Important Notes

These slides are a compilation of the presentations made on behalf of the World Sailing Governance Commission to the World Sailing Annual Conference, Council Meeting and AGM held in Sarasota, Florida, USA from 1 to 4 November 2018.

They include the initial ideas of the World Sailing Governance Commission. These initial ideas are not a proposal, but rather ideas about which the Commission seeks feedback.

Feedback is welcomed from MNAs, Class Associations, other World Sailing members, Board members, Council members, committee members and the many other individuals involved in World Sailing, including, importantly, the sailors.

Please send feedback to the Chairperson at governancereview@sailing.org.

Thank you

Maria Clarke
Chairperson, Governance Commission

4 November 2018
WS Governance Commission Members
Contents

• Commission’s work to date including:
  • review of ASOIF Assessment
  • review of sports governance & other IFs
  • initial questionnaire
  • objectives
  • timetable
• Member Survey
• Commission’s initial draft ideas
• Feedback
Work to Date
Reviewed ASOIF Assessment 2018

Areas for improvement recommended:
• Equal opportunities for participation at AGM
• Term limits - max 3 x 4 years terms in same or multiple roles
• Elected positions - less restrictions; unlimited nominations, have nominations commission
• All elected and appointed positons (non staff) should be open recruitment
• More independent Ethics Commission with separation of investigation process from sanction process
• Independent audit committee especially chair
Work to Date

Reviewed sports governance literature and other IFs reform
Initial Questionnaire

- 47 participants – Council (32), Board (9) and taff (6)
- Does WS governance need changing?
  - 94% yes
- What do you like?
  - Committees – skills and experience
  - Board / management structure - good governance
  - Democratic – anyone can submit an issue; AGM, global representation, election system
  - “hard to think of anything”, “nothing comes to mind”, “not a whole lot of positive factors”
Initial Questionnaire

What do you dislike?

- Inefficient decision making
  - submission process
  - duplication of decisions
- Lack of input into decision making
  - non-English speaking
  - intimidating environment
- Lack of transparency of decisions and decision making process
- Conflicts of interest
- Important decisions too political eg Olympic equipment
- Lack of clarity of roles and perceptions that people not doing their jobs properly
- Insufficient diversity – regional representation; gender, athletes, expertise, independence
Initial Questionnaire

Suggested Improvements from Council, Board + Staff

- “change the submission process”, we need “more flexible way of getting ideas on the table”
- “get rid of Council”, “remove Board and change Council to 17 seats”, “should be a combination of AGM and Council – a hybrid of both – to set policy”
- “we should delegate” more to expert committees, like racing rules
- “WS should fund all MNAs to attend the GA”, “if not English speaking they can’t participate”
- “more needs to be done in terms of diversity of ethnicity and gender equality”
Objectives

World Sailing Governance

- Efficient and effective
- Engagement and participation
- Roles and responsibilities
- Expertise and diversity
- International benchmarks
- Integrity standards + transparency
Timetable

Early 2019
Detailed Proposal Developed

April/May 2019
Board approval

May 2019
Meetings Discuss Proposal

June - Aug 2019
Further Consultation

Sept 2019
final documents submitted

Nov 2019
AGM Vote
Survey Participants

- **50% Europe**
- **22% North America & Caribbean**
- **13% Oceania**
- **9% Asia**
- **6% Africa**
- **4% Central & South America**
### Survey Results – Key Themes

**Overall is Change Required? 86% = “yes”**

<table>
<thead>
<tr>
<th>Decision Making Process</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>“eliminate submissions and replace with strategic structures”</td>
<td>Define roles and responsibilities and interface between them Council &amp; Board, Council groups &amp; Continental Associations, Board &amp; Staff, committees &amp; staff, Council &amp; AGM</td>
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<tr>
<td>“shorter decision making process”</td>
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<tr>
<td>“so much time, energy and dedication is lost”, “stop Council reversing decision of educated, hardworking parties and committees”</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>More power to MNAs</th>
<th>Interests of the Sport</th>
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</thead>
<tbody>
<tr>
<td>All regions and MNA voices should be heard “position and power of AGM” reinstated “explore MNA engagement and/or voting on certain issues”, “stop focussing on the Olympics”</td>
<td>Decisions need to be made in the interests of the sport not on who people represent (eg classes, MNAs) “the experts need to have more decision making responsibility”</td>
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</tbody>
</table>
Survey Results

Submissions

Satisfied 55%
- Transparency
- Formal structure
- Anyone can make a submission

Dissatisfied 45%
- Confusing process as both Council and AGM can decide them
- Process is long, legal and complicated
- No real debate

Participation Factors

- Cost
- Language
- No Debate
- No Reps
- Info Late
- Other
## Survey Results

<table>
<thead>
<tr>
<th>Council</th>
<th>Board</th>
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<tbody>
<tr>
<td><strong>Effective</strong> 23%</td>
<td><strong>Not Effective</strong> 62%</td>
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<tr>
<td><strong>Effective</strong> 33%</td>
<td><strong>Not Effective</strong> 43%</td>
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</tbody>
</table>

- Member representation
- Knowledge of Council members
- Council members understand the politics

- Decisions overturned
- Doesn’t act in best interests of sport
- Lack of diversity

- Skills, expertise from business and sport
- Quick decisions
- Rotation
- Elected members

- Council can overturn its decisions
- Management not held to account
- Insufficient diversity in gender, age, athlete voice

* Don’t Know 15%  
* Don’t Know 22%
Survey Results

Committees

Effective 45%

- Expertise in their subject matter
- Members bring difference perspectives
- Enables work to be done on voluntary basis
- Brings wide range of people from sport into decision making

Not Effective 44%

- Recommendations not supported by Council or Board
- Some members have conflicts of interests
- Communication and information provided to Committees is inadequate or late
## Survey Results

Who should make these key decisions?

<table>
<thead>
<tr>
<th></th>
<th>President</th>
<th>Board</th>
<th>Council</th>
<th>AGM</th>
<th>Committee</th>
<th>Staff</th>
<th>Other</th>
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</thead>
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<td>Committee Appointments</td>
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<td>Members new or suspended</td>
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<td>Auditor</td>
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</table>
Survey Results

If you could make one change what would it be?

• “Strengthen the role of the AGM”
• “Give expert committees the right to decide” eg racing rules
• “Make decisions faster. Once a year is not enough”
• “Give the Board final decisions to implement Committee recommendations”
• “Remove Council out of the governance; design a structure based on best practices for International Sport Organisations”
• Annual and Mid-Year conference to take place at venues elected for ease of access to our global membership”
• “Talk to the members more frequently and more clear”
• “Increase transparency in the decision making. Documents in time, more flexibility in debates. Simultaneous translation”
• “Simplify”, “Less people”. 
Commission’s Guiding Principles, so far …

• Streamline, efficient and effective decision making – new principles to decision making process
• Expertise in all bodies
• Wide participation in decision making from all parts of the World
• Greater empowerment of MNAs
• Olympics important but WS purpose far broader
• Role clarity and accountability
• Gender balance + greater athlete voice
New Decision Making Process

• Decide who is the final decision maker; no duplication
• No decision made without prior process
• Ideas/issues decisions can be initiated by anyone but **must** go through the process
• Decision can be made quickly or slowly depending on nature and extent of issue
• Doesn’t mean consultation with everyone on all decisions, but rather with those relevant
• Current submission process would cease
Membership

Members/AGM

Members (no change)
Members’ rights and responsibilities (tbd)

Voting – 1 MNA 1 vote; in person or electronic with live steaming (no proxies)

Delegates – up to 2 (male/female); MNA endorsed; must come from MNA*

Can make decisions outside of AGM by e-voting, if “present” at the meeting

Open meeting (observers pay)

Role
Supreme Authority (owners/shareholders)

Decisions
• Constitution amendments (records structure, roles, responsibilities, composition, appointment process of all WS bodies)
• approve 4 yearly strategy*
• elect / remove President and Board
• decide criteria for selecting AGM venue
• approve Major transactions
• decide Olympic Games events and equipment
• admit / remove members
• receive annual accounts
• appoint auditor
• appoint/ remove independent bodies
Board

Members / AGM

Nominations Panel
1 x independent expert President
1 x Board Member mid-term

Criteria for Appointed Members
• skills/expertise (matrix/gaps)
• sailing knowledge
• regions
• gender
• age
• ethnicity
• attributes

Board (12)
President (E)
5 Vice Presidents (E)
(2 of 6 each gender)
4 Other Members (A)
2 Athlete reps
(1 x Ath Com Chair
1 x professional sailor; 1 of each gender)
Overall
- 4 of 12 each gender
- 1 member from each Region

Role
Governance

Decisions
Makes all decisions (unless delegated) other than those made by Members
All decisions made on recommendation as per DM Cycle
• approve Regulations
• approve budget, accounts and financial management
• approve Strategy*
• approve Annual Plan
• appoint, monitor, remove CEO
• approve financial management
• monitor risk / compliance
Olympic Council

Members / AGM

Board

- Nominations Panel

Olympic Council (27)
- Pres, 1 VP, 1 Ath BM
- 15 MNA reps*
- Chair +2 of OG SC
- Chair +2 of OPW SC
- 3 Olympic Classes

OC Role
- Recommends on all matters Olympics

Decisions
- Recommendation on events/equipment for OG
- Recommendations on matters related to pathway to OG
- All other Olympic related matters

Recommendation on events/equipment for OG
- Recommendations on matters related to pathway to OG
- All other Olympic related matters

Olympic Games Sub Commission
- Recommendations on events/equipment for OG
- Recommendations on matters related to pathway to OG
- All other Olympic related matters

Olympics Pathway Sub-Commission
Current Committee Structure

- Council
  - Audit
  - Events
  - Equipment
  - Race Officials
  - Racing Rules
  - Oceanic & Offshore
    - Special Regulations
  - Constitution
  - Development & Regions
    - Regional Games
  - Para World Sailing
  - WS Classes
    - Olympic Classes
  - Match Racing
  - Team Racing
  - Youth Events
    - International Judges
    - International Umpires
    - International Measurers
    - Race Management

- Board
  - Committees
  - Sub-Committees
  - Commissions

  - Athletes
  - Coaches
  - Ethics
  - Sailor Classification
  - Governance
  - Medical
  - International Regulations
  - Sustainability
Commissions

Members / AGM

Board

Nominations Panel

Recommends to Board

Criteria for Appointment
Skills/expertise
Region (6)
Gender (30%)
Athlete Age
Classes+

Olympic Council

Audit
CEO
Finance & Risk
Technical Appointments

Sub-Commissions

O+O+SE
Officials
Rules
P + D
Governance
Athletes

Working Groups as required

OG
OWP
SC
SC
SC
SC
SC
Independent Bodies

Members / AGM

Board

Recommends to Board

Nominations Panel

Audit
Finance + Risk
Technical Appointments
CEO

Olympic Council

O+O+SE
Officials
Rules
P + D
Governance
Athletes

Sub-Commissions

SC
SC
SC
SC
SC
SC

Working Groups as required

Independent Bodies
- Judicial Board
- Dispute resolution
- Anti-Doping
- Ethics

OG
SC
OWP
SC
Feedback

governancereview@sailing.org