

## Board Minutes



**The Board met between 09:30 – 18:00 on 24 February and 09:00 – 16:00 on 25 February and 09:00 – 1430 on 26 February at the Radisson Blu Waterfront, Cape Town, South Africa**

1. Opening of the Meeting
2. Minutes of the Previous Meeting
3. Submissions

4. Working Parties
5. Annual report
6. Any other Business

### **Present:**

Kim Andersen – President  
Jan Dawson – Vice-President  
Torben Grael – Vice-President  
Gary Jobson – Vice-President  
Quanhai Li – Vice-President  
W. Scott Perry – Vice-President  
Yann Rocherieux – Athletes Commission Chairman  
Ana Sanchez de Campo Ferrer – Vice-President  
Nadine Stegenwalner – Vice-President  
Andy Hunt – Chief Executive Officer

### **In Attendance**

Hugh Chambers – Chief Commercial Officer  
Alastair Fox – Director of Events  
Helen Fry – Business Operations Director  
Jon Napier – Director of Legal & Governance

## **1. Opening of the Meeting**

### **(a) Communication from the President**

The President welcomed everyone to Cape Town and made a number of opening remarks.

There was a meeting with IOC for the preliminary presentation of proposals for the 2020 Olympic Games for gender equity, quotas, showcase events and a venue village. The ideas were well received and would form the basis upon which the final recommendation would be submitted to the IOC on 28 February.

We demonstrated how we have improved our qualification build up, increased the participating nations and in the Rio 2016 media evaluation we are showing a positive trend against the IOC's evaluation criteria.

We need to undertake further initiatives to attract more women into the sport on a global basis and this should be an important point of emphasis for World Sailing moving forward.

The MNA Survey that will be used to inform the goals & priorities 2017-2020 is nearing completion and will be distributed to MNAs by 3 March. The results of the survey responses will be provided to MNA Groups to facilitate discussion and collective feedback that will be consolidated for presentation and discussion at the mid-year meeting.

The Board work programme will include a monthly conference call in between the established quarterly meetings.

Its important to get strong engagement and a dialogue with our MNA's, Council members, and the Board in order for the Executive to execute accordingly. It is very important that the mid-year meeting brings clarity and alignment on the priorities for the next 4 years.

## Board Minutes (cont'd)

(b) Declaration of Conflicts of Interests

The Board confirmed that the declaration of conflicts of interest given at the last Board meeting were still relevant. There was no other declaration.

i) Conflicts Register

The Board noted the Register would be published on the World Sailing website once the committee appointments had been made in March.

(c) Minutes

The minutes of the Board meeting of 10 and 11 December 2016 (circulated and approved after the meeting) were noted.

(d) Matters Arising

There were no matters arising that were not covered elsewhere on the agenda.

## 2. General Business

### Finance

(a) Consolidated Management Accounts 2016

The Chief Executive Officer presented the Consolidated Management Accounts for the year ended 31 December 2016. The annual audit of the statutory financial statements commences on 27 February and it was agreed that the audited 2016 statutory accounts should be ready for presentation at the mid-year meeting.

(b) Management Accounts Year to Date (2017)

The January 2017 Management Accounts will be distributed electronically to the Board by 13 March.

(c) World Sailing Debtors

World Sailing debtors were noted

### Decision

**Those MNAs who have not paid their 2015 and 2016 annual subscriptions will be notified and given 30 days to make payment, otherwise their membership will be suspended without further notice.**

(d) Quarterly Report on the ISAF Trust (IOM)

The quarterly report on the ISAF Trust (IOM) was presented.

### Governance

(e) Board Charter

The Board reviewed the draft Board Charter.

### Decision

**The Board supported the requirement for a Board Charter. The draft is to be reviewed by the Board over the next two weeks and any amendments proposed by that time. A sub-committee of Jan Dawson, the Chief Executive Officer and the Director of Legal Affairs & Governance will prepare a final draft for Board approval.**

**It is intended that the Board Charter will be published on the World Sailing website.**

## Board Minutes (cont'd)

(f) Delegation of Authority

The Board reviewed the proposed delegations of financial authority. It received a report from the Chief Executive Officer that a draft scheme of delegation covering other areas of the organisation would be circulated shortly.

**Decision**

**The Board supported the requirement for the financial authorities and asked that the Board revert with any changes. A sub-committee of Jan Dawson, the Chief Executive Officer and the Director of Legal Affairs & Governance will prepare a final draft for Board approval.**

(g) Contract Review

The Board reviewed the contract register.

**Decision**

**The report was approved and the Board asked for further details on contracts in negotiation (including current negotiation issues and likely budget required).**

(h) Report on competition law / antitrust issues

The Board received a further report from the Director of Legal Affairs & Governance and World Sailing's external lawyers.

**Decision**

**The Board approved the principles to reflect the changes required to comply when renewing the Olympic Classes Contract for 2024.**

- **A process for handling competition law/ antitrust issues.**
- **A quality system requirement for manufacturers of Olympic equipment and sanctions system.**
- **Strengthening the supply and quality controls by World Sailing**

**The Executive Office is to consult the Olympic Classes in March and April and a proposal will be made to Council in May 2017 for approval in principle. If approved, Council will be asked to agree detailed Regulation changes in November 2017. The Executive Office is tasked with the revision of the Olympic Classes Contract.**

**The Board requested that the Executive Office develop a timeline for critical decisions for 2024 Olympic Games events to be presented at the May Board meeting.**

(i) Disciplinary Cases

i) Report concerning an International Race Officer

The Board received a report from the Chairmen of the Race Officials Committee and its Sub-committees under Regulation 32 recommending the termination of appointment of the race official. The Board considered the representations of the race official.

**Decision**

**The Board agreed with the recommendation of the Chairmen. The race official's appointment is to be terminated and the Board further directed that a period of five years' ineligibility be imposed under Regulation 32.11.**

ii) Report concerning an international jury

The Board received a report from the Chairmen of the Race Officials Committee and its Sub-committees under Regulation 32. The Board considered also a communication from the jury concerning the investigation process.

## Board Minutes (cont'd)

### **Decision**

**The Board received the report of the Chairman of the Race Officials Committee and noted the decision reached.**

#### (j) MNA Matters

##### i) Cambodia

The Board received a report from the Business Operations Director on the status of the application from Cambodia for membership and considered the report of the Constitution Committee.

### **Decision**

**The Board determined to grant an exemption under Regulation 1.14 to allow the application to proceed. The Board asked the Executive Office to liaise with the applicant and the Constitution Committee to discuss the application further and agree a set of suitable conditions and timeline for an exemption.**

#### (k) Submissions

##### i) Submission from Athletes Commission – Filling Vacancies

The Board considered a draft submission from the Athletes' Commission concerning a mechanism for filling vacancies in its membership.

### **Decision**

**The Board agreed to make an urgent submission on behalf of the Commission to Council in May 2017.**

##### ii) Submission from Athletes Commission – Voting Rights in Committees

The Board considered a draft submission from the Athletes' Commission concerning membership of other committees.

### **Decision**

**The Board agreed to make an urgent submission on behalf of the Commission to Council in May 2017.**

**The Board asked the Commission to review how it can include Paralympic sailors into its structure.**

##### iii) Submission concerning Para World Sailing Committee – Terms of Reference

The Board considered a draft submission concerning the terms of reference of the Para World Sailing Committee.

### **Decision**

**The Board agreed to make an urgent submission to Council in May 2017.**

##### iv) Submission from Para World Sailing Committee – Competing Sailors in Para World Sailing events need affiliation with World Sailing.

The Board considered the current position of the International Paralympic Committee that all national federations must be affiliated to World Sailing, and athletes must be properly affiliated in order to compete.

### **Decision**

**The Board considered that a submission was not required on this area. RRS 75.1 already imposes the correct requirements on entries. The Board confirmed that the small remaining number of RNAs must be properly affiliated to MNAs.**

### 3. Reports / Information

(a) Vice-President's Reports

i) Review of World Sailing Case 78

The Board considered the decision of the Racing Rules Committee in November 2016 concerning a review of Case 78.

**Decision**

**Ana Sanchez and the Director of Legal Affairs & Governance are to propose the membership and terms of reference of a working party of the Board, which are to be circulated to the Board for approval by email.**

ii) Race Officials IT system

Ana Sanchez reported the Chairman of the Race Official Committee's concern that the IT system related to regatta reports, appointments and applications for new race officials has still not been completed.

**Decision**

**The Chief Executive Officer was asked for this to be factored into the timetable for the new digital platform project. A report on the project timelines to be presented at the next board meeting. In the meantime, the Executive Office is to liaise with Race Official Committee to ascertain if there are any immediate improvements that can be made to the existing system and processes to support some quick win improvements.**

iii) Racing Rules Committee

Ana Sanchez reported that the Racing Rules Committee was aware of the length of service of their members and that it was a very specialised area. Each new Committee member had been asked to identify their own replacements for the next quad and to start working with them over the current quad so that they will be ready for the Committee Work in 2020-2024.

iv) Sailing World Cup Management Group

Ana Sanchez advised that the Sailing World Cup Management Group had been disbanded and said the Chairman of the Racing Rules Committee had asked for a similar group to be reinstated.

**Decision**

**A group with representation from the Events Committee, Equipment Committee, Race Officials Committee and Racing Rules Committee should be appointed as the Sailing World Cup Management Group. This Management Group will be responsible for sport specific event policies.**

**Separately the Chairman of the Events Committee and Vice President responsible for the Sailing World Cup should establish a small group to review the overall sport policies for the Sailing World Cup. A proposal should be presented to the Board at the Mid-Year meeting.**

(b) CEO Report

The Chief Executive Officer circulated a written report.

i) World Sailing Office Location

The Chief Executive Officer presented an update on the World Sailing Office location project.

## Board Minutes (cont'd)

### Decision

**The Board approved the delegation of authority to the Chief Executive Officer to identify and negotiate a lease on a property in London subject to an agreed maximum effective rental.**

#### (c) Commercial Report

The Chief Commercial Officer presented his Commercial report, which demonstrated the need to generate incremental revenues for investment in the future, growth and development of the sport. An outline was given on how World Sailing can make greater value out of the properties we own, how new properties can be created and how partnerships can be built.

### Decision

**The World Sailing show would be reviewed at the May Board meeting. The Board approved moving forward with the tender process for the World Sailing Broadcast Production partner. Once all tenders are received the Chief Executive Officer and Chief Commercial Officer will make a recommendation to the Board for approval.**

**The Board approves that the Chief Commercial Officer negotiate the terms for the two Tier 1 sponsorship contracts forward and requests that the final contract be presented to the Board for approval.**

**The Board requested a presentation at the May Board meeting on plans and business case for the new digital platform project.**

**The Board supports the use of World Sailing Bibs at all World Sailing events in accordance with Regulation 20.4.3, which will give a uniform presentation of the athletes.**

#### (d) Broadcast & Media results from the Rio 2016 Games

The Chief Commercial Officer gave a presentation on the Broadcast and Media results from the Rio 2016 Games.

### Decision

**The Rio 2016 Broadcast & Media report should be presented to Council in May 2017**

#### (e) PWC report

The CEO presented the current draft of the independent review by PWC of each of the Olympic events performance against IOC's Agenda 2020 criteria.

### Decision

**The final PWC report should be presented to Council in May 2017**

#### (f) 2017 Para World Sailing Plan

The Director of Events presented the Para World Sailing Manager's report, which stressed the 2017 goals of the PWS Strategic Plan 2017-2020: increasing participation, expanding competition, effective marketing and communications, governance and rules.

The 2017 Paralympic Development Plan, including development 'Hotspots', sailing calendar and budget were reviewed with a clear goal of ensuring maximum participation at the 2017 Para World Sailing Championships in Kiel, Germany.

It was noted that the Para World Sailing Manager is working with MNAs to finalise financial support for attending the Hyeres Sailing World Cup regatta and the 2017 Para World Sailing Championships.

## Board Minutes (cont'd)

It is critical that as many MNA's as possible support the 2017 Para World Sailing Championships at it is essential to have at least 32 nations from 3 continents participating in this regatta to fulfil the minimum criteria for our submission to the IPC for reinstatement.

### **Decision**

**The Board confirmed that if an increase in the budget was necessary to ensure maximum participation that the Executive Office reports back as soon as possible.**

**The Chief Executive Officer should write to all MNA's to remind them of the criticality of planning to participate in the Kiel 2017 Para World Championships.**

#### (g) Update on Nacra Equipment

World Sailing had requested the Nacra 17 Class to provide an update on production and testing of the Nacra17 and the foiling configuration. The Nacra17 class reported that they wanted to deliver all the boats for the Europeans at the same time – 35 boats / platforms and 10 upgrade kits will be delivered on 28 June 2017. The production schedule is on target.

### **Decision**

**The Executive Office will monitor the supply of equipment and will obtain a monthly progress report from Nacra.**

**If Nacra cannot meet the minimum numbers, a 2017 World Championships using the foiling configuration will not be permitted.**

## 4. Events

#### (a) Sailing World Cup Strategy

The Director of Events presented the Board with an update on the Sailing World Cup strategy and outlined the proposed calendar for the next 4 years. The Chief Commercial Officer gave an update on the commercial opportunities for the SWC.

It was noted that the contracts for the 2018 or 2019 Sailing World Cup Finals had not been signed. It was also noted that the dates of the Sailing World Cup regattas in Enoshima needed to be finalised alongside plans for the 2 Olympic test events.

The Director of Events also presented a report on the key areas for World Sailing to review for the 2021-2024 event strategy. The board noted that pinnacle events are important for the sport in general and to support the commercial agenda, but recognise the link and structure for events are vital for the sport. Ranking lists and events ranking should have a clear and understandable background.

#### (b) 2020 Olympic Sailing Competition

The Director of Events presented the report that had been made to the IOC following the Council decisions on the 2020 Olympic Sailing Competition including: Events & Equipment, quotas and format. It was noted that the final World Sailing proposals would be submitted to the IOC by 28 February and that the IOC Program Commission would review all IF proposals before the IOC Executive Board confirm the final Tokyo 2020 Event Programme in July 2017.

The Board noted that the Chief Executive Officer and Director of Events are meeting with Tokyo 2020 and JSAF, to discuss timing and scope of test events, venue development, competition schedules, sustainability, spectator and VIP plans.

##### i) Showcase Submissions to the IOC



## Board Minutes (cont'd)

The Chief Executive Officer and Director of Events presented the proposals made to the IOC for a Kite boarding (Men's and Women's events) Showcase event and an Offshore Showcase event.

It was noted that the IOC did not have a clear timeline for finalising decisions on Showcase events. The board noted that for the Kite equipment there were several well tested solutions available, - and the offshore event equipment remains to be decided.

### ii) Racing Rules and Race Officials Policies

It was noted that as the formats for the Tokyo 2020 Olympic Sailing Competition are developed that there would be a need to review the relevant Racing Rules of Sailing and Race Official Policies.

### (c) 2024 Olympic Sailing Competition

The Director of Events confirmed that World Sailing had submitted extensive feedback on the bid cities through the IOC Questionnaire process.

### (d) 2018 Sailing World Championships

The Director of Events reported that the events were progressing according to plan.

### (e) Report on 2016 Youth Sailing World Championship

The Board received an update from the Director of Events. The success of the 2016 Auckland Youth Sailing World Championship was noted and the Board extended there thanks to Yachting New Zealand and the Organizing Committee. It was noted that 380 sailors from 65 nations competed. It was also noted that the new commercial model for the Youth Worlds was used and that the model should be expanded at future editions of the Championships.

### (f) 2017 and 2018 Youth Sailing World Championship

The Board received an update from the Director of Events. Sanya, CHN has been selected as the venue for the 2017 Youth Sailing World Championship on 9-16 December.

It was noted that the bids from Mar del Plata, ARG and Melbourne, AUS were of a very high standard and it was hoped that these venues would bid again in the future.

The Director of Events reported that the contract with Corpus Christi for the 2018 Youth Sailing World Championship had still not been signed.

### **Decision**

**The Board asked that US Sailing be approached to support the contracting and delivery for the 2018 Youth Worlds.**

### (g) Report from the Match Racing Sub-committee on Submission 013-16 (promotion of monohull with the World Match Racing Tour)

This will be discussed at the Mid-Year Meeting 2017.

### (h) Special Events

The Board reviewed a request for a World Sailing Special Event. The Board also discussed the increase in applications for Special Event Status.

### **Decision**

**The Director of Events and Chief Commercial Officer will prepare a report with recommendations for Special Event status for review at the May meeting.**



## Board Minutes (cont'd)

### 5. Future World Sailing Meetings

#### (a) 2017

##### i) Mid-Year Meeting - 6–9 May 2017

The meetings will be as follows:

Board (5 May), Board (6 May), Council (pm 7 May) , Council (8 May), Committee Chair/Vice-Chair Meeting (9 May) – Singapore

##### ii) Board Meeting - 3–5 September 2017 – Copenhagen, DEN

##### iii) Annual Conference – 3–11 November, Puerto Vallarta, MEX

The Chief Executive Officer reported that a successful site visit had recently been completed and that World Sailing is working closely with the MNA.

#### (b) 2018

##### i) Board Meeting - 3–5 February, Auckland, NZL

##### ii) Mid-Year Meeting - 12–15 May, GER

##### iii) Board Meeting - 8–10 September – Location TBC

##### iv) Annual Conference - 2–10 November, Sarasota, USA

### 6. Any Other Business

#### (a) Racing Rules App

The Board discussed the recent correspondence on digital publications of the Racing Rules of Sailing.

##### **Decision**

**The Board confirmed the current Reproduction Policy.**

**The Board noted the Council's approved position on digital publication and acknowledged the requirement to deal with all applicants on an equal basis.**

**The Board noted if MNAs wished to change the approved Council position then a submission for regulation change should be made.**

#### (b) Allocation of Olympic Equipment

Nadine Stegenwalner reported that it was proving difficult for MNAs / Team Leaders to obtain accurate information about the allocation of Nacra 17 foiling equipment.

##### **Decision**

**The Board request that Executive Office should be responsible for putting the information about the allocation of the equipment up on the website.**

#### (c) Remuneration Committee

Scott Perry proposed that a remuneration committee should be formed as a sub-committee of the Board.

##### **Decision**

**The Board request that Executive Office should produce terms of reference for a Remuneration Sub-committee of the Board for the May Board meeting.**

#### (d) Governance Commission

The appointment and terms of a Governance Commission would be considered at the May Board meeting.

There being no other business, the President closed the meeting.