe Tonga to assist clubs in establishing volunteer management plans</li> </ul>	<ul style="list-style-type: none"> <li>• Each club will have their own written Volunteer Management Plan (VMP)</li> </ul>
4) Improving knowledge transfer in schools	<ul style="list-style-type: none"> <li>• Hoe Tonga to facilitate schools being able to access unit standards as part of their waka ama in schools offering</li> </ul>	<ul style="list-style-type: none"> <li>• Unit standard framework in place in and relevant advice to schools and clubs able to offered via our RDO</li> </ul>

*Goal 2: Strong Administration, Management and Clubs*

**Intent:** To have clubs that are well managed and resourced, and operate safely, and growing our paddler base

Objectives	Initiatives (what Hoe Tonga will do...)	Measures (we know we are successful when...)
1. More clubs that are active, strong and financially stable	<ul style="list-style-type: none"> <li>• Hoe Tonga to continue with its Paddler Series, in order to provide organising clubs with an opportunity to raise funds</li> <li>• Maintain an up-to-date an inventory of all resources within the region, to facilitate the sharing of resources when required (eg for events)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• All clubs have at least \$2,000 as cash reserve in bank</li> <li>• Our region has at 16 clubs by 2023, and at least six clubs with the following characteristics:               <ul style="list-style-type: none"> <li>○ They have more than 100 members</li> <li>○ They enter at least 3 races annually across the region</li> <li>○ They have at least one coach for every 25 members</li> </ul> </li> <li>•</li> </ul>
2. Hoe Tonga has a stable financial basis for operating	<ul style="list-style-type: none"> <li>• Hoe Tonga to move to a per-paddler affiliation fee structure, to replace the existing fixed club affiliation fee, in order to secure increased funding in line with the growth of the sport</li> <li>• Hoe Tonga to proactively engage with funders and sponsors, in order to secure funding from a diverse range of funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• New funding structure in place by 2020, in order to decrease demand for external funding for operating expenses</li> <li>• Hoe Tonga finances are not reliant on just one or two key funding sources, and are sufficient to cater for the employment of our RDO role</li> </ul>
3. Have an agreed regionally approved safety standard	<ul style="list-style-type: none"> <li>• Hoe Tonga to develop a safety policy/plan template with minimum safety requirements for club operations, and assist clubs in establishing their own safety policy/plan</li> </ul>	<ul style="list-style-type: none"> <li>• Every club in the Hoe Tonga region has a safety policy/plan that is fit for their purpose</li> </ul>
4. To retain more paddlers within Waka Ama	<ul style="list-style-type: none"> <li>• Analyse existing data, and if required, carry out a survey to better understand why people are leaving the sport</li> <li>• Improve the ability to make connections via our communications, website or social media: ie for paddlers to find teams, and for teams to find extra paddlers</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly retention rate of paddlers within the region at 80%</li> </ul>
5. Growing our paddler base	<ul style="list-style-type: none"> <li>• Hoe Tonga maintains its Regional Development Officer role</li> <li>• Hoe Tonga to have in place an active Waka Ama in Schools Programme, in order to engage with schools and students</li> </ul>	<ul style="list-style-type: none"> <li>• Total paddlers across region at least 1,200.</li> </ul>

### Goal 3: Events and Promotion

**Intent:** Hoe Tonga has the best reputation for the best events and paddlers

Objectives	Initiatives (what Hoe Tonga will do...)	Measures (we know we are successful when...)
1. Regional signature event	<ul style="list-style-type: none"> <li>Hoe Tonga to work with clubs to identify a potential signature event</li> </ul>	<ul style="list-style-type: none"> <li>At least one regional or club event to attract more than 40 teams or widely recognised as the key event held in the Wellington region</li> </ul>
2. Increased participation at and club events and regional Hoe Tonga-led events	<ul style="list-style-type: none"> <li>Hoe Tonga to proactively plan its events, and promote all regional and club events</li> <li>Maintain Hoe Tonga's race resources to facilitate effective event management</li> <li>Maintain the regional calendar of key events</li> </ul>	<ul style="list-style-type: none"> <li>Regional Sprint Champs attract more than 600 paddlers by 2023</li> <li>Regional Secondary School Sprint Champs attracts participation from more than 40 schools by 2023</li> <li>Participation at the Hoe Tonga Paddler Series will increase to more than 30 teams by 2023</li> <li>All Hoe Tonga-led events will be promoted across a range of media (website, social media, newspapers, etc).</li> </ul>
3. Regional Sprint venue	<ul style="list-style-type: none"> <li>Maintain the current primary sprint race course at Henley Lake in Masterton, and continue discussions with Masterton District Council regarding improvement of this venue (eg water quality, adding more lanes)</li> <li>Take a proactive role in the potential development of a potential new sprint race venue at Otaki</li> </ul>	<ul style="list-style-type: none"> <li>Our primary regional sprint race venue can cater for an increased number of paddlers (this would require moving from four to at least five or six lanes)</li> </ul>
4. Celebrating our best people and paddlers	<ul style="list-style-type: none"> <li>Hoe Tonga to proactively facilitate nominations at existing Sports Awards</li> <li>Hoe Tonga to introduce an annual award for recognising its volunteers, best teams and paddlers</li> </ul>	<ul style="list-style-type: none"> <li>An awards day or evening to acknowledge our volunteers, top teams and paddlers is in place</li> <li>Achievements are promoted on Hoe Tonga's communication channels.</li> </ul>
5. Events are organised and delivered at a high standard.	<ul style="list-style-type: none"> <li>Our event delivery template will be reviewed, updated and promoted to clubs.</li> <li>Hoe Tonga to proactively plan its events</li> </ul>	<ul style="list-style-type: none"> <li>Overall satisfaction rate from event surveys will exceed 80%</li> <li></li> </ul>

