World Sailing

sport / nature / technology

23 December 2021

<u>Concept Note: Decision Making Process</u>

This summary note has been prepared to explain the current position with decision making through the submission and recommendations process, and the current proposals for reform in this area.

Current Position

Under the Regulations, Council cannot make any decisions unless it has received:

- a submission; or
- a recommendation from a Committee where the item of business properly appeared on the agenda of that Committee

Policy decisions by Council can only be made via one of these two processes. A Regulation change can only be made by submission because the Regulations require the exact text of the change to be set out in a submission.

Submissions for the Annual Meeting must be received by midday on 1 August each year. There is no ability to extend this deadline and almost all submissions are received on 30 or 31 July. The Board can make a submission arising out of its September meeting.

There are very limited circumstances under which a late submission or an urgent submission can be considered, which is at the discretion of the President (lates) or the Board (urgents). Submissions for the Mid-Year Meeting must be urgent and must be received eight weeks' before the meeting.

Amendments to submissions/recommendations can only be made if the amendment is 'minor' <u>and</u> the Council member proposing the item at the meeting (NB: not the submitter) accepts the amendment. In addition, Committees cannot recommend 'substantial' amendments.

The process does not alert like-minded parties in different parts of the world that they might be working on similar issues and so foster collaboration on their submissions.

Submissions are usually published within a week following the Board's September meeting. Recommendations not based on submission are published as soon as possible after the Committee's meeting. Since the Annual Conference has moved forward a week this process has become even more constrained particularly for Council members who represent a number of MNAs and need to brief and consult them before the meetings. Council members also need to understand and fully consider recommendations not based on submission, many of which they have no sight of until the meeting at which they arise and only days before Council is asked to make a decision.

Proposal for discussion

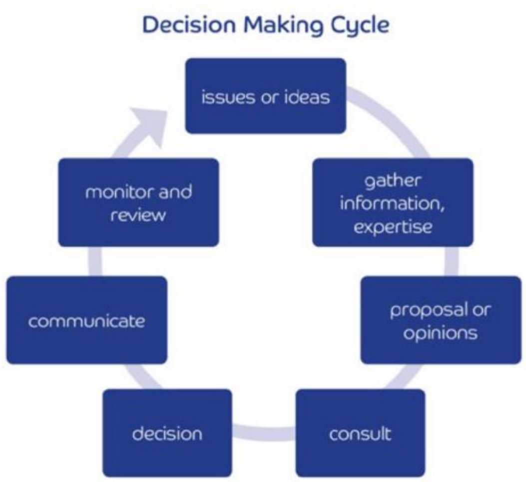
The objectives of the proposed reforms to the Decision Making Process are to:

- remove the inefficient and ineffective submission process
- create a process that enables sufficient time before decisions
- undertake proper research, seek background information, complete an assessment of the implications (time, money, resources and impact on other aspects of World Sailing), and to consult with the relevant members/stakeholders
- improve engagement by members in decision-making processes at World Sailing.

This process would apply regardless of which body is making decisions (which has been discussed in different sessions).

The key elements of a new process can be summarised as:

1. All decisions should, as a matter of principle, go through the decision-making cycle as follows:



2. An online portal will be established into which any idea, issue, question or proposal ("a Proposal") affecting World Sailing can be submitted by any MNA, Class Association, Continental Association, Associate Member, Committee Chair or World Sailing official. A wider group may have access to the portal to comment and feedback on its presented.

3. The Chief Executive Officer, based on guidelines set by the Board, allocates Proposals in terms of the timing/ urgency and sending it to the person/s or

bodies/committees, which are best placed to consider the idea, issue, question or proposal.

4. Proposals may be prioritised based on their impact on the current World Sailing strategy. In deciding on the prioritisation of Proposals, the time and resources needed will also be taken into account.

5. The Chief Executive Officer must provide a regular status report to the Board on the allocation and status of Proposals submitted. The Board may adjust any such allocation or make other adjustments as to how Proposals are considered.

6. Proposals are sent to relevant body or bodies to consider, assess, gather information, apply expertise, assess options and implications. The portal then allows for consultation with MNAs, Classes, Members, Committees, athletes and officials on likely options via the portal.

7. The final recommendation is then sent to the appropriate decision-making body to be approved or rejected. If the decision is not approved, it cannot be amended and must be reconsidered by the recommender

8. For matters allocated to persons under the authority of the Chief Executive Officer e.g. staff, the outcome of these decisions will be reported to the Board on a regular basis.

9. Committees, *Ad Hoc* Committees and Working Groups should work throughout the year and not be limited to a single condensed session of meetings in one week each year.

10. The General Assembly will continue to be held in the last quarter of each year (usually October or November) but the work necessary for decisions to be made will be done in meetings (either in person or using technology) held during the year well in advance of the GA. Only genuinely urgent matters should be presented outside the normal timescales to the GA.

11. Committees should meet on a regular basis to consider Proposals. Whether Committees meet in person or virtually should be based on the importance of face-to-face discussion and debate on the particular topic at hand, rather than a blanket rule. Some topics are easily decided virtually, some are better suited to in-person discussion. Efficient decision-making does not always require that all decisions are 'stored up' for one meeting once a year in person. Committees should discuss and agree with the Board the proper programme for their meetings based on their terms of reference and work plans.

12. Regardless of how and when Committees meet, decisions for consideration by Council or the GA should not be made immediately before their meetings

as at present. Proper time must be allowed for Council members and MNA delegates to consider the recommendations presented to them.

13. Conference will be a more informal forum at which delegates, representatives and observers from all members' may attend together with invited stakeholders. The Conference will enable members' to share ideas, to discuss developments in the sport and provide a mechanism to consult members on ideas from Council, Committees, staff or the Board.

14. The agenda of Conference be set by the Board after consultation with the members. This may allow the length of Conference to be reduced which will save on costs for delgates and for World Sailing overall.

An example is attached showing how the new process could work.

EXAMPLE

This is an example of how a new policy could be considered under the new procedure.

1. The ABC Class wants World Sailing to have a new policy that Classes are required to submit their accounts each year for World Sailing to upload to their website.

2. The ABC Class writes up their proposal and uploads it to the portal.

3. The Chief Executive Officer reviews the proposal and allocates it to be considered by the following groups (*NB: this based on the current WS Committees to aide the example*):
    a. The Board (as the proposal will involve the use of corporate resources)
    b. The Classes Committee (as it impacts on WS Classes)
    c. The Constitution Committee (as a Regulation may be needed)

4. The Proposal is published on the portal and all WS stakeholders can comment on it by a certain date.

5. The Board receives an update on all proposals at a regular meeting and decides that the Equipment Committee should also be allocated to consider it as it may concern eligibility for WS Class status. The CEO allocates it to the Equipment Committee as well.

6. The Committees consider Proposal in principle and comments received by various stakeholders. The Committees agree in principle but need more time to prepare a detailed recommendation for Council.

7. The Committees publish on the portal their 'in principle' decision and inform stakeholders they are working on a final detailed proposal. Stakeholders are invited to comment again on specific questions about how the policy will be implemented.

8. Following discussions and further work between the Committees, a final recommendation for Council is prepared and signed off by the Committees. The Constitution Committee prepares a draft Regulation change for Board approval if Council approves the policy. The recommendation and draft Regulation are published for information.

9. Council considers the recommendation at its next meeting and approves the new Policy. The Board therefore makes the new Regulation to support the Policy.

10. The final decision is communicated to WS Members via the portal.