



Hoe Tonga Pacifica Waka Ama Association

2009 – 2014

STRATEGIC PLAN

8 November 2009

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, the Manawatu, the Wairarapa and Whanganui.

Hoe Tonga is one of six regional associations in New Zealand and affiliated to the New Zealand Maori Polynesian Canoe Sporting Federation (Nga Kaihoe o Aotearoa). Nga Kaihoe o Aotearoa 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

Assisting in the development and management of clubs

Informing (and communicating with) its stakeholders¹

Facilitating the organisation of events and competitions

Assisting in the development of coaches and high performance paddlers

¹ Stakeholders refer to individuals or groups impacted by the decisions and actions of Hoe Tonga, and those with an interest in the success of Hoe Tonga (i.e. delivering our strategic goals). For instance, paddlers are the key stakeholder of Hoe Tonga.

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.

Goals for 2014 and strategic initiatives

The following sections set out our strategic initiatives to help us work towards our vision and achieve our goals.

1. Cultural Identity

<i>Goals</i>	<i>Strategic Initiatives</i>	<i>Performance Measures</i>
Hoe Tonga supports the development of the unique culture of waka ama/outrigging in New Zealand/Aotearoa through its policies and practices	<ul style="list-style-type: none"> ▶ To support the growing understanding of the whole Hoe Tonga waka ama community of the role of iwi, hapū and Māori in the sport ▶ To support the Strategic Plan's Value statements as essential elements of the cultural identity of Hoe Tonga paddlers and members 	<ul style="list-style-type: none"> ▶ Any annual survey for Hoe Tonga members will include a question that measures their confidence as a member of a bicultural and multi-ethnic waka ama community ▶ Hoe Tonga's Values statements will be universally regarded by members as positive measures that accurately reflect the culture of the sport

2. Leadership

Goals	Strategic Initiatives	Performance Measures
<p>To have an effective and efficient governance and management structure</p>	<ul style="list-style-type: none"> ▶ Review the governance structure of Hoe Tonga and ensure the organisation's structure is based on best practice ▶ Review the constitution to ensure the strategic plan and any potential governance and management changes are reflected ▶ Review the role descriptions of office holders 	<ul style="list-style-type: none"> ▶ A revised governance and management structure is in place ▶ Constitution is amended to reflect the strategic plan and governance and management changes ▶ Office holders are clear about their roles and accountabilities, tasks and management responsibilities are shared ▶ Roles descriptions are revised and publicly available ▶ Audited accounts are produced at the end of each financial year

3. Financial sustainability

Goal	Strategic Initiatives	Performance Measures
<p>To have a sustainable and secure funding base to support improvement in resources, people, facilities and equipment, and to support all aspects of achievement in Waka Ama</p>	<ul style="list-style-type: none"> ▶ Development of a realistic financial plan that enables the establishment of a sustainable, diverse and secure funding base for Hoe Tonga ▶ Develop a Hoe Tonga asset register ▶ Review Hoe Tonga membership and race fees to ensure financial viability ▶ Investigate how clubs and sub-areas can be best supported with regard to fundraising ▶ Develop a database identifying funding resources in sub-areas as sub-areas have funding opportunities that cater for building initiatives within those communities 	<ul style="list-style-type: none"> ▶ A financial plan is in place ▶ A doubling (100% increase) in revenue within 5 years, from a diverse range of revenue sources, including sponsors and trust funds ▶ Clubs work together to cross-utilise and share resources so as to reduce costs ▶ Hoe Tonga is able to assist with fundraising needs ▶ A database identifying funding resources per sub-area is in place ▶ At a local level (sub-area), clubs can source funding specific to their community to support their individual club development ▶ Sponsorship and funding is boosted through strategic media marketing, regionally and at club level

4. Capability of clubs

Goal	Strategic Initiatives	Performance Measures
<p>To develop and grow our capability in developing and assisting the effective management of clubs</p>	<ul style="list-style-type: none"> ▶ Conduct an annual survey of club membership ▶ Establish (and keep up-to-date) an inventory of all Hoe Tonga and club equipment and resource needs, and develop a maintenance and replacement programme (covering those clubs or sub-areas that wish to participate) ▶ Establish a media library of best practice policies and practices ▶ Review best practice policies and practices on health and safety, the use of HT resources, funding, event organisation and club and membership management ▶ Further develop and strengthen Waka Ama in secondary schools by developing a plan and coordinating action 	<ul style="list-style-type: none"> ▶ Hoe Tonga has accurate data on club membership and club resources ▶ Clubs are fully resourced to reflect their membership numbers ▶ Clubs have access to funding sources that support and grow the sport. ▶ Clubs have access to a media library on best practice policies, templates and practices ▶ Policies and practices are aligned with best practice ▶ Clubs are governed effectively and the capacity to handle membership increases is improved ▶ Club membership increases by 25% over 5 years ▶ All schools willing to participate in Waka Ama are able to do so

5. Events and competitions

Goal	Strategic Initiatives	Performance Measures
<p>To facilitate the effective and efficient organisation of quality events</p>	<ul style="list-style-type: none"> ▶ Develop and update best practice information and guidelines for running events ▶ Develop a Volunteers Strategy and undertake a programme of workshops to up-skill volunteers and improve event management ▶ Review and complete Hoe Tonga race resources to facilitate effective event management ▶ Develop a volunteer database to facilitate the running of regional events ▶ Develop (and regularly update) a regional calendar of key events, and include at least one annual national signature event ▶ Investigate the establishment of a semi-permanent sprint race course lane system at Onepoto 	<ul style="list-style-type: none"> ▶ Best practice information and guidelines for running events have been compiled ▶ Events are delivered to a high standard, for paddlers, officials, sponsors, spectators and other stakeholders ▶ Hoe Tonga has a complete set of resources to facilitate effective event management ▶ A volunteer database is in place and well-maintained ▶ Events and competitions cater for all levels of Waka Ama (recreational, elite, youth, etc.) ▶ The lower North Island region has at least one annual national signature event that is nationally recognised

6. High performance coaching and paddlers

Goal	Strategic Initiatives	Performance Measures
To deliver quality coaching to paddlers	<ul style="list-style-type: none"> ▶ Develop a regional coaching training initiative and coaching network ▶ Make best practice coaching information available via a media library for various levels, from beginners to experts ▶ Develop processes and pathways that lead to qualified coaches ▶ Facilitate workshops to train qualified coaches ▶ Identify current / potential coaches in clubs 	<ul style="list-style-type: none"> ▶ Coaching pathways are clear to new coaches ▶ Best practice coaching information is available and easily accessible ▶ At least 3 of clubs have at least one qualified and certified coach

7. Communication with stakeholders and marketing

Goal	Strategic Initiatives	Performance Measures
<p>To inform and communicate effectively with our stakeholders</p>	<ul style="list-style-type: none"> ▶ Develop a stakeholder management plan detailing who we need to build relationships with and what actions we will take to strengthen our relationships (e.g. secondary schools) ▶ Review and improve the Hoe Tonga website and develop it into the main communication tool with paddlers to inform, educate and promote ▶ Create regular rapport with a range of media stakeholders to build the profile, exposure and visibility of Waka Ama in the region ▶ Develop marketing material to promote Hoe Tonga to paddlers and stakeholders ▶ Undertake a biannual survey to measure stakeholder engagement 	<ul style="list-style-type: none"> ▶ A stakeholder management plan is in place ▶ Stakeholders are clear about their relevant contact person at Hoe Tonga to enable effective two-way communication ▶ Relationships with key stakeholders are strengthened ▶ The website provides clear and concise information and is well managed ▶ Paddlers are well informed about the region's direction, governance, management and events ▶ Media stakeholders are informed regularly about Waka Ama and its successes ▶ Stakeholders show increased awareness of signature events and high levels of satisfaction

APPENDIX ONE – SWOT ANALYSIS (from Dec 2008, for information only)

Strengths	Weaknesses
<ul style="list-style-type: none">▶ Various committed, talented and skilled people and positive role models involved who are passionate about the sport▶ Strong kaupapa Māori presence; strong cultural links with the past with elements of tikanga▶ Strong participation of Māori and Pasifika people which is unique for water sports▶ Caters for family/whanau; age is not a barrier; equal gender mix▶ There are local, regional and international events that cater for different levels of involvement (recreational, elite, etc.)▶ It provides a social occasion for people to meet from all walks of life, to keep in contact and to meet in social and competitive occasions through regattas▶ It is relatively young emerging sport (18 years) in NZ, with strong growth likely; but strong growth potential▶ It is relatively easy to get into, club fees tend to be minimal▶ It is a year round sport▶ It can also provide an adrenaline rush and a challenge that comes from risk▶ It can fulfil a diverse range of needs; it can provide a great workout; it can be used to build discipline▶ It has tourism potential▶ There is a (sports) career path available - at a club, national and international level▶ Most clubs have good basic resources	<ul style="list-style-type: none">▶ People can confuse personal and political issues with what is really good for the sport ('wakatics')▶ An emphasis on kaupapa Māori can lead to feelings of alienation from people who are not knowledgeable about kaupapa Māori and tikanga issues▶ The administration weighs heavily on too few and that can lead to 'burnout'; time pressure impacts negatively on those involved; there are too few volunteers involved▶ Too many just want to 'turn up to paddle' and not put anything else back into the sport; there is a lack of commitment and a laissez-faire attitude among a large number of paddlers▶ The organisation of events is often poor; in part because experience is limited to a few, and too few people are involved and are willing to help▶ Hard to retain 19-25 year olds▶ Support for elite paddlers is weak, they have to fund themselves to get to competitions - or persuade others to help; few coaches▶ More thought needs to be put into other water sport interests and relationships▶ It has a relatively low profile and is not really recognised at a commonwealth level or international level▶ There is a general lack of resources - coaches, coaching boats, technical equipment like GPS's, walkie-talkies, buoys, markers, loudspeakers, administration tents/caravans, etc.▶ It is very weather dependent; there are health and safety issues to be aware of▶ Funding is always problematic in terms of getting and maintaining equipment (waka, ama, paddles, lifejackets etc.)▶ There is a lack of strategic direction from the national body▶ We lack a 'base' or home which we can all use and where we can store gear▶ Communication can be poor; better ways of communication are needed

Opportunities

- ▶ Various committed people positive role models and talented/skilled people involved who are passionate about the sport
- ▶ Target some key strength areas
- ▶ Positively influence the national body (NKOA)
- ▶ Capitalise on the capacity and capability of individuals
- ▶ Develop and set an annual plan
- ▶ Develop and set a calendar of actions, plans, events
- ▶ Influence decision makers (such as business people and politicians)
- ▶ Maximise fund raising opportunities (e.g. sponsorship)
- ▶ Share resources - both people for administration and equipment
- ▶ Develop waka tours for tourists, government departments and/or other sports teams such as the Hurricanes
- ▶ Build links with associated partners and work with groups such as Sport Wellington and SFRITO or community organisations such as the Wellington City Council
- ▶ Improve communication between clubs, use the media (e.g. local and national radio) and raise the profile of the sport (e.g. via a 'Yellow Shirts' for a top team, like the Tour de France)
- ▶ Align and leverage off other water sports
- ▶ Get corporate sponsorship
- ▶ Positively acknowledge volunteers so they can be targeted and retained
- ▶ Improve the organisation of events to improve the experience for everyone involved
- ▶ Increase our accountability and governance, so as to improve outcomes for the sport

Threats

- ▶ Apathy and lethargy - there are not enough walking the talk and not enough 'workers', which can lead to worker 'burnout'; much knowledge is lost when key people walk away
- ▶ Change is seen as a threat to the status quo
- ▶ Paddlers' self interest is self defeating
- ▶ The mind set of paddlers does not encourage robust health and safety practices
- ▶ There are too few risk mitigation strategies in place - there is no discernible safety plan and communication plan (in an emergency)
- ▶ The clubs and region are fragmented, which means that communication is poor, the prevents us from working together
- ▶ The lack of a central location in the region for housing waka does not encourage a sense of unity or unified action
- ▶ Lack of 'good practice' guidance leads to the establishment of poor practice, perpetuating bad practice (e.g. safety)
- ▶ Resources are thinly spread; leading to lack of maintenance; in extreme cases paddlers have no equipment for some time as repairs are under way