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## LTPD SYMPOSIUM

10,11 March 2012 at SASCOC Olympic House, Johannesburg

### FEEDBACK SESSIONS and CONCLUSIONS

#### Interest Groups

<p><b>GROUP 1</b>  <b>Class representatives</b>          - Youth (18yrs old and under)          - Senior (19yrs old and over)</p>	<p><b>GROUP 2</b>  <b>Coaches</b>          - at all levels up to high performance</p>	<p><b>GROUP 3</b>  <b>Officials</b>          - Race Officers, judges and rescue personnel  <b>Administrators</b>          - SAS employees and management, EXCO committee members, Regatta secretaries, timekeepers, etc)</p>	<p><b>GROUP 4</b>  <b>Club representatives</b>          - Club managers, Commodores and club committee members  <b>Event Coordinators</b>          - Regatta chairmen, secretaries, organisers, volunteers, promoters)</p>
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**GROUP SESSION 1:** Read and Review LTPD and the goals set out in the LTPD document. Highlighting 10 key areas of CHANGE required within our current system with relevance to your interest group.

**GROUP SESSION 2:** Read and Review the Challenges and Opportunities on pg 10 and 11 of LTPD Handbook and the 10 “change” issues you identified in session 1. Identify/Decide on 10 challenges or opportunities that you feel are relevant to your Interest Group and come up with a workable solution that could be implemented during the 2012/2013 sailing season for each.

**GROUP SESSION 3:** Review your session 2 solutions and come up with a second solution for each challenge/opportunity, this time assuming no funds come from SAS or government and therefore the need to source your own funding to make this second solution happen.

**GROUP SESSION 4:** Picture a perfect SAS by 2020. What would you like it to look like with regards your Interest Group? List top 3 points. Then based on all sessions above, draft your proposal to South African Sailing for:

- The next sailing season (2012/2013) – 3 most important points
- A long term SAS policy document up to the year 2020 – 3 vision points

SAS LTPD developed in association with:



**sport & recreation**

Department:  
 Sport and Recreation South Africa  
 REPUBLIC OF SOUTH AFRICA



## GROUP 1: CLASS REPRESENTATIVES

10 Challenge and/or Opportunity identified	2 Workable Solutions
<p>1. Define clear Pathways</p> <p>a) for beginners and new entries into sailing at all ages, especially juniors, and more options to meet different needs eg. crewing;</p> <p>b) active for life stream vs “high performance” stream</p>	<p>1. Need two person beginner classes for juniors aswell, not just Optimists and RS Tera. Suggest Dabchicks introduce a two person class for under 12yr olds + Mirror</p> <p>2. Print organogram (sponsored) detailing clear pathways for each stream for every club noticeboard</p>
<p>2. Too few sailors trying to sail too many classes and thus too many national events cluttering up calendar. Need new-comers in every class and this will increase new boat sales.</p>	<p>1. Combined class nationals for each stream ie. ISAF Class Nationals (all ISAF Worlds / Olympic classes) and a SAS Games (all other active classes) – concept the same as youth nationals – all inclusive so that O class can cater for smaller classes. SAS to give recognition and support for non-ISAF worlds classes aswell.</p> <p>2. Encourage World Championships in SA to stimulate growth and new boats in the market. Plan well in advance to get necessary Lotto funding, attract youth into the class through focused training and generate publicity.</p>
<p>3. SAS Youth Nationals challenge to cater for LTPD principles</p>	<p>1. Split this into JUNIOR Nationals (under 12s and novices) and YOUTH Nationals. Racing and event organised according to LTPD for each group. In Junior nationals – focus on learning/coaching during racing and everyone is a winner (medals for all participants). No-one under 13 can sail Youth Nationals regardless of how good they may be and therefore cannot be selected for worlds.</p>
<p>4. Stagnant or negative class growth; too few new boats being bought.</p>	<p>1. Drive class as a business to promote new boat sales, marketing a lifestyle and getting rid of all old boats – learn from the Hobie class who don’t take sailors from other classes but prefer to promote new-sales by attracting new sailors.</p> <p>2. Hosting world championships</p>
<p>5. Over-compete and under-train</p>	<p>1. Adopt proper periodisation model in each class – year split into two periods peaking at nationals and worlds – this means fewer and more focused events and a change from regattas only to focused events for training and competing.</p> <p>2. Class-specific training officer/coach to determine national periodised calendar re: training events vs competition training regattas vs regional/national competitions. He/she can then also be the person responsible for talent identification for SAS HP.</p>

6. New entries into sailing/classes	<ol style="list-style-type: none"> <li>1. Club sailing focused on training and skills development including club races; Regional points series for classes replaced with regional class-specific training events – no more than four per season (2 per 6month period).</li> <li>2. Get parents off the shore and onto the water – clubs to develop introduction opportunities for parents, friends and new-comers (right boat to fit their profile).</li> </ol>
7. Pathway for keelboat classes – active for life stream is good but nothing for high performance	<ol style="list-style-type: none"> <li>1. SAS High performance pathways developed to big international events (not Olympics) such as Americas Cup and Volvo Ocean Race</li> <li>2. This is the ideal option for women and people with a disability groups. Tailor-make keelboat events, training camps and clubs/facilities to cater for these groups.</li> </ol>
8. Get women sailing. Most girls drop out after youth level, too few are active for life, currently none with HP potential	<ol style="list-style-type: none"> <li>1. Introduce a HOT women’s league catering for needs of women in sailing to get moms and ex-sailors on the water; have women only courses with female coaches; clubs to host one club sailing day per month to fun, sociable women sailing</li> <li>2. More emphasis on women as officials/judges, event coordinators, club managers, committees, etc to get them involved even if they don’t want to sail specifically.</li> </ol>
9. Mass growth at grassroots / entry level	<ol style="list-style-type: none"> <li>1. SAS Business plan to raise funds for new cheap boats, charter these out to new-comers, after a period these can get sold into the marketplace (increase class sizes) and new boats bought again (turn around with re-investment)</li> <li>2. Define “high performance” clearly and put emphasis on the importance of active for life and recreational/fun classes and events so that we encourage all facets and appeal to the other 90% of potential sailors – it’s not all about selections!</li> </ol>
10. Building recreational sailing	<ol style="list-style-type: none"> <li>1. One major social event per region eg. round the island or adventure-type family holidays on boats; class reps interacting with these non-registered sailors at these events</li> <li>2. More exposure for sailing through all sailing AND mainstream media – showcasing a way of life – more recreational and adventure style events</li> </ol>



## SHORT TERM PROPOSAL TO SAS (2012/2013 SEASON)

### 1. Define clear pathways for HP and A4L:

- Classes to be defined into groups, each group clearly defined and terminology made clear eg. high performance – what does that actually mean? Groups include ISAF/Olympic classes; non-ISAF/Olympic classes and Recreational classes.
- Compile a clear organogram matrix, print in poster form and have this up on every club noticeboard

### 2. SAS Youth Nationals restructured to bring in LTPD principles:

- Split event into Youth Nationals (13-18yrs old) and Junior Nationals (12yrs and under). These must happen in December probably at the same venue to keep all families together for one annual big event.
- The Junior Nationals will include novices, coaches on the water advising and teaching whilst they race, more relaxation on courses and racing procedures, short races no longer than 30 minutes, not more than 2 back-to-back races at a time, more coaching and teaching sessions on the shore, more entertainment and fun activities aimed at younger kids, and medals for all participants with less emphasis on winning, more emphasis on skills improvement during the event.
- No worlds selections or national team selections for Junior Nationals to alleviate the pressure on kids from parents.
- Youth Nationals racing and selections for worlds will remain the prerogative of the class association, but they are advised to base the racing, coaching and selections on sound LTPD principles.
- The emphasis on worlds (selections and participation) must change to process-focus not outcomes-focus ie. participation at the worlds is an opportunity-to-learning experience, not a results-based experience, which results in disillusionment.

### 3. Classes to work on Periodisation model when planning their training and competitions:

- Make provision for rest/recovery periods, correct timing of fitness training, sailing training, competition training and finally peaking at competitions based on the highest level of competition (nationals or worlds) being at your peaking period, followed by rest/recovery (examples in handouts).
- Each class to identify and appoint a national coach/trainer responsible for designing this calendar and coordinating these training camps/events. This person should report to a regional “high performance” or “training” manager so that groups of classes can work together and for talent identification that can be nominated for the national high performance [development] squad.

## LONG TERM PROPOSAL TO SAS (UP TO 2020)

### 1. Group specific National Championships:

- ISAF Class Nationals: All classes in SA that have a selection for ISAF Youth Worlds, ISAF Worlds, All Africa Games and Olympic Games. At present this would include 420, 470, 29er, 49er, Laser Radial, Laser, Finn, Hobie 16spi, Hobie Tiger (pending 2016 decision)
- SAS Dinghy Games: All other classes (not youth) in SA ie. Fireball, 505, Extra, etc and including all minor classes that cannot get 10 boats on the water – they will sail an O class
- SAS Multihull Games: All other multihulls (not youth) in SA ie. Dart, Halcat, Mosquito, etc.
- SAS Keelboat Games? SAS kiteboarding Games? SAS Boardsailing Games?
- SAS to give support and recognition to all non-ISAF classes as well when they are selecting people to go to world championships.

### 2. New boats growth. Get rid of all old boats and boat graveyards:

- Classes to look at better ways to run their associations on business principles. We can learn from the Hobie class: rather than focus on getting sailors from other classes to make up numbers at nationals, rather look at how we can bring new sailors into our class, thus stimulate new boat sales; rather than buying of old second-hand boats, buy new; clubs and sailing schools offer new-comers an opportunity to try out on a NEWish boat, not an old one falling apart; and promotion of the class (at youth nationals to attract new entries and in the marketplace)
- Classes to discourage the use of old boats at events and clubs. Clubs to destroy old boats.
- Dealers/retailers to look at trade-in schemes where old boats are effectively taken out of the market and destroyed.
- SAS can help with container loads of new imported boats where needed. Bulk buying will induce discounts and incentives.
- Dealers/Clubs/Sailing schools to look at trial period charters of new boats, then sell on after a given period and use that money to buy more new boats.

### 3. Each class/group has their own Coach/Trainer & each region has a Training Coordinator

- Accredited coaches at every level for each class (entry-level to top end worlds teams, youth to senior) so that anyone interested in joining the class can be taught or trained appropriately.
- Class trainer/coach that can set up training-specific events, periodised calendars, and talent identification for SAS selections for national squads and ISAF Worlds/Olympics as well as class selections for class worlds.
- All regions to have a high performance manager responsible for working with class coaches/trainers to coordinate group training events,

needs of athletes (sports science), periodised calendars and selections for national teams/squads. The regional high performance managers work together on a national training and selections scheme for all worlds, not only ISAF class worlds.

## GROUP 2: COACHES

Challenge and/or Opportunity	Workable Solutions for 2012/2013
1. Black/coloured people (HDIs) fear of water	Walk into Water with Buoyancy Aids, slowly acclimatise up to Sailing
2. Links between the clubs and the centres	Has to be raised
3. Finances	1. Sponsors 2. Centres can teach HDI's on a pro-bono basis.
4. Coaches, how do people see us?	No Cost, although Instructors need some grounding in marketing skills.
5. Entry into schools	Get the schools with sailing a curriculum to advertise it (word of mouth).
6. School Sports	The conflict of Cricket, rugby etc... with sailing. We have to explain that we do not want to do this.
7. Over eager parents	Split the parents from the kids (this is not necessarily during learn to sail sessions).
8. Buy into the NTS by all sailors	1. We need to market the NTS as the only training program. 2. Real marketing required by SAS
9. Why learn to sail at the sailing centres?	We have to use our qualifications to market (bragging).
10. Credibility	Will come with time



### **SHORT TERM PROPOSAL TO SAS (2012/2013 SEASON)**

1. Work within current structure to get training more formalised; more coaches accredited.

- We need to focus on the relationship between regions, clubs, classes and the sailing centres so that everyone is onboard with the concept that all training should be done through an accredited centre.
- Marketing of Learn to Sail programmes leads to training of new sailors leads to recruitment of new members in classes and clubs.

2. Marketing of Learn to Sail programmes

- As the number of accredited centres grows with more qualified coaches, there's more scope for national marketing of the Learn to Sail schemes

3. Get Schools onboard

- What are the school's perceptions of sailing and how can this be made positive. Target the schools with an already positive perception.
- SASA working with Department of Education and Department of Sports and Recreation (SRSA) on coaching scheme so that sailing meets their criteria to be recognized as an official school sport (or sanctioned as a preferred supplier?)

### **LONG TERM PROPOSAL TO SAS (UP TO 2020)**

1. A proper national coaching structure:

- every coach being accredited through the national training scheme
- All learn to sail through to high performance coaching in SA to be done through an accredited sailing centre with professional instructors and coaches.
- proper training for all sailors (certification) through a structured sailing scheme. Incentives for all sailors to be certified. This also helps with insurance, liability and transfer of sailors between clubs and the sailing centres. We will need to implement a RPL (recognition of prior learning) scheme.

2. Brand Awareness

- building a national brand around Learn to Sail programmes / SA Sailing Academy
- the national training scheme accreditation means quality and good sailing

3. Demographic Change within sailing in SA

- More PDI sailors and coaches – women, blacks/coloureds, people with a disability



### GROUP 3: OFFICIALS & ADMINISTRATORS

Challenge and/or Opportunity	Workable Solutions for 2012/2013
1. Infrastructure	1. Introduce hierarchical levels of officials (race officers, judges, etc) ie. club, provincial, national and international levels in order to define and develop appropriate training and administration
2. Structured training of Race Officers, Judges, etc	1. SAS to implement a new training scheme for racing officials through the SA Sailing Academy (Rob Holden) covering ISAF requirements as well as LTPD principles and how they apply to officials. 2. SASA (Rob H) to develop a national road show to implement this training scheme.
3. Communication	1. All members of the sailing community (from individuals up to SAS President) to refrain from negative talk, negative emails, assumptions and accusations. Too much wasted time on defending or addressing negative and anti-productive comments/ emails. 2. Everyone to respect one another and promote SAS/sailing.
4. Handbooks / Guidelines	1. SAS LTPD-based guidelines and handbooks to be developed for all levels of officials (club, regional and national) explaining new protocols and procedures 2. Role descriptions – event coordinator, race officer, judge, administrator positions, etc.
5. Road Show	1. SAS to conduct a national road show to talk about SAS plans/initiatives: LTPD, Coaching and Officials training/accreditation, High Performance, skippers tickets, etc so that people can stop assuming SAS does nothing for them. 2. Introduce concept to all existing officers and potential new officers.

#### SHORT TERM PROPOSAL TO SAS (2012/2013 SEASON)

1. Infrastructure change – identify levels of officers (bridge, rescue, etc) and requirements
2. Training of officers – develop and set up training courses for the different levels
3. Communication – role definitions at different levels communicated to the market
4. Prepare handbooks, guidelines including role descriptions
5. Road Show – introduce concept to all existing officers and potential new
6. Race Officer/Officials to fall under National Academies. Work together with Rob to identify needs. Structured training



## LONG TERM PROPOSAL TO SAS (UP TO 2020)

1. A new culture in South Africa: Treat each other with respect.

## GROUP 4: CLUB REPRESENTATIVES & EVENT COORDINATORS

Challenge and/or Opportunity	Workable Solutions for 2012/2013
1. Relationships with landlords	<ol style="list-style-type: none"><li>1. SAS to appoint a full time professional that can manage the relationships with club landlords via SASCOC and SAMSA, especially those relating to DWAF and Port Authorities.</li><li>2. Can get money from clubs to fund the salary of this SAS clubs manager. That person can then also get involved with training of club managers and staff and to advice club committees for the more professional running of clubs</li></ol>
2. Attraction of new sailors from divergent sources	<ol style="list-style-type: none"><li>1. SAS to coordinate and initiate a programme that addresses schools participation.</li><li>2. Sailing schools to look at adult entry</li><li>3. Relax barriers to entry and traditional membership requirements at club level</li><li>4. Boat Show participation</li><li>5. Have regional coaches flexible to operate at small non-accredited clubs like Boskop and Highveld</li><li>6. Finding funds for new boats and equipment</li><li>7. Promote fun activities</li><li>8. Promote entry channels</li><li>9. Look at new sources: schools, sailing centres, navy academies, port users.</li><li>10. Increase club activities and reduce number of regattas</li></ol>
3. Management and staff inadequacies	<ol style="list-style-type: none"><li>1. Need to develop professional club managers (see point 1 above about SAS appointing a full time person to handle this). This includes coordinating club staff and volunteers. Training of club managers needs to be user friendly.</li><li>2. Promote weighting of responsibilities in favour of sailing. Currently the weighting is on</li></ol>

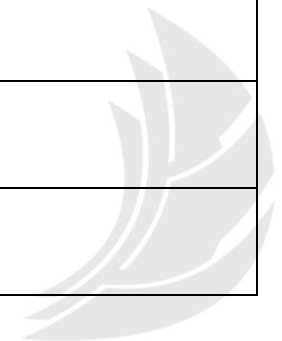
	<p>everything else in a club and sailing is only an after-thought/small priority.</p> <p>3. Encourage professional club sailing management</p> <p>4. Coordinate a campaign to support and respect volunteers</p>
4.	
5.	

**SHORT TERM PROPOSAL TO SAS (2012/2013 SEASON)**

1. SAS to manage relationships with club landlords/port authorities to secure long term existence of clubs
2. Attract new sailors from divergent sources eg. schools, adult entry level sailing schools, relaxed entry rules into clubs
3. More club sailing, emphasis on fun – fewer away regattas so your locals are at the clubs
4. SAS appoint a professional Clubs manager responsible for training of club managers, staff and volunteers, in favour of sailing, and building support/respect for volunteers.

**LONG TERM PROPOSAL TO SAS (UP TO 2020)**

1. Full time SAS employee dealing with leases/SAMSA issues for clubs
2. SAS to sell uniform strategy to all clubs driven by a professional to ensure continuity
- 3.



# Q&A session

## 1. RM – Clubs solutions are only SAS driven – what should clubs be doing themselves?

MR – Everything we propose is to get clubs working towards a common goal. It all costs nothing except for SAS to employ a full time person to make this all move in the same direction ie. a leadership role exactly the same way as SAS has done with coach development & LTPD model up to this point.

RM – All individuals within clubs to start correcting the situation. We're all members of clubs and need to take this LTPD model and the implementation plan/SAS vision back to our clubs.

MR – Need champions with a mandate from SAS (this is important for first year until clubs can take it on themselves)

## 2. RR – Communication and marketing is needed.

AG – SAS offers a service to the sailors (core business), but it needs buy-in from the sailors/clubs.

RM – We need a mindset change because SAS cannot keep going to every club every year to re-sell SAS every time their committees change.

MR – Clubs need to feel that SAS is looking out for them.

General – SAS needs better marketing. Need to invest in this.

## 3. BH – Should SAS not take funds from High Performance Manager and rather employ a full time Marketing manager? Look at LTPD principles of growth and sustainability, and the need for marketing, isn't the need to increase entry-level a bigger priority over worlds/Olympics?

MR – then you lose support from SASCOC/SRSA and all funding and credibility. HP is a big pull for government support.

HH – Marketing is getting an Olympic medal. Marketing is about getting a brand out there and high performance sailors provide that. SAS needs a product to market.

RM – Yes, it has to happen and will happen. Our "services and products" are still very new and we are proud of them – must we need to get out there.

MS – Boat Shows are key. It worked when I represented TSC at one.

RM – SAS had a stand at KZN Boat show and not one new member came from this.



BH – I put in huge effort to have booklets printed with all the relevant information for our region on clubs, classes, contacts, etc as well as flyers on open days and sailing schools. If we got 3 or 4 new members from this it's a lot. Why? Because people were unable to access clubs and clubs didn't follow-through with new-comers.

General: Club apathy and non-participation in marketing initiatives by the region. Clubs need to buy into what SAS is doing. All reps that are here need to influence their own clubs – one step at a time.

RH – Relationships between clubs, classes, training centres, officials and SAS – we need to define responsibilities in an organogram.

#### **4. JS- Is the class group proposing a Junior Nationals and Youth Nationals split (different venue and time of year)?**

BH – No, separate racing for the groups but same time and venue. Under 12s will be different racing based on LTPD principles.

#### **5. MR - Transformation does not need to happen at all costs and shouldn't be a goal on it's own. Training/coaching should put crewing on their agenda.**

RH – Crewing is on the agenda. The Learn to Sail programme caters for kids wanting to learn to crew first.

BH – Junior Nationals (under 12s) to include 2 person boats so that novices are not expected to sail one-person boats only. We proposed the Dabchick class starts a new 2-person class for under 12s and there's the ideal Mirror aswell.

RM – Transformation: Gov does understand that sailing is never going to be a mass-black participation sport but it is on the national agenda that all national sports federations, including SAS, will have to set certain targets that have to be met. The more we can do from bottom up now, the easier this will be when it's mandatory. Please note that transformation includes women and people with a disability.

RH – Regional districts give money specifically for inclusion of black athletes. It is a priority.

RR – How many of our clubs are wheelchair friendly?

PF – Need people with money to come into our sport. Some black people have lots of money.

RM – There are success stories for PDIs like Asenathi Jim. Gov does know it will take money. Example - Clubs could look at sponsoring boats, SAS high performance boats for those with potential. Clubs can make a contribution further through training of black staff.

RH – Middle/upper income black markets are growing and this is a new market to attract.

#### **6. AG – Worried about how LTPD is brought across to sailors eg. under 12 recognition of results. Should we not start copying the British model rather? You go to the worlds for the experience not the results, but it doesn't mean you should stop sending kids to go.**



PF – We proposed that the results for under 12 still count. The change will be that the pressure is off for this group regarding those results and selections/worlds. Every child in this age group should get recognition for participation ie. everyone gets a medal.

SN – We need to be sure of how we are going to present this model to parents/youth classes in a way that's positive. Very important to communicate/market this properly.

BR – With 2 person boats, what do we do with skipper/crew ages either side of 12yrs?

**7. JS – Events can't be pushed onto people, they need to be enticed. Sailor-focused, official based. Context is South Africa.**

## Rob Holden's concluding summary

1. LTPD is our guideline for development of children through the process. But adult and late entry is just as important.
2. SAS emphasis has to be on retention of sailors, from youth upwards. We're looking at long term achievers but even more importantly, we also need to look at sailing for life people, cruisers, late entries aspiring to the adventure and recreational aspects of sailing.
3. Our emphasis is at Club level – SAS leadership and those responsible for clubs to make themselves accessible, clubs need to be positively supporting SAS initiatives, clubs need to become attractive, and club sailing must be developed above regattas.
4. Coaching development through the clubs/centres to get people into our sport at whatever age, including adults and we need to look at transformation seriously.
5. Marketing is key – responsibility of SAS, clubs and sailing centres. Rob Holden and Belinda Hayward to put together a working document on this to send out to all ie. who is responsible for what when it comes to marketing and PR.
6. All youth classes and the SAS Junior/Youth Nationals: Be sensitive but clear in terms of long term benefits for the sailor/s. We are encouraging selection/world only appropriate after the age of 12.

