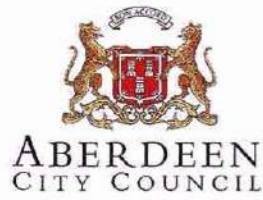


Scottish Swimming would like to thank the following valued partners:



Scottish Amateur Swimming Association Limited

National Swimming Academy, University of Stirling, Stirling FK9 4LA Tel: 01786 466520 Fax: 01786 466521
 info@scottishswimming.com www.scottishswimming.com Company number: SC246645 Registered in Scotland

SCOTTISH *swimming*
 everyone can swim!

Annual report 2005



Meet Splish and Splash -
 the new faces of our relaunched
 Learn to Swim Programme

Our Vision: To ensure that every single person in Scotland has access to quality swimming programmes

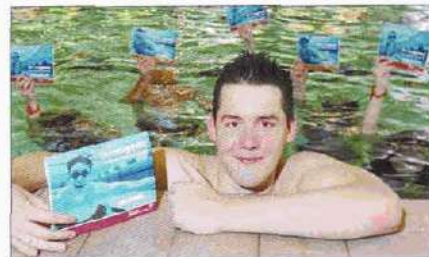
2005 ACHIEVEMENTS



The new Learn to Swim scheme launched in 2005



The Scottish Team at Darmstadt in July 2005 where they won the title "Best International Team"



Ian Edmond helped us Launch the SwimGym™ fitness programme

Development

1. Launched the new Learn to Swim and Awards Scheme
2. Developed and initiated implementation of the new SwiMark
3. Progressed Teacher and Coach Education for Scotland
4. Supported 6 Scots in qualifying for the ASA Coach Certificate

Performance

1. Developed a new Performance Plan
2. Worked in partnership with the Institute Network
3. Led three "Performance Weekends"
4. Hosted three "Coach Days"
5. Initiated the new District Regional Programme

Corporate Development

1. Secured £670k investment from sportscotland
2. Achieved our target for reserves (310k)
3. Launched a new vision, slogan, and logo
4. Introduced SwimGym, our flagship healthy living product
5. Improved 14% against corporate governance targets

Changing faces

Jemima Coates, Development Manager

Jemima joined Scottish Swimming in May 2005 from her role in Singapore, where she was a Learn to Swim Coordinator. As a member of the development team, Jemima's projects include SwiMark, the implementation of Learn to Swim and supporting the SwimGym team. Jemima also provides technical support for the discipline synchronised swimming.

Kirsten Baker, Marketing and Communications Manager

Kirsten came to us in the summer of 2005 from Brand-Rex, a leading manufacturing firm. Kirsten leads on all Scottish Swimming marketing and communications including sponsorship, the website, SwimGym, the awards dinner, SplashNews, increasing membership, media, and supporting the award scheme.

Emma Sunderland – Marketing and Sales Officer

Emma is a recent graduate in Marketing Management and Entrepreneurship from Napier University. We were delighted to have Emma join the team after having worked with Scottish Swimming as a Placement Student. Emma's role involves supporting marketing projects, managing the sales for our Award Scheme, and promoting products such as Learn to Swim and SwimGym.



LEFT TO RIGHT. Back Row: Ally Whike; Elaine Mackenzie; Jemima Coates; Kirsten Baker; Ailsa Campbell; Helen Dickie. Front row: Lorraine Campbell; Julie Aitken; Emma Sunderland; Ashley Howard; Jacqueline Birrell; Marilyn Sweet; Deborah McGinnis Inset: Ciaran O'Brien; Fred Vergnoux; Richard Gordon; Shannon Roy; Melanie Findlay; Gary Vandermeulen; Linsey McQuillan.

New Administration team members

Julie, Ailsa, and Jacqueline are all welcome new members of the administration team, supporting in critical areas such as Board, Council, marketing, water polo, diving, synchro, child protection, IT, and the Events and Swimming Committees.

Ciaran O'Brien, Central Scottish Institute of Sport Swimming Coordinator & Scottish

Institute of Sport Assistant Coach

Ciaran's primary role is as Institute Assistant to Chris Martin, Institute Coach at the National Swimming Academy in Stirling. However, his remit also includes supporting swimmers with the Central Scottish Institute of Sport, similar to the core remits of Gary Van Der Meulen (Tayside and Fife) and the two new recruits for posts with the East and West Scottish Institutes of Sport.

Chairman and Chief Executive's Message

The Swimmer Pathway Moves Leaps and Bounds in 2005

Our Vision: "To ensure that every single person in Scotland has access to quality swimming programmes"

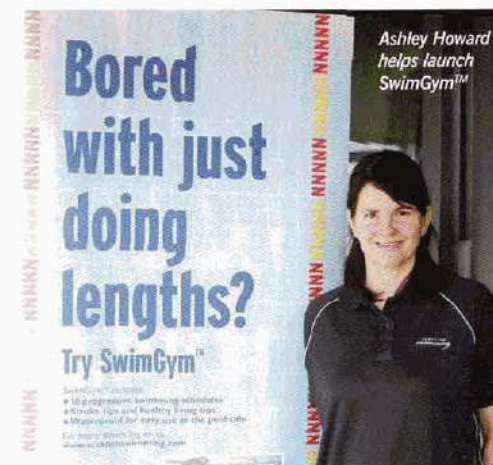
Scottish Swimming has had a strong 2005. Our focus has been centred on the development and implementation of quality programmes that support "the swimmer pathway", the route an individual takes from the moment they enter the water and learn to swim, through to competitive swimming and swimming for fitness and fun.

The successes we have achieved in developing quality programmes to support the pathway during 2005 demonstrate the commitment of the swimming community, our key partners, our Board, our Council, and our staff to ensure that our vision becomes a reality.

Thank you for your support in bringing many of our new initiatives to life. We hope you enjoy the report and look forward to working with you in continuing to develop the swimmer pathway throughout 2006.

Ian Mason, Chairman

Ashley Howard, Chief Executive



Ashley Howard helps launch SwimGym™



Ian Mason

New team members include:

- City of Edinburgh Swimming Head Coach: Fred Vergnoux
- Central Scottish Institute of Sport Swimming Coordinator & Scottish Institute of Sport Assistant Coach: Ciaran O'Brien
- National Diving Development Officer/Coach: Shannon Roy
- Marketing and Communications Manager: Kirsten Baker
- Youth Development Manager: Jemima Coates
- Marketing & Sales Officer: Emma Sunderland
- Administrators: Jacqueline Birrell, Ailsa Campbell, and Julie Aitken

We have also recruited since the 1 November 05 (the start of our 05-06 year):

- Director of Performance: Ally Whike
- East Scottish Institute of Sport Swimming Programme Manager (soon to be announced)
- West Scottish Institute of Sport Swimming Programme Manager (soon to be announced)

About Scottish Swimming

Scottish Swimming is the national governing body for swimming in Scotland, representing Swimming, Masters, Diving, Open Water, Water Polo, and Synchronised Swimming. We work for the entire swimming community, including our members and thousands of coaches, officials, and volunteers from across the country.

Founded in 1888, Scottish Swimming incorporated into a company limited by guarantee in May 2003. Scottish Swimming's headquarters are at the National Swimming Academy in Stirling, working in partnership with Stirling University.

Scottish Amateur Swimming Association Limited
National Swimming Academy, University of Stirling, Stirling FK9 4LA

Tel: 01786 466520
Fax: 01786 466521

info@scottishswimming.com
www.scottishswimming.com

Company number: SC246645
Registered in Scotland



KEY PARTNERS: sportscotland, The Institute Network, The Scottish Executive, Local Authorities, British Swimming, the Commonwealth Games Council for Scotland, Scottish Disability Sport, the Bank of Scotland and Speedo.

Board of Directors:

- Ian Mason – Chairman
- Tom Tracey – President
- Jim Hitchen – Vice President
- Sandy Brunton
- Win Hayes
- Maureen Campbell
- Julie Paulding
- Ian MacCallum

Professional Staff on the Board

- Ashley Howard, Chief Executive
- Elaine Mackenzie, Director of Operations
- Deborah McGinnis, Finance Manager
- Richard Gordon, Director of Coaching & Development
- Ally Whike, Director of Performance (from Jan 06)
- Jacqueline Birrell (minute taker)



The Board in action

Development Report

2005 Successes

1. Launched the new Learn to Swim and Awards Scheme
2. Developed and initiated implementation of the new SwiMark
3. Progressed Teacher and Coach Education for Scotland
4. Supported 6 Scots in qualifying for the ASA Coach Certificate



The Learn to Swim relaunch included a full range of swimmer and teacher materials

The New Learn to Swim and Awards Scheme

A broader Learn to Swim syllabus and Awards Scheme were launched with enthusiasm at the "Everyone Can Swim!" conference held in October 2005, where many of our key partners were in attendance. The new programme was based on a thorough review process and is intrinsically linked to Long Term Athlete Development principles.

SwiMark

The new SwiMark, our swim school/club development programme, has also been reviewed based on Local Authority and club feedback and was re-launched during 2005. The revised programme reflects the Long Term Athlete Development model and has been broadened to include all disciplines and recreational swimming clubs. Implementation is underway.

Teacher and Coach Education

Teacher and coach education continues to be at the forefront of the Development Team's planning, with a strategy having been developed during 2005 and now available on our website.

UKCC

Much effort has gone into the development of the United Kingdom Coaching Certificate (UKCC), the standardisation and professionalisation of teaching and coaching across the UK. There will be progress to report during next year on the UKCC's implementation.



Licensing

Preparation for the licensing of teachers and coaches has also taken place, and key changes are set to go ahead next year starting in March 2006.

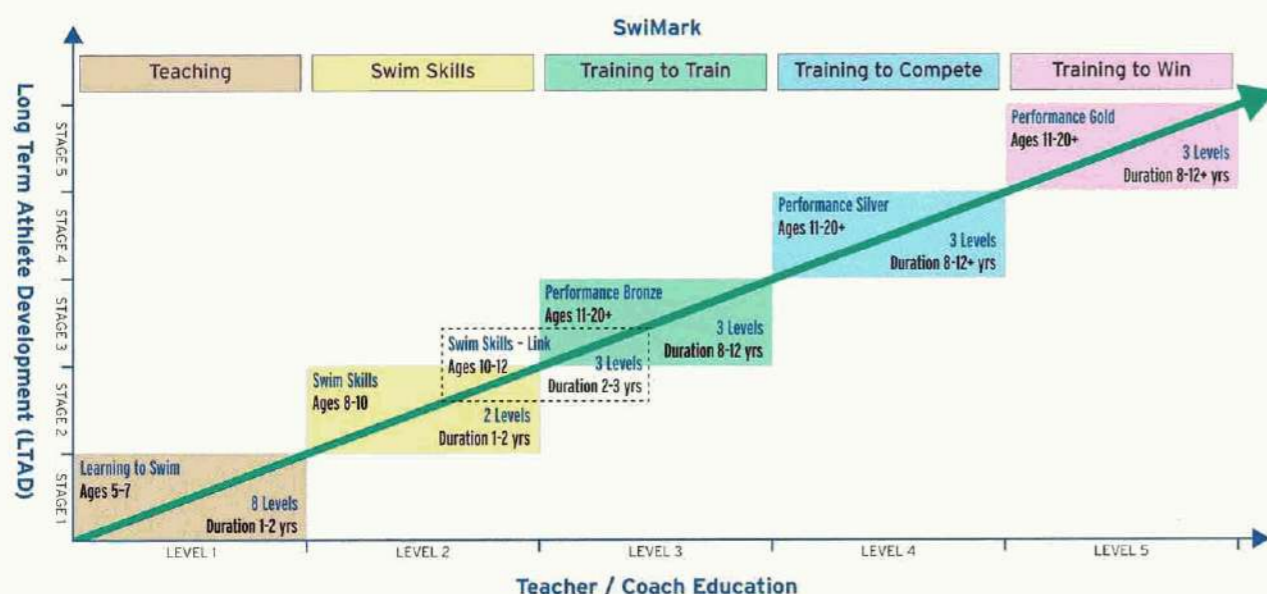
Work Force Development

A critical element of Scottish Swimming's planning in this area was the production of a Work Force Development Plan. The plan was developed during 2005 and was funded through sportsScotland and British Swimming. For the first time ever, the plan provides an evidence based report on our current teacher and coach numbers, while also highlighting some trends that are relevant to striving for future targets.

Coach Qualifications

Scottish Swimming coordinated and hosted an ASA Coach Certificate Course in April 2005. We are pleased to report that 6 out of the 7 coaches in attendance were Scottish, and all 6 Scots successfully emerged with their qualifications.

The Swimmer Pathway



Scottish National Open Short Course Championships 2005, Tollcross, Glasgow

Performance Report

2005 Successes

1. Developed a new Performance Plan
2. Worked in partnership with the Institute Network
3. Led three "Performance Weekends"
4. Hosted three "Coach Days"
5. Initiated the new District Regional Programme

Performance Results

The results during 2005 reflect a tremendous achievement by swimmers and coaches throughout Scotland. Scottish Swimming is delighted to have played a role in this success, investing in swimmers, squads, coaches and the Great Britain programme. On behalf of Scottish Swimming, congratulations to everyone involved in delivering quality performances last year.

The Commonwealth Games in March 2006 will be an excellent opportunity for the hard work of our swimmers and coaches to come together. Scottish Swimming has been working in partnership with sportsScotland, the Scottish Institute of Sport, the Area Institutes of Sport, and the Commonwealth Games Council for Scotland in order to prepare for an exciting Games.

New Performance Plan

At the elite end of the sport, we launched in 2005 an innovative performance plan, including a new squad structure and selections process. The plan has been developed in consultation with the Institute Network, and whilst the first year of its implementation has not gone without its hiccups, the principles of the plan are heavily supported by the swimming community.

Institute Support

The Institute Network and National Coach, Chris Martin, have played a key role in supporting the new performance plan. The plan now reaches out to a wider number of talented swimmers, requiring a creative approach to providing integrated support services. The challenges have been met with enthusiasm and the quality support on offer from the Institute Network is greatly appreciated.

Performance Weekends

Three Performance Weekends are a critical element of the new performance plan. In 2005, the weekends saw those swimmers achieving silver and gold times coming together for focused training and analysis with the best coaches and support service providers in Scotland to hand.

Coach Days

Coaches who are keen to discuss current issues and new ways of approaching their work were invited to three Scottish Swimming Coach Days as part of the new performance plan. The days have received positive feedback from the coaching community and we are delighted to be taking them forward during 2006, with financial support in place for coaches requiring assistance with travel and accommodation.

TROPHY CABINET

- 20 swimmers (19 able bodied and 1 disabled) and one diver selected for the Commonwealth Games Team
- 6 swimmers selected for the European Junior team and 3 medals achieved
- 5 swimmers selected for the GB Youth Programme
- 4 swimmers selected for the World Championships in 2005 and 1 medal achieved
- 46 Scottish Senior records broken
- 81 Scottish Age Group records broken
- 4 Senior British records broken
- 13 British Age Group records broken



District Regional Programme

The District Regional Programme is also a key element of the new performance plan. During 2005, the programme was run by Scotland's leading coaches and reached over 300 swimmers. A key element of the programme is coach development, with the coaches of swimmers attending the programme being invited to engage with the learning process. The programme is in its early stages and a review will now take place to improve the programme for 2006.

THE AREA INSTITUTE NETWORK

The Area Institute Network of swimming staff work primarily with swimmers and their coaches in the Area Institute programme to further develop their performances and provide a platform to move onto the Institute programme. The Area Institute swimming staff also work as part of the Scottish Swimming Performance Team taking forward initiatives such as the District Regional Programme and Performance Weekends.



SCOTTISH *swimming*
everyone can swim!



OPEN WATER M A S T E R S SYNCHRONISED DIVING WATER POLO
SCOTTISH *swimming* SCOTTISH *swimming* SCOTTISH *swimming* SCOTTISH *swimming* SCOTTISH *swimming*

Corporate Development Report

What the Future Holds

2005 Successes

1. Secured £670k investment from sportscotland
2. Achieved our target for reserves (310k)
3. Launched a new vision, slogan, and logo
4. Introduced SwimGym, our flagship healthy living product
5. Improved 14% against corporate governance targets

Investment From sportscotland

The programmes that we develop and implement require substantial investment, as well as the support of an effective organisation. To this end, the Corporate Development Team has been busy in action. We secured substantial investment (£670k) from sportscotland for 2006 and have also gone on to plan for the 2006-2012 Corporate Plan.

Reserves

In order to ensure that Scottish Swimming remains in a strong position for the future, we continued to build our reserves, achieving our 2005 target of 310k. This achievement puts us closer to the recommended target of reserves at 50% of our turnover (turnover currently at circa £1.3m).

New Vision

The new Scottish Swimming vision and strategy, including new logos (across all disciplines) and the slogan, "Everyone Can Swim!" was launched successfully in 2005.

SwimGym

For swimmers wishing to pursue swimming as a means of staying fit, Scottish Swimming offers SwimGym™ which was launched successfully during 2005. Plans for the development of a healthy living membership to Scottish Swimming are underway.

Modernisation

The effectiveness of the board and professional staff underwent a consultant-led review in 2004. This same process was pursued in October 2005. Scottish Swimming is pleased to report that the UK Sport and sportscotland funded Corporate Governance Audit has seen the association improve by 14% against areas such as board meeting effectiveness, business excellence, strategy and planning.

There will be some exciting developments in the coming year, including:

- Implementation of the revised Learn to Swim, Awards, and SwiMark
- Continued improvement to the swimmer pathway, including the development of a programme to facilitate links between Learn to Swim and club swimming
- Licensing of teachers and coaches
- Implementation of Year 2 of the performance plan
- The employment of an additional member of the performance team, the West of Scotland Institute of Sport Swimming Programme Manager
- Results from the Commonwealth Games in March 2006
- The onset of two new membership categories, for healthy living and for swim schools
- An innovative approach to the model club constitution project, as well as club and company complaints
- A significant drive for income generation and sponsorship
- A refreshed approach to our partnership with Speedo
- The launch of our 2006-2012 Corporate Plan, with an eye on the London Olympics and the potential for a Scottish Commonwealth Games in 2014

AREAS WE AIM TO DO BETTER

Membership— we have as a headline target for 2005-06, to issue membership cards by the 31st of May 2006

The Academy programme – effectively replacing this programme with the District Regional Programme

Retaining and stabilising the Scottish Swimming staff

Financial review and statements of accounts

Summary of Accounts for Scottish Amateur Swimming Association Limited for the Period 01/11/04 to 31/10/05

	2005		2004	
	Income	Expenditure	Income	Expenditure
Membership	301284	8690	278125	
Grants	627123	0	486662	2105
Sponsorship & Fundraising	116499	11032	79827	6251
VAT Recovered	58967	11950	0	0
Salaries & Office Costs	8789	732439	2193	560925
Committees & Expenses	14635	48064	11457	42291
Competitions & Training	164828	327873	174495	279333
Education & Development	28587	132236	19141	98290
	1320712	1272282	1051905	989196
Excess to Reserves	£48,430		£62,709	

Notes

1. Sponsors include Bank of Scotland, Speedo and SwimShop.
2. Membership represents subscriptions paid during the period to 31/10/05.

Balance sheet as at 31 October 2005

	2005	2004
	£	£
Fixed Assets	18118	18866
<u>Current Assets</u>		
Stock	4187	12347
Debtors	102654	53298
Short & Long Term Loans	26008	26008
Bank	599925	408859
	732773	500512
<u>Current Liabilities</u>		
Creditors	438328	250244
Net Current Assets	294445	250267
Net Assets	312563	269133
Represented By:-		
Share Capital	1	1
Retained Reserves	223290	160581
Other Reserves	40842	45842
Surplus for Year	48430	62709
	312563	269133

Notes to Accounts for the year ended 31 October 2005

1. The summary accounts are prepared under the historical cost convention.
2. Fixed assets are depreciated over three years.
3. The Company holds under Trusteeship a Swimmers' Grants Bank Account which has a balance of £4804.80, of which £3,730.09 truly reflects Grants outstanding.
4. Stocks are valued at cost.
5. Loans represent amounts advanced to ASFGB Limited and Scottish Swimming Awards.
6. At 31 October 2005 the Company had a financial commitment of £15,012 p.a. plus VAT for a period of twenty one years for the rental of premises at Stirling.
7. Fixed Assets:

	Boat	Computer Equipment	Total
Cost:			
At 01/11/04	1,031	30,461	31,492
Additions	0	7,329	7,329
Disposals	0	0	0
	1,031	37,790	38,821
Depreciation:			
At 01/11/04	1,031	11,596	12,627
Charge for Year	0	8,076	8,076
Disposals	0	0	0
	1,031	19,672	20,703
Net Book Value 31/10/05	0	18,118	18,118
Net Book Value 31/10/04	0	18,865	18,865

8. Legacies and Donations:

	2005	2004
Bell Legacy	176	176
JY Coultts Fund	308	308
	484	484

Report of the Auditors to the Members of The Scottish Amateur Swimming Association Ltd

We confirm that the figures included in the summary of accounts have been properly extracted from the audited statutory accounts of SASA Limited for the period ended 31 October 2005. The summary may not contain sufficient information to allow a full understanding of the results and a copy of these accounts can be obtained from the Finance Manager, National Swimming Academy, University of Stirling, Stirling, FK9 4LA.

Walton Kilgour, Registered Auditors & Chartered Accountants,
10 - 12 Airthrey Road, Stirling FK9 5JR