

LEN ACTION PLAN UPDATE

February 2023

INTRODUCTION

On February 5, 2022, a new LEN Bureau was elected and immediately put into place an “action plan” designed around 4 pillars.

Since then, with the support of federations and other stakeholders, key priorities were actioned, and new goals have been introduced.

We are happy to provide a concise summary of:

- Promises of actions made before the election date
- Actions completed in the first 100 days
- Actions completed in 2022
- Actions planned for 2023

OVERVIEW

VISION	LEN to be an innovative, inclusive, and diverse Continental Organisation, underpinned by the highest standards of integrity, which works tirelessly to develop aquatics and serve its Member Federations and many other stakeholders.			
	Pillar 1	Pillar 2	Pillar 3	Pillar 4
	Integrity: Transparency and Good Governance	Our Sport: Making it Accessible for All	Aquatic Disciplines: Learning and Working Together	Sustainability: Making LEN Fit for the Future
	We will be regarded as the Continental Federation that upholds the highest levels of integrity, and standards. We will implement new policies, practices and decision-making structures that enable us to safeguard and govern our sport transparently and ethically.	We will prioritize growing our sport at all levels, from grassroots to high performance. We will ensure that our Member Federations, athletes, coaches, officials, and technical staff have the resources and tools required to develop and engage the next generation of swimmers - wherever and whoever they are.	We will learn together and from others to develop, innovate and grow all aquatics disciplines for our athletes and communities. We will support the development of Aquatics beyond Europe and allow others to learn from us.	We will enhance our event portfolio and other owned assets to drive new standards in engagement, innovation, environmental responsibility, and commercial value. The changes we make will attract and excite new athletes, new fans, and new partners from across Europe.

PRIORITIES	<p>BEST PRACTICE GOVERNANCE PRINCIPLES</p> <p>Adopt best practice governance principles by re-structuring our existing Committees and governance model to:</p> <ul style="list-style-type: none"> • better serve our sport • better serve the needs of our Member Federations • better align with World Aquatics • better align with other continental associations and European National Olympic committees. 	<p>PROMOTION OF THE LEARN TO SWIM PROGRAMME</p> <p>Be a driving force behind a European-wide commitment to support more people to "Learn to Swim and prevent drowning" - wherever and whoever they may be.</p>	<p>PROGRESSION PATHWAYS IN ALL AQUATIC DISCIPLINES</p> <p>Support the development and implementation of performance progression pathways, through international cooperation, for each aquatic discipline.</p>	<p>AN EFFICIENT AND COST-EFFECTIVE CONTINENTAL ORGANISATION</p> <p>Build a Continental Organisation that is cost efficient, whilst having the human resources to deliver a best-in-class offering to our Member Federations and athletes.</p>
	<p>TRANSPARENT ELECTION PROCESSES</p> <p>Re-design the election process to ensure greater levels of:</p> <ul style="list-style-type: none"> • Democracy • Accountability • Transparency • Checks and balances (including removing conflicts of interest). 	<p>ENGAGE THE NEXT GENERATION</p> <p>Prioritize engaging the next generation of European para-swimmers and para-athletes.</p>	<p>BEST PRACTICES IN ATHLETE WELFARE</p> <p>Implement international best practices in athlete welfare for each aquatic discipline.</p>	<p>A DIFFERENTIATED AND EXCITING EVENTS PORTFOLIO</p> <p>Create an events portfolio that is commercially differentiated and attracts year-round global attention from fans, media, and sponsors.</p>
	<p>A DIVERSE BUREAU</p> <p>Ensure that the organisation, including the Bureau, represents the full diversity of our Member Federations by region and skills.</p>	<p>ADDRESS SOCIAL INEQUALITY THROUGH ACQUATICS</p> <p>Use aquatics to address social inequality issues across Europe, with a focus on gender and racial diversity.</p>	<p>REGULAR AND AFFORDABLE COMPETITION OPPORTUNITIES FOR OUR ATHLETES</p> <p>Create a European event eco-system that supports progressive, well-planned competition opportunities in each aquatic discipline that are affordable for participants and engaging for fans.</p>	<p>INNOVATIVE AND ENGAGING EVENT FORMATS</p> <p>Challenge us to create innovative and engaging formats for all aquatic disciplines.</p>

	<p>EMPOWER OUR ATHLETES</p> <p>Proactively give our athletes a voice and empower them through existing structures and new platforms.</p>	<p>SUPPORT DEVELOPMENT OF MEMBER FEDERATIONS</p> <p>Create a programme of education, scholarships and co-funding that will enable Member Federations to develop the areas where they are weak and ask them to contribute to those areas where they are strong.</p>	<p>KNOWLEDGE AND RESOURCE SHARING TO HELP OUT ATHLETES</p> <p>Establish structures to promote sharing of knowledge, resources, skills and infrastructure across all Member Federations to support all of our athletes.</p>	<p>ENVIRONMENTALLY SUSTAINABLE EVENT PRACTICES</p> <p>Promote environmentally sustainable event hosting across our whole events portfolio.</p>
	<p>TRANSPARENCY IN ALL FINANCIAL AND BUSINESS ACTIVITIES</p> <p>Implement new practices to provide our Member Federations with transparency of all our financial and business activities.</p>	<p>ADDRESS DROPOUT CHALLENGES</p> <p>Retain more talent in our sport by understanding dropout challenges and supporting our Member Federations to proactively address these.</p>	<p>A BUREAU MEMBER ASSIGNED TO EACH AQUATIC DISCIPLINE</p> <p>Assign dedicated and empowered Bureau level responsibility to drive innovation and development for each aquatic discipline.</p>	<p>CONTENT THAT ENGAGES AND CONNECTS WITH OUR FANS</p> <p>Better understand our fans and proactively engage them with year-round content (e.g. more live streaming opportunities, athlete generated content etc.); Grow our online presence and information that we share on social media channels and the website to keep our community up-to-date.</p>
PRIORITIES	<p>GOVERNANCE SUPPORT FOR MEMBER FEDERATIONS</p> <p>Provide Member Federations with support, advice, and resources to allow them to implement their own good governance principles in line with guidance from the IOC, World Aquatics and ASOIF.</p>	<p>LEARNING AND KNOWLEDGE TRANSFER BETWEEN ALL LEN STAKEHOLDERS</p> <p>Create a suite of support services, such as seminars and exchange programmes, to promote learning and knowledge transfer between our Member Federations, our coaches and our executive leaders.</p>	<p>AWARENESS PROGRAMMES FOR ALL AQUATIC DISCIPLINES</p> <p>Introduce programmes to raise awareness of each of the aquatic disciplines.</p>	<p>BRAND AND COMMERCIAL PARTNER GROWTH</p> <p>Grow our brand partnership opportunities and other commercial revenue streams to enable us to provide more to our Members.</p>
	<p>PROTECTION OF THE INTEGRITY OF OUR SPORT</p> <p>Become a world leader in the battle for Safe Sport and Fair Play to protect the integrity and ethics of our sport and the welfare and safeguarding of our athletes.</p>	<p>LEARNING FROM GLOBAL INNOVATORS</p> <p>Facilitate continuous knowledge sharing from the world's innovators, within and beyond aquatics.</p>		

<p>A CLEAN FUTURE FOR OUR SPORT</p> <p>Put the practices and educational resources in place to promote and protect a clean future for aquatics.</p>	
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PILLAR 1 Integrity: Transparency and Good Governance			
PROMISES	100 DAYS	ACHIEVED 2022	TO DO 2023
Best Practice Governance Principles	Commence the re-structure of the existing Committees and the Bureau, defining all roles and responsibilities.	Roles and responsibilities in Bureau established, new Liaisons appointed. New Commissions implemented (National Federations, LTS/Para, Education). Rules of Procedure created to define our way of working.	Define a new process to choose the committee members. Restructure of Committees (long-term). Continue to fine-tune Rules of Procedure.
	Identify with World Aquatics ways to create more alignment between our constitutions. Implement new constitutional by-laws on mandate limits for all positions of responsibility in the organization.	One round of constitutional reforms implemented in May 2022 with mandate limits.	Second round of constitutional changes in Q3 2023 to align with World Aquatics and include new policies (integrity, D&I, committees).
Transparent Election Processes			Redesign the process of electing the Bureau and the Committees to ensure a transparent process and create full diversity.
A Diverse Bureau		D&I Commission approved by the Bureau.	D&I Commission to start working and provide input for election process.
Empower Our Athletes	Embed Athlete representation into the LEN Bureau and Technical Discipline forums.	Athlete Committee established and Chairperson is a member of the Bureau. Athletes Committee has a vote in the Congress.	Athlete Committee to redesign athlete representation and involvement in election process.

Transparency In All Financial and Business Activities	<p>Promote transparency in all business practices and keep Member Federations Informed.</p>	<p>Set-up Communication Team. Updated members in Congress and through Federation Newsletters. New website launched.</p> <p>Conducted internal audit of LEN processes and contracts. Budget and Financial results presented to the Congress.</p> <p>SIGA audit part I complete and results presented to Congress.</p>	<p>Continue to inform Member Federations. Further built out Website with info for Federations.</p> <p>Review Policies and Procedures with help of Audit Committee.</p> <p>SIGA audit part II to be done in 2023, aim is to achieve at least bronze level.</p>
	<p>Launch a procurement process to find an external and independent auditor.</p>	<p>2021 audit completed and signed off by Deloitte Malta.</p>	<p>Launch selection process and appoint auditor for 2022.</p>
Governance Support For Member Federations		<p>Created a National Federations Commission.</p> <p>Conducted a member survey.</p> <p>Active interactions with Member Federations (visits, zoom meetings).</p>	<p>Host Webinar on how to deal with Energy crisis.</p>
Protection Of the Integrity of Our Sport		<p>Broad outline of ethics policies discussed with TCs and presented in Congress.</p> <p>Whistleblowing solution implemented.</p>	<p>Draft and implement ethics policies using the World Aquatics policies as a guideline. Incorporate in Constitution where necessary.</p>
A Clean Future for Our Sport			<p>Review anti-doping policies and make any required changes.</p>

PILLAR 2			
Our sport accessible for All			
PROMISES	100 DAYS	ACHIEVED 2022	TO DO 2023
Promotion of the Learn to Swim Programme	Begin engagement with member Federation governments to accelerate the promotion of the Learn to Swim Programme and create a European Swimming standard definition.	Created a specialized Projects Commission with three Sub Commissions, one of which is for Learning to Swim and Swim Dropout.	Create a water competence and Swimming competence Standard.
	Consult Member Federations to identify ways to accelerate the growth of the Learn to Swim Programme and create a LEN Development Commission.	Conduct a survey among member federations and released a report in December 2022 with clear goals.	Organize a LTS Conference in Summer of 2023.
Engage the next generation		Created a specialized Projects Commission with three Sub Commissions, one of which is for Para Swimming. We have submitted a bid to the International Paralympic Committee (IPC) to integrate Para Swimming within LEN.	Continue discussions with IPC to transfer the governance of ParaSwimming to LEN.
Address social inequality through aquatics	Identify new Corporate Social Responsibility programmes to target social inequality issues.		Identify together with Marketing Agency Com'Over appropriate CSR projects.
Support development of Member Federations	Consult with Member Federations to understand the areas where they need support and the areas, they believe they are strong.	A survey was done among member federations in Spring of 2022. We visited Member Federations and government representatives.	Organize together with World Aquatics a Biomechanics and Medicine in Swimming Satellite coaching conference.
Address dropout challenges	Speak to Member Federations about their challenges with dropout rates and how these could be addressed and reduced.	Created a specialized Projects Commission with three Sub Commissions, including Learning to Swim and Swim Dropout.	Develop a tool together with <i>SwimRanks</i> about the use of dataset to better track the talented athletes.
PROMISES	100 DAYS	ACHIEVED 2022	TO DO 2023

<p>Learning and knowledge transfer between all of LEN stakeholders</p>	<p>Launch consultation with coaches, officials and executive leaders to understand the type of support and resources that would be useful.</p>	<p>Created a specialized Projects Commission with three Sub Commissions, one of which is Education.</p>	<p>Build ways to share knowledge between Member Federations and provide support to coaches, officials and leaders to learn and develop.</p>
	<p>Consult our Member Federations to identify the priorities for developing the next generation of coaches and officials and create an Education Commission</p>	<p>Organised several clinics and a coaching conference.</p> <p>We have connected with stakeholders, for example, the European Platform for Sport Innovation (EPSI) to support with knowledge sharing.</p>	<p>Define the reference terms of the Coach Education process in Europe and the creation of a Swimming Coach Association</p>

<p>PILLAR 3 Aquatic Disciplines - Learning and Working Together</p>			
PROMISES	100 DAYS	ACHIEVED 2022	TO DO 2023
<p>Progression pathways in all aquatic disciplines</p>	<p>Document the competition and progression pathway for an athlete in each aquatic discipline.</p>	<p>Technical Committees have identified the competition and progression pathway in the different disciplines.</p>	<p>Create an overall and aligned document to share with member federations for all aquatic disciplines.</p>
<p>Best practices in athlete welfare</p>	<p>Engage with other continental and international federations to understand the practices they have in place to protect athlete welfare.</p>		<p>Prepare feasibility study into Athletes' welfare policy.</p>
<p>Regular and affordable competition opportunities for our athletes</p>	<p>Review and challenge the existing competition structure and annual calendar for each aquatic discipline</p> <p>Identify ways to co-ordinate our competition schedule and structure with World Aquatics' World Series to support better planning and alignment.</p>	<p>Worked with World Aquatics to align the 2023 - 2024 calendar as much as possible.</p> <p>Created a more transparent bidding process for 2023 - 2028 events.</p> <p>Created a new U23 Swimming Event. Diving and Artistic Swimming to be included in the European Games.</p>	<p>Renew bidding process including key requirements for all LEN events.</p> <p>Support Member Federations that are interested in organising LEN events.</p>
PROMISES	100 DAYS	ACHIEVED 2022	TO DO 2023

Knowledge and resource sharing to help athletes	Engage with athletes to understand the types of educational resources and support that they would find useful.		
A Bureau member assigned to each aquatic discipline	Assign a Bureau Member to each aquatic discipline.	Each aquatic discipline has at least two Bureau Liaisons. New office structure with clear responsibilities and lines of communication.	
Awareness programmes for all aquatic disciplines	Begin dialogue with Member Federations to understand challenges with raising awareness of aquatic disciplines.	Media team started dialogue with member federations on communication processes to raise awareness.	

PILLAR 4			
Sustainability Making LEN Fit for the Future			
PROMISES	100 DAYS	ACHIEVED 2022	TO DO 2023
An efficient and cost-effective Continental Organisation	Conduct an internal review. Review the structure of the LEN Office and its central business areas.	Conducted internal audit of LEN processes and contracts.	New contract for timing and scoring systems Implement a GMS online.
	Draw up annual budgets and reporting structures for each central business area.	A new structure was put in place in Q4 2022. Budget and Financial results presented to the Congress.	Update policies and procedures. Improve reporting to the Bureau and the Congress to gain further insight in benefits and cost of / investment in different areas and projects.
A differentiated and exciting events portfolio			Review current portfolio and prepare new proposal for future events.

PROMISES	100 DAYS	ACHIEVED 2022	TO DO 2023
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<p>Innovative and engaging event formats</p>	<p>Engage European Sports Championships to secure LEN's position.</p>	<p>2023 events assigned. EWPC 2024 and 2026 assigned.</p> <p>Launched strategic review for Water Polo Club Competitions.</p>	<p>Secure hosts for all 2024 and 2025 events, particularly EC 2024. Secure EC 2026.</p> <p>Implement Water polo Club Competition Strategy.</p> <p>Develop new event formats and operating models.</p>
<p>Environmentally sustainable event practices</p>	<p>Identify environmental best practices from other international events to implement across LEN's event portfolio.</p>		<p>Discuss opportunities with LEN Marketing Agency Com'Over.</p>
<p>Content that engages and connects with our fans</p>	<p>Define the target audience for each of LEN's events and identify innovations that will engage them.</p>	<p>Media team implemented. Media audit conducted and strategy/structure defined.</p> <p>Execution as from Rome 2022 championships with successful increase in viewers and online presence.</p> <p>Redesigned LEN website.</p>	<p>Increase athlete engagement with communications.</p> <p>Work with Marketing team to support LEN Commercial strategy.</p> <p>Continue to develop LEN website and expand content.</p>
<p>Brand and Commercial Partner Growth</p>	<p>Develop a commercial strategy that aligns with World Aquatics to target sponsors and brands.</p> <p>Finalize EBU Broadcast and Digital discussions.</p>	<p>Engaged marketing agency to support the commercial strategy. Commercial Audit conducted.</p> <p>Implemented LEN TV. Initiated discussions with EBU.</p>	<p>Define and implement a commercial strategy. Structure the marketing offer, build a strong and consistent brand.</p> <p>Finalize discussions with EBU and other potential providers.</p>