

Scottish Swimming would like to thank the following valued partners:



1930 Aberdeen ASC Aberdeen Diving Club Aberdeen Dolphins ASC Airdrie & Monklands ASC Alford
 Otters ASC Alloa ASC Aquanauts Livingston ASC Armadale Barracudas ASC Ayr Diving Club Badenoch
 ASC Balfour Barracudas ASC Banchory Beavers ASC Bathgate ASC Bellshill Sharks ASC Blairgowrie Dolphi
 ASC Blantyre ASC Bon Accord Thistle ASC Bo'ness ASC Brechin Beavers ASC Bridge of Don ASC Broch Sea
 ASC Broxburn & District ASC Buckie ASC Bucksburn ASC Burntisland ASC Cardenden ASC Carnegie SC Cl
 Aberdeen Swim Team (COAST) City of Edinburgh Swimming City of Glasgow Swim Team City of Glasgo
 Whitehill Clydebank ASC Cults Otters ASC Cumbernauld ASC Cumnock Dolphins ASC Cupar and Distr
 C Delting Dolphins ASC Deveron ASC Dingwall ASC Dumfries Dolphins ASC Dundee City Aquatics Dunee
 Swim Team Dunfermline ASC Dunfermline Synchronised SC Dunfermline Water Polo Club Dunoon ASC Du
 ASC Dyce (Aberdeen) ASC East Dunbartonshire Water Polo Club East Lothian Swim Team East Kilbr
 ASC East Lothian Swim Team Edinburgh Diving Club Edinburgh Synchronised SC Edinburgh Universi
 Swimming and Water Polo Club Elgin ASC Eyemouth and District ASC Falkirk Inter-Region Swim Tea
 (FIRST) Falkirk Otters ASC Fauldhouse Penguins SC Ferry AST Fins ASC Forfar ASC Forres Bluefi
 ASC Galashiels ASC Garioch ASC Girvan ASC Glasgow Nomads Glasgow School of Sport Glasgow Weste
 Masters Glenrothes ASC Grangemouth ASC Grantown ASC Grove ASC Haddington & District ASC Hail
 ASC Hamilton Baths ASC Hamilton Dolphins Hawick ASC Heart of Midlothian Swimming Club Helensbur
 ASC Highland Swim Team Huntly ASC INCAS Inverclyde ASC Inverclyde Masters Inverleith ASC Inverne
 ASC Islay & Jura Dolphins ASC Islay Masters Jaws ASC Jedforest SC Kelso ASC Kilmarnock ASC Kingst
 ASC Kinross Otters ASC Kintyre ASC Kirkcaldy ASC Kirkintilloch & Kilsyth ASC Lanark ASC Larkh
 vondale ASC Leith ASC Lerwick ASC Livingston and District Dolphins ASC Lochaber ASC Lomond Distr
 Masters Menziehill Whitehall Swimming & Water Polo Club Merrick Mavericks SC Midlothian SC Milngav
 Bearsden ASC Monifieth ASC Montrose District Seals ASC Motherwell and Wishaw ASC Musselbur
 ASC Nairn District ASC Nairn Synchronised SC Newbattle SC North Lanarkshire Swimming Northe
 Neesicks ASC Oban Otters ASC Orkney ASC Peebles ASC Perth City SC Perth Masters SC Peterhe
 ASC Portobello ASC Ren 96 Swim Team Renfrew Baths ASC Rutherglen ASC Scorpion Swim Team Sco
 ASC Shetland ASC Silver City Blues Masters SC Skye Dolphins ASC South Aberdeenshire Swimming Sou
 Ayrshire Swim Team South Lanarkshire Swimming South Mainland ASC St. Thomas Arbroath A
 Step Rock ASC Stirling Swimming Stonehaven ASC Stranraer Stingrays ASC Tain ASC Tayside Sw
 Team Teviotdale ASC Thurso ASC Tranent ASC Trojan ASC Upper Deeside ASC Warrender Baths Club We
 Dunbartonshire ASC West Lothian Swim Team Western Baths Water Polo Club Westhill District ASC Wi
 ASC Ye Ancient Amphibians Bathing Association (YABBA) Ythan ASC 1930 Aberdeen ASC Aberde

ANNUAL REPORT 2008

SCOTTISH *swimming*
 everyone can swim!

Club focus

Scottish Swimming is proud to highlight our clubs on the cover of the Annual Report for 2008. Our 160 clubs vary in size from 16 to over 400 members and reach out to all parts of the nation, including the Shetlands, Borders and the far East and West coasts of Scotland.

Scottish Swimming recognises that our clubs and swim schools are a critical vehicle for delivering against our Corporate Plan and our Annual Plan targets for 2009. We aim to continually improve relations with our clubs, offering growing support to them as we work towards shared aims.

We try and stay tuned in to the key needs of our clubs and swim schools:

- Access to and the cost of quality water,
- Support for smaller clubs with recreational athletes,
- Teacher, coach, and volunteer support, and
- An even spread of quality development and performance activity across our districts.

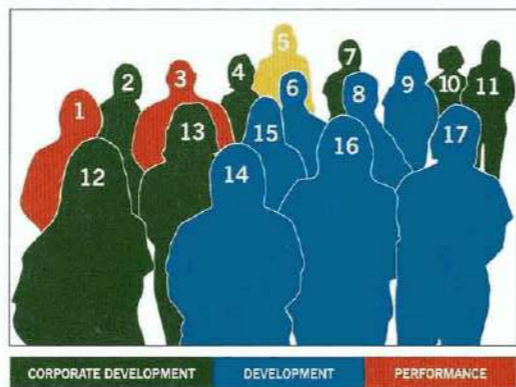
We hope the work we have conducted during 2008 has helped to address some of these issues and more. If we are missing something, please get in touch and let us know.

Our Vision:

To ensure that every single person in Scotland has access to quality swimming programmes, regardless of age or ability.



LOTTERY FUNDED



Corporate Development

11	Elaine McKenzie, Director of Operations
-	Deborah McGinniss, Finance Manager
2	Kirsten Phillips, Marketing and Communications Manager
-	Julie Hughes, Executive Officer
10	Kerry Wilson, Finance and Marketing Officer
13	Marilyn Sweet, Finance Assistant/Executive Officer
12	Melanie Orr, Executive Officer
4	Janis Myles, Executive Officer
7	Jacki Hamilton, Receptionist

Development

6	Richard Gordon, Director of Coaching and Development
16	Jemima Coates, Youth Development Manager
-	Kate Lodge, Education Manager
15	Eilidh McCall-Lawrie, Volunteer Development Manager
8	Paul Wilson, Disability Swimming Development Manager
14	Laura Finn, Education Administrator
9	Amanda Rigby-Greenhaugh, Executive Officer
17	Nicky Campbell, Education Administrator

Performance

-	Ally White, Director of Performance
3	Doug Campbell, National Coach
-	Dorothy Roberts, Swimming Programme Manager
1	Anna Cummins, Executive Officer
-	Ian Wright, Stirling Performance Squad Coach (not pictured)
-	Eileen Adams, Seconded Performance Coach (not pictured)
-	Doug Frost, British Swimming Intensive Training Centre Head Coach (not pictured)
-	Rob Green, British Swimming Intensive Training Centre Assistant Coach (not pictured)

CEO

5	Ashley Howard, Chief Executive Officer
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Chair and Chief Executive's Report



Maureen Campbell

Ashley Howard

Last year saw great success for British swimmers, noticeable so at the FINA World Championships and the Beijing Olympic and Paralympic Games. Congratulations go to all those in Team GB who won medals and to our own Scottish swimmers and coaches who were part of this success. Five swimmers in particular have delivered inspirational results and they include:

- Kris Gilchrist (World Short Course Gold Medal Champion),
- Robbie Renwick (World Short Course Bronze Medal Winner and Olympic finalist),
- Hannah Miley (World Short Course Silver, Bronze Medal Winner and Olympic finalist),
- Sean Fraser (Paralympic Bronze Medal Winner), and
- Jim Anderson (Paralympic Double Silver and Double Bronze Medal Winner).

During 2008, significant progress has been achieved against year 2 of our corporate plan. Highlights include:

- The achievement of 88% of our 2007-08 targets
- Securing a British Swimming Intensive Training Centre (ITC) for Scotland (based at the University of Stirling),
- sportscotland recognition and investment for a National Coach post
- The effective roll out of the United Kingdom Coaching Certificate programme and the certification of teachers (357) and coaches (119)
- The delivery of the "Kellogg's Swim Active Mini-Polo!" initiative encouraging thousands of children to get active and into the water
- Quality support delivered for 483 volunteers

In terms of governance, Scottish Swimming continues to take a leading position. Our policies, procedures, and risk management are considered to be best practice. We continue to look forward to the long term stewardship of our sport and have followed through on the review of the Scottish Swimming structure initiated in 2007. Last year, sub-groups were formed to take forward the review's recommendations for presentation at a membership information meeting on the 14th of September 2008. Based on the discussion at this meeting, the current paperwork for the 2009 AGM has been prepared for your consideration. We believe our proposals enable stronger leadership, improved accountability, and better communication – all of which are fundamental to the success of our governing body.

Please join us in celebrating a successful 2008 for Scottish Swimming.

Maureen Campbell

Ashley Howard

Maureen Campbell
Chair – Board of Directors

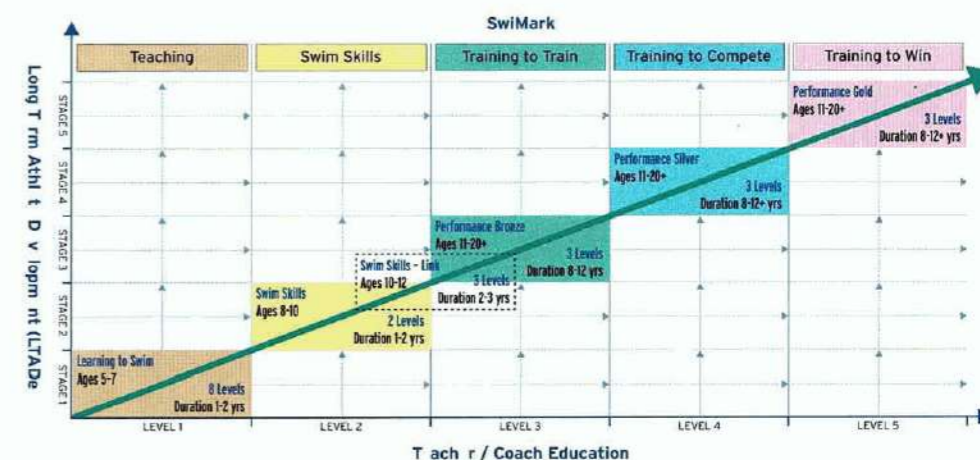
Ashley Howard
Chief Executive

The swimmer pathway

The swimmer pathway is now firmly embedded at the core of Scottish Swimming's activities.

CLUB FOCUS: We work with clubs to:

- Understand where they are operating along the pathway,
- Identify what they need to deliver if they have aspirations to cater for an additional stage on the pathway and,
- Bring them together through joint funded performance coach development posts to make best use of performance water and coaching resources.



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
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Stirling FK9 4LA
Tel: 01786 466520
Fax: 01786 466521
info@scottishswimming.com
www.scottishswimming.com
Company number: SC246645
Registered in Scotland

Development Report

2008 Key Successes

1. Scottish Swimming education implemented successfully
2. Volunteering training targets exceeded
3. Disability swimming development gathers momentum
4. Kellogg's Swim Active launched in Scotland
5. swiMark club development programme reviewed

United Kingdom Coaching Certificate (UKCC)

In the first full year of operations the overall target for the number of candidates going through a UKCC Course was exceeded.



EXCELLENCE IN SPORTS COACHING

There were 80 UKCC courses delivered up to 31st October 2008:

- 50 x UKCC Level 1 Teaching Aquatics
- 10 x UKCC Level 1 Coaching Swimming
- 2 x UKCC Level 1 Coaching Water Polo
- 15 x UKCC Level 2 Teaching Aquatics
- 2 x UKCC Level 2 Coaching Swimming
- 2 x UKCC Level 3 Coaching Swimming

This equated to a total of 783 candidates on UKCC courses delivered up to 31st October 2008.

There were 607 candidates registered on UKCC Level 1 courses:

- 534 x Teaching Aquatics
- 50 x Coaching Swimming
- 12 x Coaching Water Polo
- 11 x Coaching Diving

There were 153 candidates registered on UKCC Level 2 courses:

- 141 x Teaching Aquatics
- 12 x Coaching Swimming

There were 23 candidates registered on UKCC Level 3 courses.

Teacher/Coach Licensing

The number of tutors delivering UKCC has increased to 27. It is also now a requirement that all licensed tutors are A1 Assessor qualified. Towards this end Scottish Swimming have hosted two Assessor (A1) training events to ensure that all licensed tutors come up to the required standards.

Volunteering

The post of Volunteer Development Manager was a two year pilot position within Scottish Swimming and is the first post of its kind in a Scottish National Governing Body. **sportscotland** commissioned an evaluation of the post to be undertaken this year and evidence from the evaluation indicates that the Volunteer Development Manager post has been very positive: 'The evaluation has found that the post was successful in meeting its objectives in developing a volunteer strategy in harmony with volunteers, delivering targeted training, raising the profile of volunteers through better data collation and consultation and embedding strategic volunteer objectives and actions in Scottish Swimming overall plans.'

Targets for child protection training, child protection officer training and team manager training have been exceeded while funding has been secured for future volunteer training.

Volunteer training breakdown:	
Swimming Technical Official Training	220
Child Protection Training	203
Child Protection Officer Training	10
Team Manager Training	10
Total number trained:	483

Disability Swimming Development

Susan Coe gained regional status to officiate at International Paralympic Committee (IPC) events. She is the first and currently the only Swimming Technical Official (STO) in Scotland to earn this recognition, which is a significant step forward in her being able to officiate at future major international events, such as the Paralympics.

Thanks to funding from Youth Sport Trust, a swimming classification event was held in Scotland for the first time. Scotland also produced a qualified classifier and the aim is to have two classification events in Scotland each year.

Scottish swimmers also achieved medal success at the Paralympic Games in Beijing; for more details please see the Performance Report.

Kellogg's Swim Active Programme

The Kellogg's Swim Active programme continued in 2008 when over 3,000 children enjoyed mini-polo taster sessions in East Dunbartonshire.



"Mini-polo!" was offered to young people who find it difficult to either access swimming lessons, or who do not know how to swim, as an alternative activity, which Scottish Swimming hope will ultimately boost their confidence so they take the next steps and learn how to swim.

The Kellogg's Swim Active programme is a three-year partnership with Scottish Swimming designed to break down the barriers to swimming and get an estimated 15,000 kids across Scotland more active in the water.

Thanks to the generous sponsorship by Kellogg's, this programme will be rolled out throughout five other Local Authorities next year.

SwiMark

South Aberdeenshire Swimming became the first composite club set up to achieve swiMark accreditation while Menzieshill & Whitehall Swimming and Water Polo Club also achieved the mark.

There are currently 30 clubs signed up to SwiMark, with 23 having completed an audit of their current activities. Twelve clubs have submitted action plans working towards accreditation and a total of three clubs has achieved full accreditation.

A full review of the programme was undertaken in 2008 with recommendations put forward with the aim of aligning SwiMark with other Scottish Swimming programmes, whilst developing a streamlined and workable process that can be delivered positively by Scottish Swimming and by volunteers within clubs.



Menzieshill & Whitehall Swimming and Water Polo Club

Performance report



Kris Gilchrist

2008 Key Successes

1. 10 Scots selected for Olympic Games, Beijing
2. 5 Scottish based athletes selected for Paralympic Games, Beijing
3. Medal and record success at the Commonwealth Youth Games
4. Kris Gilchrist crowned FINA World Short Course Champion
5. District Regional Programme targets exceeded
6. Performance Structure for Swimming realised

PERFORMANCE RESULTS

Olympic Games

Ten Scottish swimmers were selected to the Team GB squad for the Beijing Olympic Games. While there were no Scottish medallists, the performances of the Scottish athletes lead to five British Records, two Scottish Records and six Olympic Finals. It is also worth noting that seven out of the ten Scottish athletes were based and trained in Scotland.

Paralympic Games

Five Scottish-based athletes were selected to the Team GB squad for the Beijing Paralympic Games. At 45, James Anderson of Broxburn was the oldest competitor and won 2 silver medals and 2 bronze medals. 17-year old Sean Fraser of Warrender Baths Club also secured his first Paralympic medal from his first Paralympic Games.



Sean Fraser

FINA World Championships (25m), Manchester April 2008

Kris Gilchrist was crowned World Champion for 200m breaststroke, while Hannah Miley won a fantastic silver medal in the 400m IM, swimming under the existing world record and finishing behind Kirsty Coventry. Miley also secured a bronze medal for the 200m IM as did Robbie Renwick in the 400m freestyle.



Hannah Miley

Commonwealth Youth Games, India 2008

18 young athletes made the qualification criteria for the Commonwealth Youth Games in India, although only 10 placed were able to be filled. Douglas Scott of East Kilbride secured two gold medals in the 50m and 100m breaststroke

(the 50m title was claimed in a new Games Record time); while Daniel Scott, Robyn Matthews, Ewan Johnston and Sara Hamilton also all picked up medals.

DISTRICT REGIONAL PROGRAMME & NATIONAL SQUADS

Whilst the number of swimmers qualifying for the District Regional Programme once again exceeded targets with 512 athletes making the standard, a thorough review of the programme has been completed with recommendations implemented for season 2008-09, including the introduction of a new Level 2 within the programme.

PERFORMANCE STRUCTURE FOR SWIMMING REALISED

The long term vision for the performance programme at the National Swimming Academy (NSA) has been realised during 2008. This includes the recruitment of a full time National Coach, Doug Campbell, who will be free to travel across Scotland, supporting coaches and club programmes as they strive for medal success. Meanwhile, the NSA has been named one of British Swimming's Intensive Training Centres (ITC), bringing significant British resources and investment to Scotland, underpinned by a new partnership between British Swimming, Scottish Swimming, the University of Stirling, and **sportscotland**. The ITC programme will work in conjunction with the Scottish Swimming Stirling Performance Squad coach, a new full time position at the NSA.

Corporate Development Report

2008 Key Successes

1. Investment from **sportscotland** secured
2. Online membership returns exceed expectations
3. Healthy Living project gains boost
4. Structure review project on target
5. Communications project gathers pace

Investment from sportscotland

sportscotland continue to recognise the success of our swimmers on the domestic and world stages, as well as acknowledging the important role Scottish Swimming continue to play in the development of the swimmer pathway in Scotland, by increasing their investment for 2009.

Despite challenges we faced earlier in the year, we have managed to balance our books due to UKCC and sponsorship income.

Membership Returns

A fantastic 98% of our Clubs are returning their membership electronically. This has been aided by, not only the Club Management System (CMS) software for electronic returns, which has been rolled out to every club in Scotland, but the invaluable support and dedication of the Club Secretaries involved in the returns process. Using the electronic system allows Scottish Swimming to provide a greatly improved turnaround period for records, of only 24 hours, rather than a period in excess of a month.

East	48 Clubs	98% electronic return
Midland	13 Clubs	100% electronic return
North	40 Clubs	99% electronic return
West	52 Clubs	100% electronic return

Scottish Swimming currently has a membership of 17954.

Healthy Living Project

Scottish Swimming led a healthy living pilot in order to reach the wider community, not only with our fitness product SwimGym™, and with a discounted lesson scheme, but also with the message that swimming is a fantastic and fun way to stay active and healthy. The pilot project took part in Clackmannanshire with four key elements running:

1. A discounted adult & child lesson programme
2. Promotion of swimming to inactive people
3. The development of SwimGym version 2
4. The monitoring and evaluation of the project as a whole

Following the review of the project Scottish Swimming has secured funding from the Scottish Government for two years for a Healthy Living Manager's post in order to develop and deliver a Healthy Living Strategy, which can be rolled out to key target groups across Scotland.

Structure Review Project

Review the work of the Board, Council, Districts, and National Committees ensuring our structure is effective.

The Aims of the SASA Review Project are:

- To ensure the integrity of the long term stewardship of our sport
- To take on board feedback from the members as we:
 - review the work of the Board, Council, Districts, and National Committees
 - ensure our structure is effective
 - address any issues surrounding the alignment between the strategy of Scottish Swimming and the views of our membership

The Benefits of the SASA Review Project

- Stronger leadership
- Improved accountability
- Better communication
- Best practice modernisation and
- Realisation of the Scottish Swimming vision.

An information day was held in September to review the findings of the working groups and recommendations put forward to the membership for decision at the AGM in February 2009.

Communications

Development of the Scottish Swimming website continued in 2008 when we moved over to a new content management system. This has subsequently allowed us far more access and content control, which in turn has provided a far more immediate response to information requests.

The members' newsletter, SplashNews, also went 'online' with monthly newsletters published instead of 3 per year as in the past.

Customer satisfaction surveys were also distributed amongst our disciplines, volunteers and those attending the Awards Dinner. This has provided us with benchmark data on how we are perceived, what areas we are working well on and other areas we need to improve on. This type of feedback will be rolled out to further membership groups throughout the course of 2009.

CLUB FOCUS: The work we do aims to build up the quality of teachers and coaches for our clubs and swim schools - work that is vital to the health of our sport for athletes at all levels on the swimmer pathway. Likewise, the performance programmes we offer for talented athletes are delivering quality results on the international stage with new support available with the appointment of a full time National Coach. Our strong performers are role models for other club athletes, motivating them to work harder in training and to strive for superior results. Corporately, we aim to offer you better quality support and believe the online membership return system is a winning step forward for club membership secretaries. Thank you for your hard work and commitment during 2008.

SCOTTISH swimming everyone can swim!

HEADLINE TARGETS – 2008/09

Our Vision: To ensure that every single person in Scotland has access to quality swimming programmes, regardless of age or ability.

Development

- Expand our learn to swim and award scheme to 20 Local Authority Swim Schools
- Increase our Aqua Skills programme to 10 Swim Schools and 40 clubs
- Achieve SwiMark accreditation in 5 Swim Schools
- Achieve SwiMark, DiveMark, PoloMark or SynchroMark accreditation in 25 Scottish Swimming affiliated clubs
- Support the UKCC certification and licensing of 525 and 250 teachers, respectively
- Support the UKCC certification and licensing of 235 and 113 coaches, respectively
- Implement a comprehensive training programme to train 600 volunteers working in affiliated clubs
- Increase the number of young volunteers (under the age of 25) by 10% working in affiliated clubs from 374 to 412
- Identify and increase the number of disabled swimmers accessing the Scottish Academy programme to 6
- Extend the number of disabled swimmers accessing British Swimming's World Class Development and UK Talent programmes to 3
- Progress with our aim to achieve the preliminary stage in the equity standard

Performance

- Achieve one medal at the World Championships
- Secure 6 athletes on the British Swimming podium programme and 6 athletes on the British Swimming development programme
- Achieve the following number of swimmers at each stage of the competitive swimmer pathway:

District Regional Programme	510
Youth Development Squad Silver	69
Youth Squad Gold	18
Senior Silver	19
Senior Gold	22
- Support the development of 12 coaches who have swimmers selected for the Scottish Senior Squad and/or Youth Squad and 40 coaches who have swimmers selected for the District Regional Programme and Youth Development Squad

Corporate Development

- Accomplish a balanced budget with a projected annual turnover of £1.99m
- Increase our customer satisfaction rating to 69%
- Increase our staff satisfaction rating to 75%
- Ensure our general reserves are able to support 3 months of trading activity
- Increase our membership and customer base to 18,176 and 75,033 respectively
- Secure 100% membership return via disc
- Achieve an annual turnover of £48k from grants and the sale of Healthy Living related products and services

Financial review and statements of accounts

Summary of Accounts for Scottish Amateur Swimming Association Limited for the Period 01/11/07 to 31/10/08

	2008		2007	
	Inc.	Exp.	Inc.	Exp.
Membership	345647	255	317892	9881
Grants - sportsScotland	893199		771202	
Grants - Other	78682	8138	60632	24379
Sponsorship			14628	
Bank Interest	38285		34932	
VAT Refund/Other Income	46629	13848	46839	10547
Salaries & Office Costs	23475	874896	12273	898758
Committees & Expenses	29669	121424	6940	40229
Competitions & Training	122244	493955	103638	291687
Education & Development	137270	197664	26003	116206
	1715101	1710182	1394980	1391686
Excess to Reserves	£4,919		£3,294	

Notes

1. Membership represents subscriptions paid during the period to 31/10/08.

Balance Sheet as at 31 October 2008

	2008	2007
	£	£
Fixed Assets	30615	12506
Current Assets		
Stock	13995	20742
Debtors	98338	68557
Prepayments	18480	40576
Short & Long Term Loans	12003	19005
Bank	718828	624720
	861644	773600
Current Liabilities		
Creditors	202191	125037
Grants c/f & Other Deferred Income	354093	330013
	556284	455050
Net Current Assets	305360	318550
Net Assets	335975	331057
Represented By:-		
Share Capital	1	1
Retained Reserves	290215	286921
Other Reserves	40842	40842
Surplus for Year	4919	3294
	335975	331057

Notes to Accounts for the year ended 31 October 2008

1. The summary accounts are prepared under the historical cost convention.
2. Fixed assets are depreciated over three years.
3. The Association holds under Trusteeship a Swimmers' Grants Bank Account which has a balance of £5,435.12.
4. Stocks are valued at cost.
5. Loans represent amounts advanced to ASFG Limited and Scottish Swimming Awards.
6. At 31 October 2008 the Association had a financial commitment of £15,012 p.a. plus VAT for a period of eighteen years for the rental of premises at Stirling.
7. **Fixed Assets**

	Equipment & Fittings
Cost:	
At 01/11/07	39,029
Additions	26,744
Disposals	-
	65,773
Depreciation:	
At 01/11/06	26,522
Charge for Year	8,636
Disposals	-
	35,158

Net Book Value 31/10/08 30,615

Net Book Value 31/10/07 12,507

8. Legacies and Donations	2008	2007
Bell Legacy	176	176
J Y Coultts Fund	308	308
	484	484

Report of the Accountants 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 certified accounts of SASA Limited for the period ended 31 October 2008. 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,
Chartered Accountants,
2 Marshall Place, Perth PH2 8AH