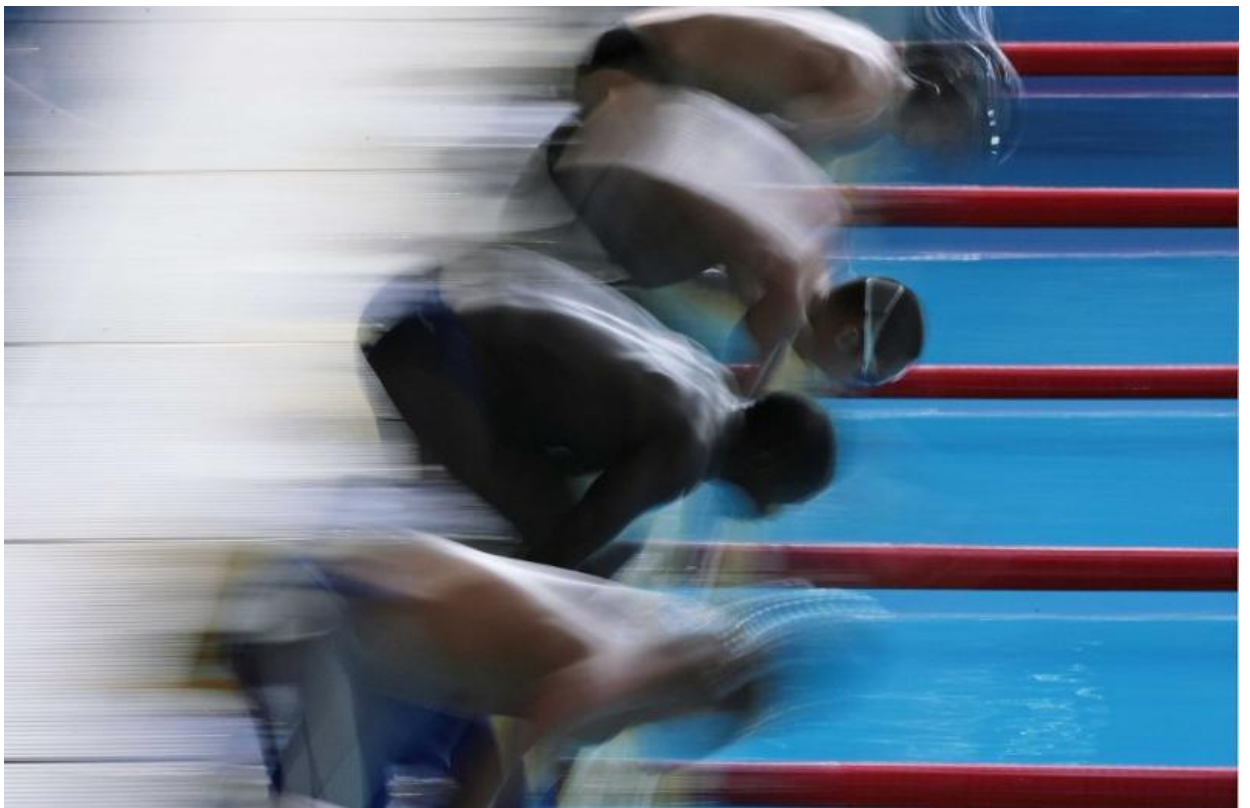


In the Pursuit of Excellence



September
2008

LEN's Blueprint for the future

LEN
european aquatics

In the Pursuit of Excellence

LEN'S BLUEPRINT FOR THE FUTURE

LEN- THE ORGANISATION

Swimming is one of Europe's most popular participatory sports. Each year, at least 100 million people participate in swimming. Everywhere you go in Europe, you can find swimming pools- 50 metre pools, shorter pools and specialist pools. They are of all shapes and sizes. Often they will be full of swimmers and bathers of all types. Many of these will be LEN's participants of the past, present and future. Our goal is to make LEN relevant to all of these pools, their users and to everyone who may have an interest now or in the future in our sport.

The aquatics are generally recognised across nations as being of importance in improving quality of life, health and of engaging young people in a purposeful sport. It has a key role in many government agendas in reaching these three important areas and is therefore a conduit for policy makers. LEN as an organisation faces an ever changing world as it seeks to make European aquatics as strong as possible. As the only sport to promote health, competition and safety at the same time, swimming has a key role to play in society.

LEN began life as a 'family' organisation in orientation. Over the last 10 years, rapid expansion in the aquatic disciplines has led increasingly to LEN becoming a business. For LEN, this is the future and we recognise that we have to grow this business to meet the needs of the wider prospect. The promotion and outcomes of swimming are now at the heart of public policy in many countries. LEN will therefore seek to go beyond its current boundaries, to make swimming more recognised by the public at large and to seek to engage with this public and not simply those directly involved in the aquatics. Swimming needs to start to entertain others and stop entertaining itself.

LEN
Founded 1927
51 member countries
71 member and registered federations
Representing
729,691 competitive female swimmers
718,601 competitive male swimmers
156,570 water polo players
24,667 divers
25,450 synchronized swimmers
10,605 open water swimmers
87,646 masters swimmers
over 100,000 officials and volunteers
A LEN family of 1.85 million competitors across Europe

THE BUSINESS OF LEN

The core business of LEN is the organisation of European Championships for swimming, diving, water polo, synchronised swimming, open water and Masters swimming across a range of levels and age groups. This role supports that of national federations. Many of our member federations, but not all, would consider their role to be to carry out a similar function at national level. Others would consider it their responsibility to promote and organise all types of swimming from the very young to older people. FINA, as the world governing body, sets out the rules of competition and the overall competition structure.

THIS STRATEGY

- ⦿ builds on 'Pathways to success- LEN's vision for European Aquatics', our first ever strategy published four years ago. It takes 'Pathways to success' to the next stage and accounts for the many changes that have come about in Europe in the four years since
- ⦿ is our guiding document over the coming years and embraces our policies and approaches for that period
- ⦿ underlines that LEN as a membership organisation, seeks to embrace all member countries including new federations that have joined since 2004
- ⦿ recognises that LEN's primary task is to work as an enabling organisation

The LEN President and LEN Bureau will have overall responsibility and will retain direction for the implementation of this *Strategy*. Its task will be to report back to the LEN Congress on progress and to monitor the outcomes against the plan. The LEN technical committees and commissions will be responsible for generating the policies. The LEN Office will be responsible for operating the policies and responding to the direction of implementation. The strategy will guide further thoughts for LEN's committees for the generation of activity plans for the future.

LEN'S MISSION

Liguee Europeenne de Natation is the governing body for the aquatics in Europe and our mission is, together with our member federations, to offer competitive aquatics for all citizens of Europe. We will develop and promote aquatic sports in Europe; promote competitive aquatics in a spirit of fair play and strong ethical values without political, social or religious boundaries; and develop and promote excellence in European Championships and LEN events in all disciplines

LEN'S VISION

The vision is one of the aquatics playing a part in the lives of every inhabitant in Europe whether as a spectator, interested reader or viewer or as a participant in one of our competitive disciplines. LEN's focus is on the organisation of competition at the very pinnacle of this involvement but without a wide base, these levels of excellence cannot be achieved. Furthermore, LEN will aim to bring our name to the minds of everyone in Europe.

LEN'S OBJECTIVES

We will strive to

- ⊙ Organise the best run sporting events in Europe and provide the competitive framework to nurture world class performance
- ⊙ Offer competitive aquatics without boundaries- political, religious or social
- ⊙ Work as advocates of good practice in the aquatics and aid those who implement with the information and tools required to deliver
- ⊙ Promote excellence in European competitive aquatics
- ⊙ Reach everyone and every nation in Europe through the aquatics and work with FINA in building success in World aquatics
- ⊙ Facilitate success for European Countries in World Championships and Olympic Games
- ⊙ Assist member federations in aquatic sports development in their countries and to work together with member federations

LEN'S CHALLENGE

The challenges for LEN are considerable. In a world of rapid social change, there are many other alternative attractions. LEN will meet these challenges in a number of ways by:

- ⊙ Staging competitions that retain the interest of firstly, participants, and second, the public at large
- ⊙ Working with member federations to offer competitions that extend the lifetime involvement of participants
- ⊙ Also working with member federations, especially the smaller and emerging ones, by offering support on administrative and coaching issues
- ⊙ Seeking to challenge other sports for the overall share of public interest in Europe
- ⊙ Working with our television partners to promote competitions that engage and hold the attention of the European public as a whole
- ⊙ Offering LEN's smaller and emerging member countries the economic support required to encourage their participation in our committees

LEN'S COMPETENCIES

All organisations have competencies which enable them to survive and develop. At LEN, we see these competencies as:

- ⊙ Timeliness- our ability to provide quick and efficient information to the media, sponsors, hosts, member associations and other stakeholders on a day to day basis is key to our success.
- ⊙ Responsiveness- with 51 member countries, there are many day to day demands on the LEN Administrative Office. Rapid, consistent and clear responses to these requests helps provide solutions to problems encountered by national associations, competition host cities, media, sponsors, television and, of course, competitors.
- ⊙ Knowledgeable- LEN has grown since its foundation in Bologna in 1927 from a small organisation of just 7 countries to the most important information provider and event manager in European aquatics. At the start, this involved solely the organisation of the European Championships but over the ensuing 80 years, we have built our expertise across a wider portfolio of aquatic sports.

LEN will continue to outsource those allied areas of expertise which have a close fit such as in marketing, public relations and television in order to widen our knowledge base.

The LEN Office will:

- ⊙ Coordinate and disseminate information
- ⊙ Provide information to member countries
- ⊙ Represent LEN on a day to day basis with other stakeholders such as the media or marketing consultants
- ⊙ Administer the actions and decisions of all LEN committees and commissions and ensure cross reporting to other committees or personnel



SITUATION ANALYSIS

The future of LEN and competitive aquatics will be influenced in six key areas:

POLITICAL

There are many new political initiatives impacting on sport which are now being employed by countries as part of their diplomacy with partner nations. Sport is also being used to rule on immigration to some countries. It is therefore a driver of human mobility.

It is important to remember that not all of LEN's members are members of the European Union. Within our member countries that are members of the EU, the European Commission is becoming more active in sport and has commissioned a 'White Paper on Sport', *Action Plan Pierre de Coubertin*, a draft report on sport in education and a consultation on home grown players which may lead to legislation. LEN is anxious to extend similar benefits to non-European Union federations.

Growing levels of obesity, poor health and inactivity among European citizens are becoming of concern to European politicians in all countries.

ECONOMIC

Within LEN member countries, there is considerable economic variance. This variance means that economic factors impact on the performance of member countries. Member countries that experience higher levels of unemployment and high personal and family debt levels within the population are likely to find that there is less disposable income for the aquatics. High personal debt levels within families will act as a barrier to some of our competitors and their ability to train and compete.

A second factor is the availability of governmental funds for both building pools and for supporting coached programmes.

SOCIAL

There are two key issues for LEN. Firstly, the aquatics are often sports for the more economically advantaged participant and those involved in the aquatics need to address how the sport can be made more accessible to a wider range of social groups. Typical barriers are the high cost of admission and availability of facilities and the ability to find low cost transport to pools.

Second, Europe's population is becoming increasingly mobile. The expansion of the European Union and high levels of migration both within and outside Europe will influence the numbers of competitive athletes available in our member countries and the countries for whom they are able to compete.

TECHNOLOGICAL

The speed of change in technological terms means that it is often hard for sports organisations like LEN to anticipate the future. The main areas are likely to come under two headings- competition and communication. Within competition, our commercial partners will be looking to create new ways to swim faster, play harder and perform more skillfully with the equipment they supply. In terms of communication, there will be new, regular and faster ways of doing business through mobile and hand held related technologies, the Internet and television via Internet streaming.

ENVIRONMENTAL

The environment is of increasing concern and LEN recognises that it will need to play its part by helping to influence approaches by its member countries as well as in its own events. Future considerations will be the level and type of energy consumed and the disposal of waste and

rubbish at aquatic events. An emphasis on 'greener' travel, e.g., where possible, by train rather than by plane, will be necessary.

LEGAL

Increased homogenisation of sports law will impact on decision making processes and in order to make decision making clearer, it will be necessary for LEN to harmonise its event structure with other continents. This is likely to include event formats, rules and periodicity.

The EU is looking to create legislation on sport and to create legislative proposals for the benefit of the sector. If the EU Reform Treaty is ratified, it will mean member countries will have 'soft competence' for sport. This will mean that the EU will be able to provide a supporting role and allow it to promote sporting initiatives which could be important to LEN. The next stage will be to develop a European sports policy. Many LEN countries are not members of the EU but there will be common legal issues and solutions which will be found across all member federations.

Beyond law and government, areas of specific future concern will include approaches to doping, aquatic product safety issues, commercial pressure and employment law among employees and coaches of the disciplines.



THE FUTURE

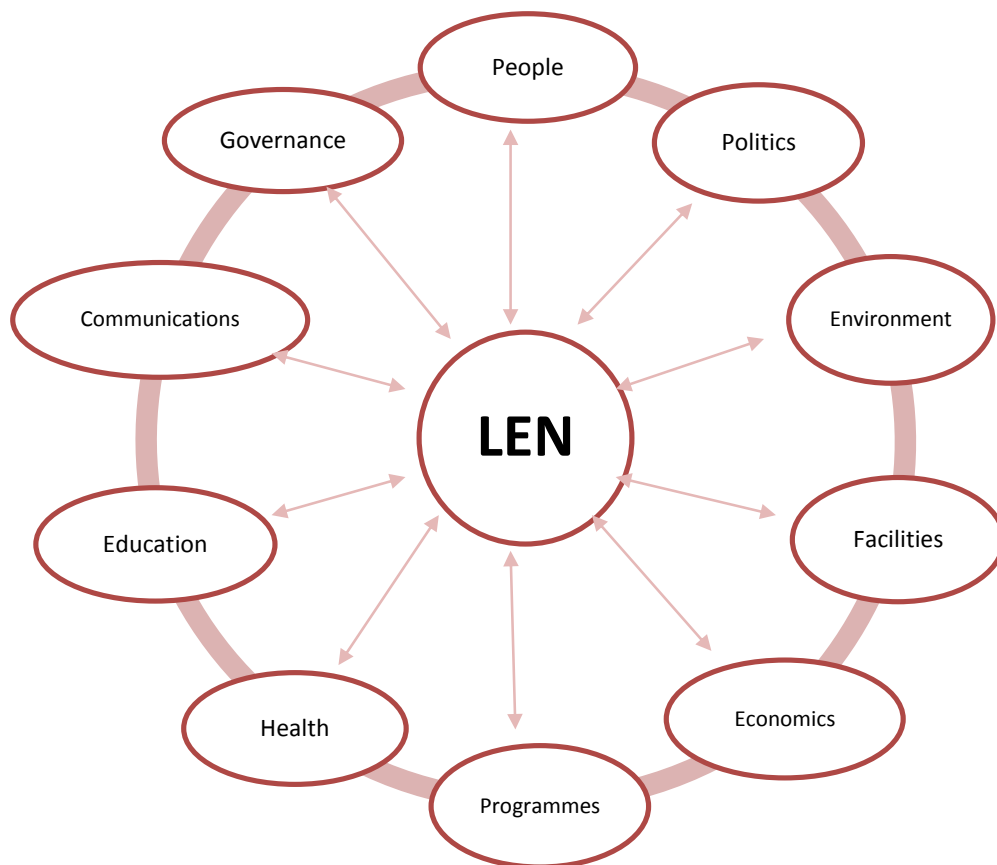
We will interact with this future with...

Our plan for European aquatics over the coming period

The ten building blocks of our sport

We see LEN's future based on the following ten major building blocks and we propose to set out this *Strategy* for LEN based on these blocks:

- ⊙ People
- ⊙ Politics
- ⊙ Environment
- ⊙ Facilities
- ⊙ Economics
- ⊙ Programmes
- ⊙ Health
- ⊙ Education
- ⊙ Communications
- ⊙ Governance



PEOPLE

- ⊙ Fellowship- it is LEN's business to create stronger fellowship amongst peoples through friendly competition. Through the aquatics, we will encourage greater dialogue between nations and individuals and foster attitudes that recognise the shared values as well as valuing the differences between nations and cultures
- ⊙ Community spirit- LEN will encourage community spirit within the participating teams, the teams of volunteers in host cities and those working on our events. There will also be considerable opportunities for LEN to engage with communities in all its member countries
- ⊙ Societal aspects- LEN will engender the societal role of the aquatics in seeking to bring people together and in promoting social inclusion (see Governance)
- ⊙ Partnership - is a notion of the future. Working together, working with partner nations, partner cities and team work and cooperation will help us to engage with others. We will seek to increase this engagement
- ⊙ Focus on participants - all our events will be athlete centred and will seek to reduce barriers to success and participation. Coaches, physiotherapists, sports scientists and participants' support staff will also be part of this focus
- ⊙ Ex-athletes- we will seek to work with our former participants to joint advantage in promoting our sport
- ⊙ Workforce- a contented workforce with the appropriate skills and knowledge is vital to LEN's future. We will continue to invest in our employees. Similarly, LEN has a considerable number of volunteers, normally seconded by our member federations, and we will invest in improving their knowledge and hence the outcomes from their involvement in our events. The ability to retain our volunteers and employees will be the hallmark of our success
- ⊙ Volunteer exchanges- LEN will work with partner hosts to encourage the cross border exchange among young people for volunteering thereby offering opportunities to many to benefit from temporary work within another culture

POLITICS

- ⊙ Effective representation- LEN, as the largest continental aquatics federation, will seek to ensure that it is effectively represented at global level in the aquatics, our related agencies and within governments
- ⊙ FINA- LEN, as in the past, will continue to have strong and good relations with the Federation Internationale de Natation (FINA). We will work towards the continent adding real value to the aquatics
- ⊙ Host bids- An ethical and transparent approach to bidding by potential host federations will always be maintained. This means that the process for bidding and its outcomes will be promulgated prior to the involvement of all bidders and the process will be accessible to all
- ⊙ Policies of LEN- LEN will seek to promote its policies and values in Europe and the rest of the world
- ⊙ Development policies- LEN understands the importance of the aquatics in development policies in member countries and will work with event hosts to create policies that will generate strong feedback from large city investments

- ⊙ LEN will seek to dovetail its policies with that of the policies towards sport in the European Union and the European Free Trade Associations
- ⊙ LEN will aim to work with the European Union and non- European Union countries in order to increase the knowledge base about the aquatics in general within Europe so that LEN can become a key information provider
- ⊙ LEN's target will be to encourage technical and sub-committee representation from as many of its member countries as possible
- ⊙ LEN's future task is to act as an exemplar of good practice to member federations and governing bodies

ENVIRONMENT

- ⊙ General approaches- LEN will work to reduce the environmental impact associated with both the running of our office and the organisation of our events
- ⊙ Facilities- LEN will work with designers and constructors to encourage all facility providers for LEN events to provide energy efficient buildings with low cost fuel regimes in place
- ⊙ Waste- LEN will work with city and local government authorities to introduce environmentally friendly approaches to the disposal of waste water from temporary swimming facilities by avoiding the disposal into local sewerage systems
- ⊙ LEN will similarly adopt appropriate policies with regard to waste management at our events so as to reduce landfill waste consumption
- ⊙ Offices-LEN will reduce greenhouse gas emissions within our offices to reduce the use of oil and electricity
- ⊙ Sustainable development- LEN will encourage member federations within the EU to participate in the *Eco-Management Audit Scheme (EMAS)* and *Community Eco-Label Award Schemes* and support similar schemes among non-EU member countries
- ⊙ LEN's policy will be to encourage all stakeholders to travel to our events on a group or car shared basis to reduce emissions

FACILITIES

- ⊙ Legacy- the potential legacy from LEN's events is becoming more and more important. Host cities look to build on our championships by presenting their communities with state of the art facilities for their use after the events. LEN will provide our hosts with the knowledge and support required
- ⊙ LEN will encourage designers and constructors involved with the building of facilities for LEN events to ensure that they are designed so as to be accessible to those people who might find access difficult on the grounds of disability, religion or culture
- ⊙ LEN will work with governments and government departments to maximise the opportunities arising from the facility construction both during and after our events. This will include advocating designs for multi-discipline community use of pools
- ⊙ LEN will support our members needs in the campaigning for better facilities within their own countries

- ⊙ LEN will work with our member federations and host countries to ensure that event car parks are safe and have adequate lighting. We will also continue to work to ensure that transport to all facilities is sufficient and that our participants are adequately protected through safe routes
- ⊙ LEN will continue to work to ensure that all event pools are fully accessible by all participants for pre-event training over an acceptable period of time prior to their event
- ⊙ As a matter of good practice, we will carry out a full risk assessment and health and safety validation on host pools to ensure high levels of participant and spectator safety and security
- ⊙ Policing our events is of paramount importance for spectators and participants and LEN will work with event hosts to safeguard our events in this way

ECONOMICS

- ⊙ LEN has always encouraged its event hosts to carry out studies into the economic impact of its events. This policy will also now be encouraged in order to support the evidence base that LEN's European events do have a positive impact on local economies
- ⊙ This evidence will be provided to bidding cities in order that they can make informed choices as to which events to stage
- ⊙ LEN undertakes to provide hosts with comparative data on the economic benefits of our events
- ⊙ LEN will work with its smaller and emerging nations to present them with opportunities. This means encouraging them to take part in events and to be represented on LEN's committees and commissions. LEN will therefore seek to guarantee these nations paid accommodation to help with their continued presence at these committees
- ⊙ The encouragement of progress among both our new and our smaller nations is a major issue for LEN. LEN will seek to establish support structures for these countries in order that all disciplines can be encouraged
- ⊙ LEN's sponsors and commercial partners, as well as our long standing partnership with the European Broadcasting Union are key components of our financial success. These partnerships will continue to be fostered and we will support our marketing agents in their endeavours to procure long term agreements
- ⊙ In order to control costs, LEN will communicate with stakeholders as much as possible on-line by encouraging stakeholders to use our web site and likely future hand held facilities
- ⊙ LEN's marketing rights will be partly retained by LEN, the rest being assigned by joint agreements to the organising committees of our events

HEALTH AND SOCIAL BEHAVIOUR

- ⊙ Health- LEN will promote a fit and active lifestyle. LEN will act as an advocate for swimming as a tool to promote good health and a stronger sense of well being, the health benefits being both physical and mental
- ⊙ Water- LEN recognises that water is becoming an increasingly scarce resource in many countries and will continue to work with UNICEF to promote ways of safeguarding clean drinking and washing water supplies. Our current collaboration '*LEN for Unicef*' has resulted in the project, '*Safe water for every child*' and LEN envisages that this will percolate through swimming to club level, making the programme 'top down and bottom up'

- ⊙ LEN will embrace the values of swimming in all of its literature including combating cardiovascular disease, diabetes and overweight thereby playing its part in helping to reduce the cost of health care to governments throughout Europe
- ⊙ LEN will work with sister organisations on ways to promote good health across the sports and will seek to cooperate with health authorities on health initiatives whilst underlining the strong position of swimming in Europe in influencing citizens at an early age. Within the EU members of LEN, this means working to the *Public Health Programme, 2007-2013*
- ⊙ Supporting good health at events is also important. LEN or its host federation will provide full medical support at its events
- ⊙ LEN has a close collaboration with the Special Olympics and this will continue and develop in the future
- ⊙ As a future policy, LEN will seek to underpin our financial resources by actively seeking funding other than through our commercial partners. This will involve the introduction of new programmes to meet the needs of potential funders

PROGRAMMES

- ⊙ LEN will aim to deliver high level events and turn its championships into events which are perceived as being a festival. In the long term, LEN wishes to present a wide range of aquatic entertainment to engage a wider audience who would not normally attend an aquatic championship. This entertainment will involve introducing complimentary events. These complimentary events will link back to the championships themselves. This process began at the 2008 European Championships in Eindhoven when LEN linked to a technology seminar
- ⊙ LEN will therefore seek to extend its championships so as to include social, cultural and conference events, hospitality units and merchandising

More specifically, within each discipline, LEN-

in **swimming**, will:

- Continue to consolidate the work carried out in the past
- Continue to be a strong contender with the other continents
- Aim to promote television friendly, financially viable championships
- If financially viable, consider long term the introduction of a European Club Championship

in **water polo**, will:

- Maintain our leading position as a continent in water polo
- Offer the expertise in water polo developed over the years in order to develop the discipline elsewhere and to contribute to safeguarding water polo's position in the Olympic programme whilst increasing competition
- Look to introduce beach or coastline water polo

in **diving**, will:

- Seek to encourage a wider number of European nations to take part in the discipline
- 'Raise our game' to meet the increasingly high level of competition throughout the world
- Long term, consider the introduction of clown or comedy diving either as a competition or entertainment during championships

in **synchronised swimming**, will:

- Seek to encourage a wider number of European nations to take part in the discipline
- Look to maintain and improve on entertainment through the presentation of the discipline
- Introduce a robust action plan for synchronised swimming

in **open water swimming**, will:

- Continue to build on our position as the leading continent in this discipline
- Analyse the competitive position following the Beijing Olympics and plan our future programme accordingly
- Generate an action plan based on the proposed programme

in **Masters swimming**, will:

- Create festivals of swimming at Masters meets
- Masters Swimming will present LEN with a considerable future opportunity to combine many elements which it seeks to advance including celebrating different cultures, health, lifelong participation and friendship in a festival atmosphere

EDUCATION

- ⊙ Languages- LEN Aquatics, our competitions and its associated travel between our family of nations present an opportunity for the learning of languages. LEN will support all initiatives which encourage participants to learn or improve their language skills. LEN is already co-operating with the University of Trieste and is seeking to promote future projects
- ⊙ By advising member federations, LEN will seek to give young people a sense of purpose and pride so as to discourage them from becoming involved with delinquency and anti-social behavior
- ⊙ Citizenship- LEN will promote the shared value of integration, loyalty towards team-mates, respect of rules and organisational structures and the development of solidarity through events
- ⊙ LEN will continue to encourage world class aquatic coaching and strong codes of coaching conduct. It will engage with coaches and seek to bring about the dissemination of coaching information through initiatives such as the *LEN Development Fund* and *LEN Clinics*
- ⊙ LEN will encourage member federations' coaches, teachers and sport managers in the development of their economic knowledge
- ⊙ LEN will foster the development of swimming pool and aquatic event management knowledge
- ⊙ Young people- LEN will encourage member federations to seek out and educate suitable young people who are the volunteers of today or of the future
- ⊙ Sport science- through the LEN Committees, LEN will seek to provide a comprehensive sport science and medicine information programme
- ⊙ LEN will work in partnership with anti doping agencies to provide a rigorous education programme

- ⊙ Sport schools- LEN will encourage sport schools, particularly those with an emphasis on swimming, to provide dual career training so that aquatic competitors have an adequate route into the labour market when their competitive days have ended
- ⊙ LEN is already organising a school for water polo referees which will provide a license to referee at the highest levels. We will examine the possibility of introducing a wider programme of re-training for volunteer organisers and officials as well as coaches. LEN will seek to work with its member federations in promoting active volunteering and citizenship through the aquatics
- ⊙ LEN will publish information to its member federations on best practice in volunteering in the various disciplines
- ⊙ LEN will work to ensure its own heritage and guarantee that the students and stakeholders of the future will have access to sufficient material about LEN to be able to make informed decisions about our organisation. This will include the delivery of quality books and DVD's
- ⊙ LEN will encourage federations to increase their knowledge and support for learn-to-swim programmes with a view to their supporting the promotion of water safety and strengthening the channels for swimmers into performance pathways

COMMUNICATIONS

LEN recognises the importance of regular and consistent communications with all of our stakeholders. The world of mass media is constantly changing and developing. Our future approaches will be to:

- ⊙ Work with our marketing partners, *Community* in implementing the LEN Marketing and Communication Guidelines
- ⊙ Utilise communications to increase the number of LEN sponsors. In the ensuing years, LEN will seek further official sponsors
- ⊙ Maintain and manage our agreement with our partner, the European Broadcasting Union
- ⊙ Seek to sell our television rights in territories outside the European Broadcasting Union
- ⊙ Optimise *the LEN For UNICEF Programme* now filtering to a number of our member federations
- ⊙ Embrace the Internet, television and all mobile phone technologies in the future
- ⊙ Make our event formats and disciplines even more television-friendly
- ⊙ Carry out goodwill tasks as part of our strategy to support UNICEF and its 'A Drop of Water' programme in Africa, thereby bringing the two continental federations closer together
- ⊙ We will encourage European swimming, water polo, diving, synchronised swimming, Masters and open water specialists to undertake sports development tasks in areas of need. This can be part facilitated through the member federations by inviting gifted young athletes from other continents to attend training camps in European countries while encouraging European countries to use venues in other countries for training camps
- ⊙ Recognise that all media represents transactional opportunity for LEN as a business
- ⊙ Engage and provide all information in a timely and efficient manner with our press and partners in the media
- ⊙ Communicate with constituents on a regular basis and tailor our messages to meet the needs of each media channel
- ⊙ Build on the LEN magazine, LEN Yearbook and other regularly produced information as a means of establishing a dialogue with our stakeholders

- ⊙ Ensure that the LEN Magazine reaches the subscribers of the different national federation's swimming publications. This will help to attract a wider range of sponsors and advertisers to the LEN magazine
- ⊙ Encourage users to visit the LEN web site through on-line spot interviews with athletes at world events
- ⊙ Provide as much information as possible by way of the LEN web site and to direct traffic to that main channel. This will come at no extra cost as transactional costs via the web are very low
- ⊙ Provide press kits, video and DVD releases to the media where required
- ⊙ Recognise the importance of media return to our sponsors and work with them to maximise those returns as tailored to their needs
- ⊙ Promote the annual awards of the athletes of the year during a high profile event
- ⊙ Consider links with other organisations to promote the sport further

GOVERNANCE

LEN's ethical position is vital to the good name of LEN as an organisation. Our governance will manifest itself in five areas- child protection, equity, ethics and approaches to organisation and anti-doping, all of which will be dealt with in a timely manner:

- ⊙ Child protection and any vulnerable adults within LEN's jurisdiction- LEN will work towards swimming as a safe sport for those competitors who are young through robust child protection measures. LEN will work with appropriate external agencies to deal with any matters brought to our attention particularly the abandonment of minors in foreign countries and violence towards young people and their exploitation. Measures to support minors in foreign countries will be mindful of state immigration laws
- ⊙ Equity- Promote equity so that swimmers of all creeds, ethnic origins, gender, sexual orientation, disability and economic situations have the opportunity to compete in LEN events if they have met their country's qualifying standards. LEN will seek to create interventions that will encourage those who have found any of the above, barriers to participation. LEN will similarly use its best endeavours to overcome obstacles to the grant of entry visas to swimmers who have met their country's qualifying standards
- ⊙ Ethics- LEN will guarantee fair play so that all participants compete on a 'level playing field'. This will be guaranteed by the creation of appropriate rules and the duty and care of officials and will be driven by LEN extolling moral virtues such as respect for others, dedication, integrity, courage and fairness. LEN will seek to encourage coaches to instill these values in the young people under their care and for the athletes to understand the standards of fair play and to conduct themselves accordingly
- ⊙ Racism and violence- from time to time, violence is to be found in all sports and LEN will seek to police through local law enforcement providers any of our events that are deemed vulnerable to spectator and participant violence as well as taking the strongest stand against racism by publishing LEN's position on the subject
- ⊙ Anti doping- LEN will bring about a drug free environment through anti-doping measures in line with the *World Doping Agency*. We will publish and monitor the compliance of a code

of ethics, including approaches to drugs, to all participants, such as the *Anti Doping Education Programme (ADE)*. LEN will work in support of FINA in its efforts to eradicate doping in the Aquatics

- ⊙ Disputes- LEN will continue to run a transparent judicial system, the *Panel for Disciplinary Matters & Disputes*, which will ensure fair hearings for all complaints. LEN will ensure that our officials are trained to provide an equitable standard of officiating
- ⊙ Organisation –We will maintain strong financial probity through the continuation of annual, independent audits and by following the financial parameters within the LEN constitution
- ⊙ LEN will endeavour to adopt the best practices from other sports through closer collaboration, extensive information exchange and regular consultation
- ⊙ LEN will pursue best practice in creating lines of responsibility, accountability and reporting so as to stand external scrutiny
- ⊙ In addition, we will comply with the seven principles of public life- selflessness, openness, integrity, objectivity, accountability, honesty and leadership

Action Plan

This Strategy will be translated into an action plan, efficiently programmed in adequate stages, following the LEN Congress



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