



# **Regional Development and Implementation Plan**

**2018-2021**

## BACKGROUND

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, Manawatu, 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:

- 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
- Representing and governing waka ama in the region
- assisting in the development of coaches and high performance paddlers
- Supporting the Objects and Strategic Plan of Waka Ama NZ

Hoe Tonga's vision: More people participate in, enjoy and achieve in Waka Ama.

Hoe Tonga's mission: To lead, inspire and promote Waka Ama in the lower North Island region.

Hoe Tonga's core values:

<b>Manaaki:</b> 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.
<b>Hauora:</b> 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.
<b>Pono:</b> 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.

## OBJECTIVES

The objectives of our Regional Development and Implementation Plan are as follows:

- Be clear about the key outcomes that we wish to achieve, in line with Hoe Tonga's Strategic Plan and Workforce Plan
- Be clear about the barriers to the growth in paddler numbers and further development of waka ama in the Hoe Tonga region
- Be clear about the activity areas to enable growth and better manage growth where growth is occurring already, in order to overcome key barriers, and in order to achieve the key outcomes
- Be clear about how Hoe Tonga will support this position financially.

## OUTCOMES BY 2021

### **1,000 paddlers**

- 2017: 670

### **7 clubs have more than 100 members**

- 2017: 3

### **14 clubs**

- 2017: 11, two large un-serviced areas with no clubs (Manawatu, South Wairarapa)

### **100 coaches**

- 2017: estimated at 67

### **500 paddlers at our Regional Sprint Championship**

- 2017: 350

### **30 schools participate in waka ama regattas**

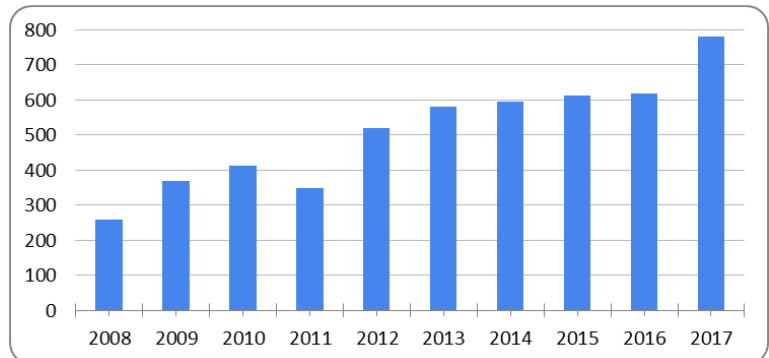
- 2017: 18

## BARRIERS TO GROWTH AND DEVELOPMENT

As part of Hoe Tonga's previous strategic planning processes, and a workforce planning exercise facilitated by Skills Active, Hoe Tonga identified the following barriers and challenges that will need to be addressed, in order to better manage growth, or enable further growth in the number of paddlers participating in waka ama.

### Delivery capacity and effective engagement with clubs

As the region has grown from 250 paddlers in 2008 to over 780 paddlers in 2017, there is increasingly insufficient capacity at Hoe Tonga to meet the demands and needs from clubs. Key volunteers at the regional level are becoming overwhelmed with the administration, planning and delivery of events. There is a lack of professional coordination of volunteers.



### Competent coaches

A small number of coaches are involved in coaching the majority. In some clubs there is the risk of collapse if one or a small number of coaches leave or cannot coach anymore. With any further growth, the strain will become greater on the current coaching workforce. Our coaching workforce needs to grow in line the growth in paddler numbers.

### Schools

There continues to be untapped potential in a number of schools to enable students to participate in waka ama. There is insufficient capacity to promote waka ama and assist new schools interested in participating, let alone coordinate waka am activities in existing schools.

### Volunteers

There is a shortage of skilled volunteers, and there is a need to upskill and develop volunteers to meet the needs of clubs and Hoe Tonga in vital positions such as event officiating and club administration.

### Untapped potential

There continues to be untapped potential in a number of areas such as Manawatu and Wairarapa. There is insufficient capacity to promote waka ama and assist interested persons in establishing new clubs in areas not yet serviced by a waka ama club.

## ACTIVITY AREAS FOR REGIONAL DEVELOPMENT

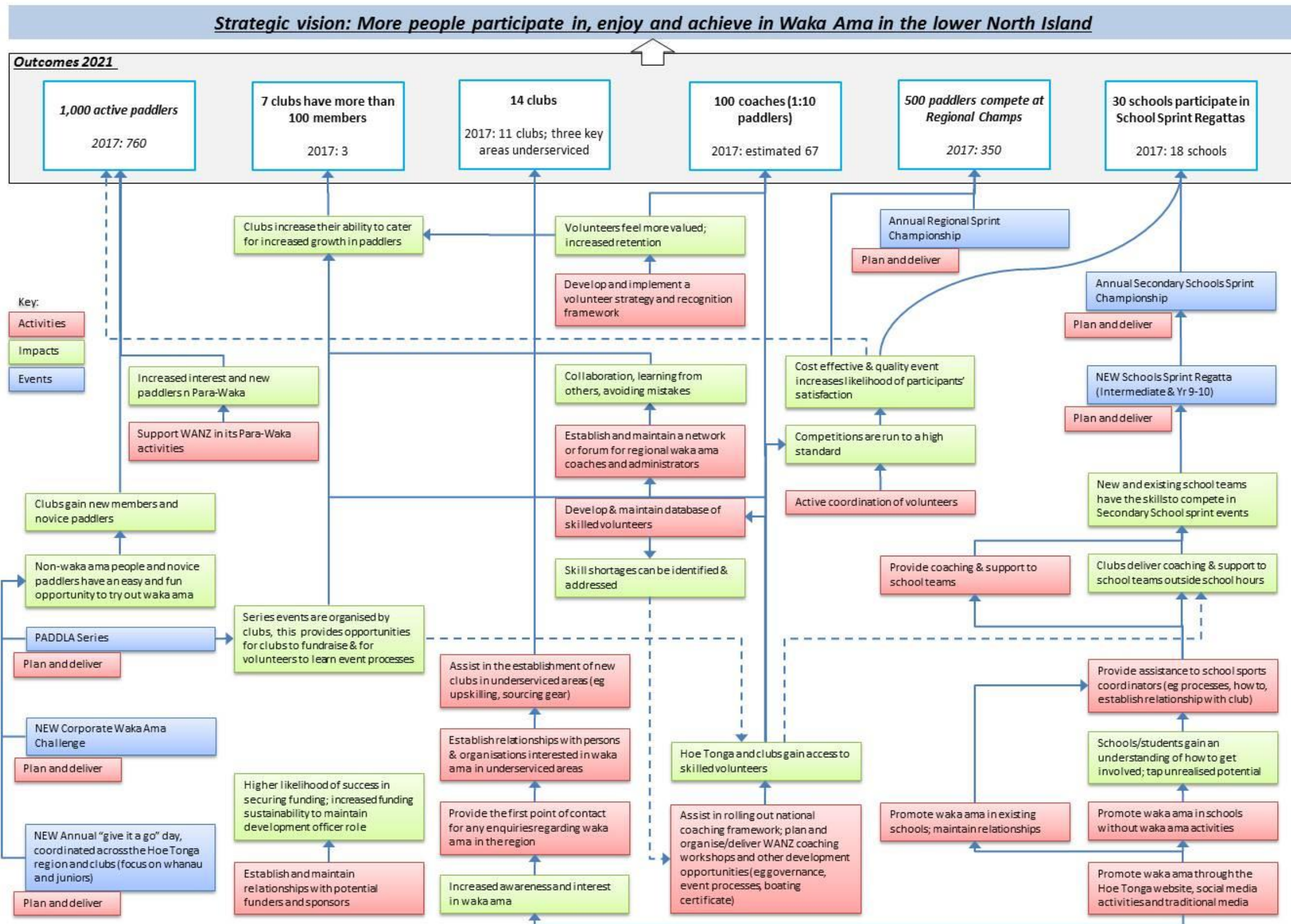
Hoe Tonga has identified six broad activity areas, which taken together would enable Hoe Tonga to better manage existing growth, and enable further growth where there is untapped potential. Using a waka ama analogy, the six paddlers in a waka represent the six activity areas in order to make the waka go faster, as illustrated below.

Crucially, our new Waka Ama Development Officer plays a central role. Just as the ama ensures that the waka stays upright, the Development Officer will enable work to be undertaken effectively in the six activity areas.



Hoe Tonga has developed an intervention logic that shows how various proposed activities in the six activity areas will enable the achievement of the six key objectives, by 2021.

## Waka Ama Wellington – Intervention Logic for Regional Development Officer 2018-2021



## FUNDING

Support for the waka development officer role will come from Hoe Tonga baseline funding (club affiliation fees) as well as user fees in terms of delivered courses, workshops and events.

Hoe Tonga will also seek out opportunities to engage with key stakeholders who can support funding applications and initiatives within both our regional boundary and nationally. Personnel costs are estimated based on \$25/hour.

Activities / items	Year 1		Year 2		Year 3	
	Hrs	Cost	Hrs	Cost	Hrs	Cost
<b>Personnel costs</b>						
Regional administration						
Board servicing, finance, general comms & marketing, seeking funding	150	\$3,750	150	\$3,750	150	\$3,750
Planning and relationships						
Strategy & planning	80	\$2,000	80	\$2,000	80	\$2,000
Establishment/maintenance of relationships with stakeholders (clubs, funders, sponsors, etc)	150	\$3,750	100	\$2,500	100	\$2,500
Regional events						
Regional Sprint Champs	150	\$3,750	150	\$3,750	150	\$3,750
Hoe Tonga Paddla Series	150	\$3,750	150	\$3,750	150	\$3,750
Give it a go whanau day (new, 1=100 hours)	100	\$2,500	200	\$5,000	200	\$5,000
Corporate Waka Ama Challenge (new)		\$0	150	\$3,750	150	\$3,750
Volunteer management						
database of volunteers, network of volunteers, active coordination, recognition framework	100	\$2,500	80	\$2,000	60	\$1,500
Workshops to upskills volunteers (6/year)	200	\$5,000	200	\$5,000	150	\$3,750
Schools						
Relationship management existing schools	50	\$1,250	75	\$1,875	100	\$2,500
Promo, school visits, process assistance to sports coordinators, training modules, coaching support						
Strathmore /Wlg South area (4 new schools)	200	\$5,000		\$0	0	\$0
Wairarapa area (4 new schools)	100	\$2,500	100	\$2,500	0	\$0
Manawatu area (4 new schools)		\$0	100	\$2,500	100	\$2,500
Secondary School Sprint Champs (expanded)	150	\$3,750	150	\$3,750	150	\$3,750
Intermediate School Sprints (new)	150	\$3,750	150	\$3,750	150	\$3,750
Supporting WANZ para activities	50	\$1,250	50	\$1,250	50	\$1,250

Sub	\$44,500	\$47,125	\$43,500
<b>Direct costs</b>			
Travel (estimated at 280km/wk, 48 weeks, \$0.77/km)	\$10,349	\$10,349	\$10,349
Professional development (2 per year, \$1000/unit)	\$2,000	\$2,000	\$2,000
IT/Office (laptop, phone, camera for promo)	\$2,500	\$500	\$500
Office space (hot desk, 250 days/year, \$15/day)	\$3,750	\$3,750	\$3,750
Training module equipment (6 paddles, 6 lifejackets)	\$2,000		
Other expenses (travel accommodation, misc)	\$1,000	\$1,000	\$1,000
Sub	\$21,599	\$17,599	\$17,599

<b>Hoe Tonga income</b>			
Profit Regional Sprint Champs (ex personnel time)	\$500	\$500	\$500
Profit Hoe Tonga Paddla Series (ex personnel time)	\$1,500	\$1,500	\$1,500
Profit Corporate Waka Ama Challenge (ex personnel time)	\$1,500	\$1,500	\$1,500
Regional affiliation (\$350/club)	\$3,850	\$4,550	\$4,900
Sub	\$7,350	\$8,050	\$8,400
<b>External income</b>			
Student contribution for training modules (\$20pp)	\$1,500	\$1,500	\$1,500
Private sponsorship	\$2,000	\$4,000	\$6,000
Other funding	\$55,249	\$51,174	\$45,199
Sub	\$58,749	\$56,674	\$52,699

<b>Sub-costs</b>	<b>\$66,099</b>	<b>\$64,724</b>	<b>\$61,099</b>
<b>Sub-income</b>	<b>\$66,099</b>	<b>\$64,724</b>	<b>\$61,099</b>