

The Board met between 11:00 – 18:00 on 4 November 2017 and 07:30 – 09:00 on 7, 9 and 10 November 2017 at the Sheraton Buganvilias Hotel, Puerto Vallarta, Mexico

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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 – Chairman, Athletes' Commission
Ana Sanchez del 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
Jonela Haxhinasto – Finance Director
Jon Napier – Director of Legal Affairs and Governance
Carlos de Beltrán –Director of Technical & Offshore

Apologies:

HM King Constantine - President of Honour
Torben Grael - Vice-President (Fri 4 Nov only)

1. Opening of the Meeting

(a) Communication from the President

The President welcomed everyone to Mexico and reflected that it had been a busy first year. He noted that being now fully operational in London the main goal for 2018 was to get back on track servicing our sport and synchronizing the processes within the management structure, Council, Board and the Executive and after the annual meeting to agree on clear priorities for 2018.

(b) Conflicts of Interest

The Register of Interests was noted. Yann Rocherieux registered that he had a conflict of interest over the World Cup discussions in view of Marseille.

(c) Minutes

The Board noted the minutes of its meetings on 3, 4, 5 September, 2 October and 12 October 2017.

- (d) Minutes Matters Arising
 - i) Governance Commission

Decision

The Board approved the members of the Governance Commission subject to approval of the terms of reference by Council.

- ii) TSE

The President reported that a new contract with TSE had been signed for the period July – December 2017, but that once the new staff member came onboard, this relationship would be reduced to the agreed level by the Board during the Madrid meeting.

- iii) Events Appointment Working Party

Ana Sanchez advised that Josje Hofland, Chair of the Events Appointment Working Party had resigned.

2. Safety

The Director of Technical and Offshore reported on the Terms of Reference, the safety framework and the safety web portal for the Executive Office Safety Panel. World Sailing will implement a web based portal which will be a simple stand-alone solution until the digital re-platform is in place. This will allow the recording of Sailing incidents, across a range of severity. The web portal will be opened in March 2018 and safety reporting will require a reporting Regulation change which will be presented for approval by Council at the Mid-Year meeting in 2018. The Safety Panel would use the 'Guidelines for Independent Incident Reporting' which has been approved by the Offshore Special Regulations Sub-Committee as a reference document for incident reporting.

Decision

The Board agreed the membership and terms of reference of the Safety Panel.

3. General Business

- (a) Management Accounts

The September 2017 Management Accounts were noted.

Decision

In future, a transaction fee will be added to all entry fees where World Sailing is collecting fees on behalf of another event authority. This is to cover the currency risk and bank charges.

- (b) World Sailing Debtors

The World Sailing debtors were noted.

Decision

All MNAs who still have not paid their Rio 2016 Olympic Insurance will be given 30 days to pay, failing which they will be suspended.

Those Classes who have not paid their Annual Subscription will also be given 30 days to pay before their membership cancelled under Article 19(a).

All Annual Subscription invoices will be sent out in December for the forthcoming year, with payment due by 30 January each year.

Class Fees will be reviewed in 2018 as per Council's previous decision.

- (c) Quarterly Report on the Isle of Man Trust

The CEO reported on the Isle of Man Trust.

- (d) World Sailing Deposits

The World Sailing deposits were noted.

(e) 2018 Budget and Quadrennial Financial Plan

The 2018 Budget and quadrennial financial plan presented to the Board.

Decision

The Board approved the 2018 budget scenario 2 which reflected a conservative position and a reduced level of expenditure over the quadrennial. The Board noted the assumptions in the budget on the level and timing of sponsorship revenue and the potential impact on cash reserves if the targets were not met. The Board asked that progress on sponsorship to be a key reporting matter in 2018 and for the budget position to be reassessed in June 2018.

(f) Disciplinary Cases

The Board noted there were no current disciplinary cases.

(g) MNA and Membership Matters

i) Caribbean Sailing Association

The Board received the recommendation of the Constitution Committee concerning a new application for Affiliate Membership by the Caribbean Sailing Association.

Decision

Once the Caribbean Sailing Association received a simple majority support of the MNAs in the region, the Board will recommend its application for Affiliate Membership of World Sailing to Council.

ii) The Crimea

The Board received an update from the Director of Legal Affairs and Governance on sailing events run on the Crimea.

iii) Suspended Members

The Board noted that the following members have been suspended:

Federacao Angolana de Vela
Botswana Yacht Racing Association
Federation Djiboutienne de Voile et des Sports
Nautique
Iran Canoeing, Rowing and Sailing Federation
Kenya Yachting Association
Kosovo Sailing Federation
Macedonia Sailing Association
Madagascar Yachting and Rowing Squad
Mauritius Yachting Association
Nigeria Rowing Canoe and Sailing Federation
Yacht Racing Association DPR Korea
Federation Senegalaise De Voile
Federacion Venezolana de Vela
St Vincent and Grenadines Sailing Association
Sailing Association of Zimbabwe
Anguilla Sailing Association

(h) Strategy Process

The CEO presented what steps were being taken between now and May 2018 on the Strategy Process following which it will be presented to Council for approval in May 2018.

(i) Sustainability Agenda 2030 Consultation Process

The CEO outlined the 4-month consultation process after which the Sustainability Agenda 2030 would be presented to Council for their approval at the Mid-Year meeting 2018.

(j) Submissions 2017

The Board noted the submissions made and made its final recommendations to Council (see Appendix 1).

(k) Board Submissions

The Board discussed their submissions and made their final recommendations to Council (see Appendix 1).

4. Reports / Information

(a) Vice-Presidents' Reports

The Vice-Presidents reported on their activities since the last Board meeting.

(b) CEO Report

The CEO circulated a written report which was noted by the Board.

i) World Sailing Cultures and Values

The CEO presented the outputs from the culture, values and behaviours workshop recently held in the London Headquarters. With many new people joining the team it is the right time to focus on shaping a culture and defining the values and behaviours that will deliver success.

(c) Commercial Report

The CCO gave an overview of Marketing and Communications.

i) Sponsorship Update

The Commercial Team reported on their target categories for sponsorship acquisition and that they had identified further possible revenue streams.

ii) Digital Platform Update

Business requirements have now been gathered to be able to formulate a new solutions architecture including priority work packages. Further detailed requirements gathering will continue over the next 2 months to ensure that stakeholder needs are accommodated, and prioritisation is understood. It is proposed that the principle World Sailing data is mastered by a new database, with a data architecture that properly supports the needs. The full project costs and refined timescales are targeted to be available for Board approval in December.

iii) Virtual Sailing strategy

The Chief Commercial Officer presented the virtual sailing strategy and advised that the Virtual Racing Rules of Sailing (VRRS) had been submitted to the Racing Rules Committee for ratification. VRRS will be owned by World Sailing.

Decision

The Board approved the signing of the contract with Virtual Regatta, subject to approval by Council of the Virtual Sailing World Championships Board submission.

iv) High-Net Worth Programme Update

The Chief Commercial Officer presented plans for a High-Net Worth Programme where it was felt there were opportunities for fundraising for sustainability, youth development and increasing participation.

Decision

The Board approved the creation of a new grant-making charity – World Sailing Trust and an annual budget and performance measures for the delivery of the programme.

5. Events

(a) 2017-2020 Event Strategy Update

The Director of Events presented a recommendation for the host venue for the 2018 World Cup Series Final.

Decision

Yann Rocherieux did not take part in the discussion after declaring a conflict of interest. The 2018 Sailing World Cup Final will be held in Marseille subject to contract. The 2019 European Rounds and Final will be decided at the February 2018 Board meeting.

(b) 2020-2024 Event Strategy Update

The future World Sailing event strategy was reviewed. It was noted that the Events Committee had developed a paper that included three options for the future, with the Board Sub-committee proposal being one them.

Decision

In order for World Sailing to deliver a more sustainable Event Strategy (including World Cup Series), the Board and Events Committee need to present a strategic plan taking into consideration all aspects of the event to Council. This review must include input from the Board, Events Committee, the Olympic Classes, and Executive Office.

The Board Sub-committee for the Event Strategy will consist of:

- **Kim Andersen, Torben Grael, Yann Rocherieux (Board)**
- **Events Committee members (TBC)**
- **Olympic Classes (TBC)**

The Chief Executive Officer, Chief Commercial Officer and Director of Events will continue to support the work of the Sub-committee. The Sub-committee will develop a new Event Strategy, which will be presented to the Mid-Year Meetings in May 2018 for approval.

(c) 2017 Para World Sailing Championship, GER

The Director of Events presented a report on the 2017 Para World Sailing Championships in Kiel, the 2017 PDP Clinics and plans for 2018. It was noted that the 2017 Para World Sailing Championships held in Kiel were a great success. Sailors from 37 nations and 6 continents competed in the Open 2.4m and in the Men's and Women's Hansa 303.

(d) Plans for the 2018 Para World Sailing Championship, USA

The 2018 Para World Sailing Championships will be held in Sheboygan on 16-22 September, contracts have been signed and World Sailing will work on a budget to help provide support to MNAs and sailors at both Sheboygan and Kiel.

(e) 2020 Olympic Sailing Competition & Showcase Events Update

The Director of Sailing presented a report on plans for the 2020 Olympic Sailing Competition. It was noted that the 2018 World Cup Series – Enoshima regatta would be used as the 2018 test event and will run from 9-16 September. World Sailing will work with Tokyo 2020 and JSAF to finalise the scope of the test event.

The 2019 Test event's dates need to be confirmed but it was noted that World Sailing had proposed 15-23 August 2019.

It was noted the IOC / Tokyo 2020 still need to finalize their Showcase Event Policy.

(f) 2018 Sailing World Championships Update

The Director of Events presented a progress report on the 2018 Sailing World Championships in Aarhus. The next steps would include implementing lessons learnt from the Aarhus Test Event and a full review of the Support Team. It was noted that the Notice of Race had been published and that the entry system was open. It was reported that the final scope for Sunset and Vine and SAP was being finalised shortly.

(g) 2017 Youth Sailing World Championships Update

The Director of Events gave a progress report on the 2017 Sanya Youth Worlds, the 2018 Corpus Christi Youth Worlds and the 2019 Gdynia Youth Worlds. The bid process for the 2020 / 2021 Youth Sailing World Championships had begun with a deadline for bids of 31 December 2017. Bids will be reviewed in January 2018 with a final decision on the host venue in February 2018.

(h) 36th America's Cup

The President updated the Board on the position of the 36th America's Cup.

(i) Laser Radial & RSX Women's Coaching

The Board a proposal for Laser Radial and Women's RS: X coaching from the Executive Office which aims to close the performance gap amongst nations aspiring to qualify within the Women's RS:X and Laser Radial fleet at the Tokyo 2020 Games.

Decision

The outline proposal was accepted and the Board requested the Plan to be further enhanced which should include the suggestions made by a number of committees should be included in the plan.

6. Equipment

(a) Update on Nacra 17 & Nacra 15

A report on the Nacra 17 and Nacra 15 was given by the Director of Technical and Offshore regarding the recent Nacra 17 Class Rule changes and the Nacra 15 distribution going forward.

The Board noted the need to check the availability of Nacra 15 boats at the different Qualification Events for the 2018 YOG.

Future World Sailing Meetings

(b) 2018

- i) Board Meeting, 2–3 February
- ii) Mid-Year Meeting, 10 –15 May, London, UK
- iii) Board Meeting, 17 - 18 September
- iv) Annual Conference, 26–4 November, Sarasota, USA

(c) 2019

A report on the site visit to Bermuda, the potential venue for the 2019 Annual Conference was circulated to the Board

Decision

On the basis that the Bermuda bid was compliant, the Board agreed to recommend the Fairmont Southampton Hotel, BER to the Annual General Meeting as required under the regulations.

7. Any Other Business

- (a) Committee / Commission Attendance

Decision

The Executive Office is to send a report to the Board of all Committee, Commission and Council Members who have not attended the 2017 Annual Conference.

- (b) World Sailing Corporate Structure

As requested by the Audit Committee, the Executive Office presented a report on the corporate structure of World Sailing and recommended that the structure be made more efficient by reducing the number of companies. It was determined that the current activities of World Sailing Event Management (WSEM) should be transferred to World Sailing Limited (WSL) and WSEM should be wound up.

This would effectively reduce administration time and costs for World Sailing.

Decision

The Board, as shareholder, requested the World Sailing Events Management (WSEM) Directors and the Executive Office to transfer the existing business, assets and liabilities of WSEM to World Sailing Limited, and to dissolve WSEM following the completion of the 2018 financial year.

- (c) Investment Committee Terms of Reference

The Board noted the paper concerning the policy and oversight of the investment activities of World Sailing.

Decision

The Board determined that the investments policy will be approved by the Board and compliance with the policy will be delegated to the Audit Committee.

- (d) Delegated Authorities

Decision

The Board confirmed that the CEO and the Director of Finance are responsible for the approval of expenditure, in accordance with the limits set by the delegated authorities approved by the Board in February 2017.

- (e) 2024 Olympic Games Events and Equipment Decisions

The timetable for decisions on 2024 Olympic Games Events and Equipment decisions were discussed and it was noted that there was a considerable amount of work and coordination required to achieve an effective outcome in May 2018.

Decision 1

The Board has approved the creation of a working party to co-ordinate and manage the procedures for the selection of events and equipment for the 2024 Olympic Sailing Competition. The Working Party will consist of:

The Chairman of the Events Committee

The Chairman of the Equipment Committee

The Chairman of the Constitution Committee

The Director of Events

The Director of Technical & Offshore

The Director of Legal Affairs & Governance

Decision 2

The Board requested that the Events Committee and Equipment Committee set-up a Working Party made up of representatives of both committees. This Working Party will be responsible for reviewing all submissions dealing with 2024 Event and Equipment decisions and making the final recommendations to the Events Committee and Equipment Committee.

The Board noted the timetable for decisions being:

The Events Committee will make all Event recommendations in May 2018.

The Equipment Committee will make all Equipment decisions / recommendations in November 2018. If a decision / recommendation is made to evaluate equipment, the final decisions on that equipment will be made at the latest in November 2019.