

**The Board met between 09:00 – 18:00 on Saturday 10 December and 09:00 – 18:00 on Sunday 11 December 2016 at the Sofitel Dubai Downtown Hotel, Dubai, UAE**

1. Opening of the Meeting	1	5. Future World Sailing Meetings	7
2. General Business	3	6. Any Other Business	7
3. Reports / Information	4	7. 2017-2020 strategy	<b>Error! Bookmark not defined.</b>
4. Events	5		

### **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 Chair

Ana Sanchez de Campo Ferrer – Vice-President

Nadine Stegenwalner – Vice-President

Andy Hunt – Chief Executive Officer

### **Apologies**

His Majesty King Constantine

### **In attendance:**

Helen Fry – Business Operations Director

Jon Napier – Director of Legal Affairs and Governance

Alastair Fox – Director of Events (by phone)

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

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

The President welcomed everyone to the meeting and he stressed the importance of developing the sport of sailing. The MNAs expect decision making and the minutes should reflect this and allow the MNAs and sailors to easily understand the Board's decisions.

The President outlined his activities since being appointed President, including a visit to Germany and to St Petersburg, Russia as a guest of the Russian Yachting Association for the Russian annual awards and where he met with the newly elected officers.

He had recently completed a successful visit to Lausanne where he met the IOC President Thomas Bach and key IOC personnel. 28 sports are competing for 4 possible additional medals at Tokyo 2020 and it was noted that sailing had an above average athlete quota (the average being around 200). The IOC President advised that the second tranche of the Olympic monies were now due and discussions took place about the importance of bringing in youth to the sport, widening the appeal of sailing to a broader audience and having proactive communications.

## **Decision**

**Following discussion, including a report of the meetings with the IOC President, the Board will focus on applying for showcase events for Tokyo 2020 and not pursue an 11<sup>th</sup> medal.**

### **(b) Register and Declaration of conflicts of interest**

Torben Grael – BRA Olympic Committee employee, Olympic selection role, Board member of Project Grael Foundation. Brother – President of Star Class. Children sail in 49er and 49erFX; nephew – 49er sailor. Shareholder in the National Marina in Sao Paulo.

Ana Sanchez – no conflicts, except she is a WS International Judge, IJ Instructor. Only club sailing in family.

Scott Perry – former President of PASAF, own 30% of business that supplies sailing industry in URU/ARG.

Jan Dawson – former President of Yachting New Zealand, Chair of Yachting New Zealand Audit Committee, Chair of Olympic Advisory Committee for Yachting New Zealand. Committee appoints the selectors not athletes for nomination to NZOC.

Gary Jobson – retired from ESPN/NBC, Past President of US Sailing – member of nominating committee, Board of US Sailing Foundation, member of 42 yacht clubs.

Yann Rocherieux – no involvement with FFV, athlete rep at Marseille training centre

Quanhai Li – Vice President of Chinese Yachting Association, Board member of ASAF ex officio

Nadine Stegenwalner – employed as Olympic team manager for DSV. Partner is the CEO of a county sports association and a Vice-President of DSV.

Kim Andersen – no connections with DSA, chairman of nominating committee for Royal Danish YC.

## **Decision**

**On specific items, the President and Vice-President must declare their various conflicts of interest (if any) and Board will decide case by case whether the Vice-President should take part in the discussion or be asked to leave the room during that particular item.**

**Ana Sanchez will need to consult with the Conflict of Interest Working Party regarding any conflict of interest she may have as an International Judge at various events.**

Director of Legal Affairs to update the register prior to each Board meeting and declarations for each board member will be included in Board papers.

### **(c) Minutes**

The minutes of the Board meeting of November 2016 (circulated and approved by the Board 2012-2016 after the meeting) were noted.

### **(d) Matters Arising**

Item 4(a) An update on SWC Final contracts for 2017/2018 was given. The CEO will visit Santander in early January 2017.

Price Waterhouse Coopers report on the recent survey was discussed and the results will be useful to support the application for a showcase event for 2020.

### **Decision**

**The final report from PWC will be combined with the broadcast media data from the Rio Olympics and included in the Board Agenda for February.**

**The methodology for the report will be circulated to the Board now.**

The Athletes Commission Representative discussed Submission 004-16

### **Decision**

**The Athletes Commission should propose a system to fill vacancies within the Commission and prepare a submission.**

Submission 013-16 was discussed.

### **Decision**

**The Match Racing Sub-committee should discuss the importance of promoting monohull match racing with the World Match Racing Tour.**

## **2. General Business**

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

The President wanted the Board to engage more with the MNAs through the groups at Council.

### **(b) 2017 - 2020 Strategy**

The Board received a presentation from the President.

### **Decision**

**A questionnaire to identify strategic issues would be drafted using the President's presentation and sent out to the Council Groups. It was essential that Council Members consult with the MNAs in their Group and consolidate their feedback. The Board would review this feedback at their strategic workshop in February 2017 and then 5 priorities would be chosen. The strategy would then be presented at the Mid-Year Meeting of Council in May.**

### **(c) Board Charter**

Jan Dawson outlined the benefits of documenting and agreeing Board responsibilities, obligations and communication in a Board Charter.

### **Decision**

**Jan Dawson, the CEO and the Director of Legal Affairs and Governance will prepare a draft Board Charter for approval.**

**It was proposed to remove the need for a Vice-President to be responsible for Finance and instead to move to a more corporate structure by updating the delegated authorities and allow the CFO (Head of Finance Function) to report to the Board meeting.**

### **(d) Governance and communication for committees**

The Board discussed the importance of interaction with committees. The Chairman of each committee, the Vice-President, and Staff Manager will be the co-ordinating group.

### **(e) Roles, Responsibilities and Geographical Areas of Board Members**

#### **Decision**

**The Board agreed on their initial roles, responsibilities and geographical areas (see Appendix 1). This allocation will be reviewed after the Annual Conference 2017.**

- (f) Appointment of Board Directors

#### **Decision**

**World Sailing Events Management Ltd – Scott Perry and Jan Dawson**

**World Sailing (UK) Ltd – Kim Andersen, Scott Perry, Andy Hunt**

**The Bank Mandates were approved for – Kim Andersen, Scott Perry, Andy Hunt, Helen Fry and Emma Hawkins**

- (g) Reporting to the Board – Frequency

#### **Decision**

**The CEO would provide a monthly report with a weekly bullet point update. This will be reviewed at the February Board meeting.**

- (h) Committee and Commission Appointments

The Board reviewed the Committee and Commission Appointments.

#### **Decision**

**A proposal for the appointment of Committees and Commissions should be sent to the CEO by 9 January, for review with the President and the Board.**

**A submission should be put to Council for the Athletes Commission to have voting rights in Events Committee, Equipment Committee, Olympic Classes Subcommittee, Race Officials Committee, Racing Rules Committee, Development & Regions Committee, Para World Sailing Committee.**

- (i) Gold and Silver Medal Recipients

The Board reviewed possible recipients of Gold and Silver medals.

#### **Decision**

**A final list of recipients would be decided once the Committee and Commission nominations had been finalised.**

- (j) ASOIF Governance Audit

The Director of Legal Affairs and Governance gave a presentation on the ASOIF Governance Questionnaire.

#### **Decision**

**A Governance Commission should be created and the membership will be approved by Board.**

- (k) Affiliate Membership application

The Board noted that the Constitution Committee recommended that the Board approve the application for the Caribbean Sailing Association to be an Affiliate Member.

#### **Decision**

**The Board recommends that Council approve the Caribbean Sailing Association to be an Affiliate Member.**

### **3. Reports / Information**

- (a) CEO Report

The CEO presented a summary of the activities and progress of the Executive Office and outlined the 2017 Target Organisation Design.

**Decision**

**The 2017 Target Organisation Design was approved by the Board.**

The Board received a presentation on options for the future location of World Sailing following an initial detailed analysis of options against an agreed set of criteria.

**Decision**

**The Board shortlisted four possible options of Southampton, London, Barcelona and Valencia. Further analysis will be undertaken by the middle of January in order that a final decision can be made by the Board by the end of January 2017.**

The Board reviewed the expense policy and the Director of Legal Affairs and Governance gave a legal update.

The CEO reported on a recent meeting with the Clipper Around the World Race where they indicated they wished to apply for special event status.

**Decision**

**The CEO was requested to provide a paper to the Board which would include a recommendation and set out the various events levels.**

- (b) Management accounts to September 2016 –

The CEO presented the Management Accounts to September 2016.

- (c) Budget 2017

The CEO presented the Budget for 2017 which had been approved by the previous Board subject to this further review.

**Decision**

**The Budget 2017 was approved, subject to clarification of a number of items.**

- (d) Gazprom contract

The Board received the details of the Gazprom contract.

- (e) World Sailing services and deliveries assessment

**Decision**

**It was agreed that an online survey would be undertaken with MNAs, Classes and Continental Associations to establish a baseline analysis of member satisfaction with the current services provided by World Sailing.**

- (f) ENP Program – 2017 and 2018

An outline of the ENP Program for 2017 and 2018 was given.

**Decision**

**The ENP locations were approved**

#### **4. Events**

- (a) Para World Sailing strategy

The Para World Sailing strategy was outlined.

**Decision**

**The Board will make a submission to bring the Para World Sailing Committee Terms of Reference in-line with other WS Committees.**

**The Board recommends that the recently selected equipment by the Para World Sailing Committee (Hanse 303 & Weta Trimaran) to be considered as development equipment rather than selected equipment for a Paralympic Games. These 2 new pieces of equipment will be added to the existing 3 events at the Para World Sailing Championships in 2017**

**As from 1 January 2018 all sailors competing in any Para World Sailing events need to be affiliated with World Sailing. The Para World Sailing Committee will be asked to put in a Submission for Council to consider at the Mid-Year Meeting.**

**(b) Supply of Olympic Equipment Advice**

The Board discussed the various concerns raised prior to the Annual Conference regarding competition law/antitrust issues and a legal opinion that had been sought from a specialist law firm. In particular, two submissions to Council 023-16 and 024-16 raised these points.

**Decision**

**The CEO and Director of Legal Affairs are to seek further opinion from the advisors as to a final proposed solution to be discussed at the February Board meeting. The proposal should consider strengthening of evaluation processes, a review of the Olympic Classes Contract, the implementation of a tracking and quality control system with manufacturers and the potential implementation of a sanction system when manufacturers do not comply with standards.**

**(c) 2020 Events and Equipment Process**

Following the recent meeting that the President had with the IOC President, it is now the Board's opinion that there are very limited chances for an 11<sup>th</sup> medal (4 medals across 28 sports). Furthermore, an extra medal would have to come from within the existing athlete quota and given the need for gender equality, an 11<sup>th</sup> medal would need to be a women's event.

**Decision**

**The Board will propose 10 events and will not apply to the IOC for an 11<sup>th</sup> medal as it would risk decreasing the number of nations competing at the Games. Quotas will be based on the 10 events only and should support maintaining or increasing universality and gender equality. The Board will make a recommendation to the Events Committee in order that they can produce a paper for Council.**

**Submissions from all disciplines for format as well as showcase event/s, should be made by 10 January. Council will then be asked for an electronic vote on the showcase events to be proposed to the IOC.**

**There is no need to rush other format changes. Classes can present proposals on format to the Events Committee in due course. The Board respect the 49er/Nacra 17 format decision.**

**Work on improving sports presentation is the most important priority.**

**Another priority will be to work on performance training for closing the gap for smaller nations, participating in Olympic classes.**

**A recommendation will be made to all the Olympic Classes to allow free pumping over appropriate wind limit for Olympic Events only.**

**World Sailing to retain the 3 approved qualification pathways (Combined Worlds, Class Worlds and Continental Qualifiers, subject to IOC confirmation. 2019/2020 continental qualification events need to be decided in 2017.**

**Given the ongoing discussions by Events, the Board members, who are current members of the Events Committee, will take no further part in any deliberations on format or quotas.**

(d) Sailing World Cup

The CEO updated on the SWC decisions to date. He reported that the Sailing World Cup Final contract for 2017 and 2018 Finals had not been signed yet but they had been awarded in principle.

A new commercial/broadcast model was being trialled in the SWC Final Melbourne and work was being undertaken on a new onshore event concept (sports presentation).

The qualification system for each SWC event still needs review, but it was noted that there was a good sign-up to the current SWC series.

The Board also discussed the governance and strategy of SWC.

**Decision**

**The Board requests a paper on the SWC and will review all aspects of the Sailing World Cup in February.**

**The Board approved finalisation of the Santander contract for 2017.**

(e) Board representation at 2017 World Sailing Events

The Board reviewed its attendance at the 2017 World Sailing events (Appendix II).

## **5. Future World Sailing Meetings**

Proposed dates and Locations of 2017 and 2018 meetings:

**2017**

February 2017 – no Council Meeting.

Board Meeting - 24–26 February, Cape Town, RSA

Mid-Year Meeting - 6 – 9 May 2017 – Board (6 May), Committee Chair/Vice-Chair Meeting (7 May), Council (8 May), Audit (9 May) – Singapore or Hong Kong

Board Meeting - 3–5 September 2017 – Copenhagen, Denmark

Annual Conference - 3–11 November, Puerto Vallarta, Mexico

**2018**

Board Meeting - 3–5 February, Auckland, New Zealand

Mid-Year Meeting - 12–15 May, Germany

Board Meeting - 8–10 September – Location TBC

Annual Conference - 2–10 November, Sarasota, USA

## **6. Any Other Business**

There was no other business.





OTHER FUNCTION	VP	COMMITTEES / COMMISSIONS	VP	COUNCIL GROUP	VP	REGIONAL FEDERATIONS	VP	OTHER	VP
Audit / Risk	JD	Athletes Commission	YR	Group A – Ireland and UK	NS	Mediterranean Sailing Union	AS	IOC	KA
Corporate Governance	JD	Coaches Commission	TG	Group B – Central Europe	NS	Caribbean Sailing Union	GJ	IPC	KA/ SP
Legal Affairs	SP	Ethics Commission	JD	Group C – East Europe	AS	EUROSAF	NS	ASOIF	KS
Para World Sailing	SP	International Regulations Commission	AS	Group D – South Europe	AS	OSAF	JD	America's Cup	GJ
Olympic Games	AS	Medical Commission	GJ	Group E – Iberian Peninsula	AS	ASCON	SP	ORC	GJ
Youth Olympic Games	TG	Sailor Classification Commission	GJ	Group F – Low Countries	AS	PAN AM	SP	RORC	GJ
Sailing World Cup	JD	Audit Committee	JD	Group G – North Europe	NS	SOUTH AMERICAN SAILING FEDERATION	TG	WADA	KA
Youth Sailing World Championship	TG	Constitution Committee	SP	Group H - Euro-Asian	JD	ASAF	QL		
Sailing World Championship	KA	Development and Regions Committee	NS	Group I – Middle East and West Asia	QL				
Match Racing	JD	Equipment Committee	TG	Group J – East Asia	QL				
Offshore	GJ	Events Committee	JD	Group K – South and Central Asia	QL				
WS Classes	QL	World Sailing Classes Committee	QL & TG	Group L – South West Pacific	JD				
Training and Development	NS	Oceanic and Offshore Committee	GJ	Group M – South and West South America	TG				
Commercial	GJ	Para World Sailing Committee	SP	Group N – Central and East South America	TG				
Sustainability Sustainability Commission Member	JD	Race Officials Committee	AS	Group O – North South America, Central America and Caribbean	GJ				
	TG	Racing Rules Committee	AS	Group P – North America	GJ				
		Women's Forum	NS	Group Q - Africa	SP				
		Regional Games Sub	QL						
		Sustainability Commission	JD						



## Appendix II

### 2017 ISAF CHAMPIONSHIPS

Sailing World Cup	22/01/2017	29/01/2017	Miami (USA)	GJ, TG
Sailing World Cup	23/04/2017	30/04/2017	Hyerres (FRA)	YR, NS
Sailing World Cup	04/06/2017	11/06/2017	Santander (ESP)	SP Closing
Sailing World Cup	15/10/2017	22/10/2017	Gamagori (JPN)	QL
Women's Match Racing World Championship	15/06/2017	21/06/2017	Helsinki (FIN)	AS
Youth Match Racing World Championship	30/07/2017	05/08/2017	Corona Del Mar (USA)	JD
Youth Sailing World Championship	08/07/2017	15/07/2017		
Para World Sailing World Championship	TBC	TBC	Kiel	SP