

LEN RULES OF PROCEDURES

April 2023

1. MEETINGS

- LEN Congress Once every year – preferably in May (physical)
- LEN Bureau Once every 2-3 months (at least 2 physical/year)
- LEN Executive Once every month (at least 4 physical/year)
- LEN Officers Once every week

LEN BUREAU

The Bureau meetings are led by the President assisted by the General Secretary. If the President is absent the First Vice President will replace him.

The meetings are held in an open atmosphere with a respect for all comments and views presented by the participating members.

All discussions and votes inside the Bureau shall not be divulged to anyone outside the Bureau unless otherwise decided at the Bureau meeting. Once a decision has been made it will be supported by all Bureau members.

Each member has the right to have his or her dissenting view recorded in the minutes of the meeting.

The Bureau will operate on a strategic level setting the goals and objectives for the LEN Office and committees in charge of operations. The Bureau will work in accordance with the rights and duties as they are described in the LEN constitution.

Members having a substantial conflict of interest in a matter discussed by the bureau shall recuse him- or herself during the Bureau's handling of the matter.

Only members of the Bureau take part in the meetings. Others can be invited by the President to the meetings for specific items of the agenda which shall be clearly stated in the agenda and minutes. Members are expected to fully attend all meetings, besides exceptional circumstances, or other duties for aquatics. A member shall inform the General Secretary and the LEN Office timely of any foreseen absence.

A member is allowed to have an interpreter present at the meeting, but only when the member is attending the meeting him- or herself.

YEARLY PLANNING OF BUREAU MEETINGS

- February/March Bureau meeting (remote)
- May/June Bureau meeting (in person), Congress
- September Bureau meeting (remote)
- November Bureau meeting (in person)

More LEN Bureau meetings (both personal and remote) can be added ad hoc during the year when matters arise that need to be dealt with by the Bureau.

OVERVIEW OF ITEMS TO BE DISCUSSED AT BUREAU MEETINGS

Inaugural Bureau meeting (first meeting after Election Congress)

- Appointments of committees and commissions and Bureau Liaisons
- Discussion of Strategic Plan for the next eight years

Bureau February/March (remote)

- Activity report and evaluation (previous year)
- Committee reports (committee chairs)
- Proposals Congress
- Report from the Integrity Unit

Bureau May/June (in person)

- Financial report (previous year)
- Financial forecast
- Investment Policy Statement
- Yearly revision by the Bureau of the Strategic Plan
- Future organisers of LEN Events
- Next Congress

Bureau September (remote)

- Decision on Budget principles for next year
- Committee reports (Bureau Liaisons)
- General event rules and Regulations for LEN competitions

Bureau November (in person)

- Financial forecast
- Decision Activity and Development Plan/Budget next year
- Antidoping strategy

BUREAU EXECUTIVE

The Bureau Executive meetings are led by the President assisted by the General Secretary. They are held monthly predominantly as remote meetings but also as in-person meetings preferably in conjunction with LEN events.

As per the constitution the Bureau Executive shall deal with urgent matters in between LEN Bureau meetings other items referred to the Bureau Executive by the Bureau such as i. event contracts, ii) marketing and sponsorship and iii) others.

The Bureau Executive supports the Office in executive matters and especially so with critical issues which may impact on the outcomes of the Strategy Plan.

If a member of the Bureau/Bureau Executive or the Executive Director would like to raise an issue for further elaboration it should be primarily discussed with the General Secretary so it can be added to the agenda for the next Bureau Executive meeting. At this meeting the handling of the issue should be discussed and when to put the item forward to the Bureau for further discussion and decision.

AGENDA

The agenda for meetings of the Bureau/Bureau Executive shall be based on a standard agenda with recurring items. It should be clearly stated if any non-standard item on the agenda is for:

- First discussion how to handle the item (process)
- Discussion by the Bureau/Bureau Executive (content)
- Decision by the Bureau/Bureau Executive
- Follow-up of an item previously decided upon

At least five days prior to the meeting the agenda shall be established and distributed. The standing working group for setting up the agenda is headed by the General Secretary and also includes the rest of the officers and the Executive Director. If possible, all relevant documents to be discussed at the meeting shall be distributed with the agenda.

As matters of emergency other items can be added to the agenda at a later stage, but this should be a limited number of items.

Bureau members are to actively contribute items to the agenda in a timely manner. Any proposal should be in writing and include the justification for such a proposal and the implications (risks/benefits), including financial implications.

MINUTES

The General Secretary is responsible for the minutes of the meetings of the Bureau/Bureau Executive with administrative help from the LEN Office. A draft of the minutes shall be distributed to the members of the Bureau within two weeks of the meeting. In urgent matters the LEN Bureau shall be informed of any decision taken by the Bureau Executive as soon as possible.

The minutes are final after confirmation at the next Bureau/Bureau Executive meeting respectively. The approved minutes of the Bureau Executive meetings will be added to the minutes of the Bureau.

The minutes of the meeting shall be a fair reflection of the items discussed with a focus on any decisions taken at the meeting. The minutes shall also include:

Attendance/Absence of the members and any other extra guests

List of decisions taken (to be kept by the LEN Office)

ARCHIVAL POLICY

LEN will establish a separate archival policy for all agendas, minutes and addendums to these documents to be stored in a safe manner for the future.

CORRESPONDENCE POLICY

For correspondence via letter and e-mail the Office is to register receipt and replies.

Any correspondence sent to LEN shall be replied with a confirmation of the receipt within 48 hrs and fully responded to within 1 week. If more time is needed for the full response this should be communicated within the same period.

For confidentiality and safety reasons a @len.eu address should primarily be used.

PRESS RELEASES AND PUBLIC STATEMENTS

The Bureau Members shall, whenever possible, receive prior notice of press releases and public statements from LEN if they are of broad, general interest for the member federations. The prior notification of the LEN Bureau is even more important if the subject is of a sensitive nature.

It is primarily the President of LEN who speaks on behalf of LEN publicly. The spokesman can also, in coordination with the President, be the Executive Director, the First Vice President, any other member of the Executive or the Bureau.

CRISIS MANAGEMENT PLAN

LEN will establish a crisis management plan to manage extraordinary events where the normal resources within LEN are not sufficient.

BUREAU LIAISONS TO COMMITTEES AND COMMISSIONS

Aquatic technical and development committees	Executive Member	Liaisons	
Swimming	Christer Magnusson Gilles Sezionale		
Water Polo	Kyriakos Giannopoulos	Fernando Carpena	Milos Mracevic
Diving and High Diving	Marco Troll	Peter Ryska	
Artistic Swimming	Noam Zwi (GS)	Andida Bouma (T)	
Open Water	Marco Troll	Marco Troll	
Masters	Arno Pajek	Sami Wahlman	

Technical support committees	Liaison(s)	
Medical	Josip Varvodic (FVP)	Ewen Cameron
Audit	Andida Bouma (T)	
Disciplinary Panel	Erik van Heijningen	
Legal	Arno Pajek	
Communications & IT	Rokur I Jakupsstovu	
Marketing and broadcasting	Graeme Marchbank	
Facilities		
Awards	Ewen Cameron	
Athletes	Otylia Jedrzejczak	

Specialized commissions	Liaison(s)	
Para Swimming	António Silva (P)	Fernando Carpena
Learn to Swim	António Silva (P)	Rokur I Jakupsstovu
Coaches and Education	António Silva (P)	Gilles Sezionale (VP)
National Federations Committee	António Silva (P)	Josip Varvodic (FVP)

COMMITTEES

The work in the committees is led by the chairman of the committee and in his or her absence the vice chairman.

Meetings	<p>One stand-alone meeting/year and subject to Bureau approval one or more meeting(s) in conjunction with a LEN event.</p> <p>Remote meetings can be held as needed.</p> <p>The date of the meetings and the place will be a common decision of the first Liasson and the Chairman of the committee.</p>
Officers	<p>The officers of each committee are the chairman, the vice chairman and the secretary.</p>
Commission	<p>The officers in the Aquatic technical and development committees together with the Vice President and Bureau Liaison(s) form the commission of the committee.</p>
Activity and Development Plan/Budget	<p>Each year an Activity and Development Plan and Budget is set up for each committee. Once approved, the committee is responsible for executing the Activity and Development Plan within the budget in cooperation with the Vice-President/Bureau liaisons (support and communication) and the LEN Office (execution)</p>
Vice President/ Bureau Liaison	<p>The Bureau appoints one Executive member for each aquatic committee and one or more Bureau Liaison(s) for all committees.</p>

The Vice President/Bureau Liaison(s) are accountable to the Bureau for the aquatic sport for which they are nominated as liaisons. They must ensure good communication between the committee and the LEN Bureau supported by both the LEN Office and the chairman of the committee.

The LEN Office has the operative responsibilities for matters such as Marketing, TV and other Media and contractual matters. All communications with local organizers of LEN Events will go through the LEN Office. The Technical Committees are responsible for the technical issues and the development of the sport.

Operational issues can be dealt with directly by the committee and the LEN Office, but it is important to keep the Vice President/Bureau liaison(s) updated.

The Vice President/Bureau liaison(s) take part in the meetings of the committee and commissions and can explain the goals and objectives that the Bureau has set and support all activities by the committee within the current Activity and Development Plan and Budget. If there is any doubt if a proposed activity is within the budget or not the relevant

officer in the Bureau needs to be contacted to clarify how to handle the issue further.

Yearly plan	February	Yearly meeting of the technical committees Report to the Bureau: <ul style="list-style-type: none"> - Summary and evaluations of events - Proposals to Bureau
	May	Chairman present at Bureau meeting
	September	Preliminary Development and Activity plan and Budget for next year Proposals of changes to the General event rules and Regulations for LEN competitions
Standard report		After each LEN event the Technical Delegate is responsible to write a report about the event. Relevant persons such as the Referee(s), Safety Delegate, Medical Delegate, representatives of the LCO, the chairman of the committee or the Bureau Liaison should be asked for any inputs into the report.
Special report		The report of a LEN event shall be sent to the commission and the LEN Office within two weeks of the finish of the event. If there is a major incident at a LEN event the Technical Delegate is responsible for writing a special report about the incident with the support of the relevant officials and other delegates. In the special report the incident shall be described in some detail and the report should also include recommendations on the need for further investigations and/or other actions that can be taken to avoid such incidents in the future. The special report shall be sent to the LEN Bureau Officers, the LEN Office and the commission of the committee as soon as possible but no later than 24 hrs after the incident.

APPENDIX - LEN CONSTITUTION

BUREAU

Rights and duties

- To establish and publish a Strategic Plan for the term of its office and to report to the Congress on the progress;
- To execute all matters assigned to it by the Congress;
- To decide and to take action in any matter concerning LEN;
- To establish a headquarters (LEN Office) and appoint the LEN Executive Director upon proposal of the LEN President;
- To appoint, to exclude and to replace the members of the Committees;
- To appoint permanent and ad hoc Commissions and nominate their members;
- To allocate and to determine the dates of LEN Events;
- To decide upon the place and the date of the LEN Congress;
- To decide on and to circulate General Event Rules, Regulations for each LEN Event and other Regulations (inter alia for LEN Records, Advertising, Procedures at Congress and other meetings, Reimbursement of expenses, LEN Awards, etc.);
- To control the conduct of LEN Events (in cooperation with the Committees);
- To decide on LEN Awards except election of Honorary Life President(s) and Honorary Members;
- To ensure there is an effective anti-doping strategy in force at LEN Events in compliance with the WADA and FINA Anti-Doping policy;
- To annually establish and monitor a budget;
- To appoint external certified auditors who shall assist the LEN Audit Committee and the Treasurer;
- To reduce or waive fines and/or fees if there is reason;
- To decide provisionally on any matter pertaining to the Congress' competence or jurisdiction in case of urgency; such decisions shall remain in force until their ratification or annulment to be made by the following Congress;
- To decide on any issue not provided for in this Constitution or subject to no other body of LEN.
- The LEN Bureau shall further have the obligation to set-up an Integrity Unit and submit a proposal to the Congress for approval.

The LEN Executive Director

- The LEN Executive Director shall attend the meetings of the Bureau and the Bureau Executive as an “ex officio” member without vote.
- He shall manage the LEN Office in coordination with the President and the General Secretary.
- He shall also be responsible for the employment of the LEN Staff, subject to the approval of the Officers. He shall, under the guidance of the Treasurer, manage the accounts and financial statements.
- He or she is responsible for operating within the annual budget approved by the Bureau.

Meetings and attendance

- The Bureau shall meet minimum once in a calendar year and whenever there is business to be transacted.
- The quorum for a meeting of the Bureau shall be the majority of members with power to vote.
- The meeting shall be presided over by the LEN President. In his absence, the present Vice President senior in age shall open the meeting and the General Secretary shall conduct the meeting.
- The Chairmen of the LEN Committees may be invited to attend the Bureau meetings. They may be substituted by the Vice Chairman or the Secretary of the respective Committee.
- The LEN Audit Committee Members and/or the Professional Audit Company shall be invited to attend the Bureau meetings for the material financial items.

BUREAU EXECUTIVE**Rights and Duties**

- To supervise the activities of the LEN Office
- To make decisions on matters transferred to it by the Bureau
- To make decisions on urgent matters between the meetings of the Bureau
- Any other mandate attributed by the Congress or stated in the Rules and Regulations
- The Bureau Executive shall report their decisions and actions in writing to the next Bureau meeting and they shall in turn be recorded in the Bureau minutes.

OFFICERS

Rights and Duties

The President, the First Vice President, the General Secretary and the Treasurer shall be entitled to jointly with one other Officer represent and legally bind LEN whenever required.

The President

- To preside at all meetings of the Congress, the Bureau and the Bureau Executive;
- To represent LEN in all dealings with FINA and any other relevant national or international organisations;
- To negotiate or to oversee the negotiation of all major contracts on behalf of LEN in consultation with the members of the Bureau Executive and the LEN Executive Director;
- To be an ex officio member of all LEN Committees and Commissions;
- To create any task force or working group he or she may deem necessary or advisable to address any urgent situation;
- To be responsible, as the principal elected Officer of LEN, for the oversight of the operations of the LEN Office and, where appropriate, to take such measures as he or she may deem necessary for the proper administration of LEN. He or she shall periodically report to the Bureau in this regard;
- To maintain relations with FINA and LEN Member Federations;
- To propose a candidate for LEN Executive Director which is then to be considered for appointment by the LEN Bureau;
- To evaluate the performance of the LEN Executive Director; and
- To propose members for the LEN Panel for Disciplinary Matters and Disputes.

The First Vice President

- In the absence of the President, chair the Congress, Bureau and Bureau Executive meetings
- In the absence of the President, to represent LEN at LEN Competitions, ceremonies or other activities requiring the presence of the highest LEN authority
- Generally, to act as substitute when the President cannot act or be present.

The General Secretary

- To manage the administration of Secretarial functions together with the Executive Director;
- To monitor the relations between LEN and Member Federations;
- To supervise the organisation of the Congress and the Bureau meetings and agenda, together with the Executive Director;
- To collect candidacies for the LEN Bureau, the Bureau Executive and the FINA Bureau and FINA Vice President;
- To jointly with the President evaluate the performance of the LEN Executive Director.

The Treasurer

- To supervise LEN's finances
- To advise on the annual finance plans
- To administer LEN's capital
- To settle all financial obligations
- To participate in the negotiations with official suppliers and in relation to TV and broadcasting rights
- To manage all intellectual properties of LEN
- To provide at each Bureau meeting an up-to-date report on LEN's financial position against budget and where possible provide a financial forecast.
- The Treasurer shall be mandatorily consulted on all financial matters.

COMMITTEES

Rights and duties

- To discuss and to take decisions on all matters assigned to them by the Bureau or the Bureau Executive
- To promote their discipline in any possible way e.g. by collecting experiences, conducting clinics, circulating technical expertise to affiliated Member Federations, etc.
- To exchange continuously expertise and opinions with Member Federations in regard to technical matters
- To consider and decide on all technical matters in their discipline

- To evaluate, promote and maintain the quality of referees, judges and officials and to establish annually a list of LEN recognised officials in their discipline
- To control the technical preparation and technical conducting of the competitions in their discipline at the European Championships and the other LEN Events
- To investigate standard equipment and specifications of venues and facilities for LEN Events;
- To consider and take decisions on applications for European Records
- To appoint sub-committees, consisting of Committee Members, to investigate, study and make recommendations to the Committee on any matter referred to them
- To establish and recommend for the approval of the Bureau binding regulations for the conduct of LEN Events.