



2017

Annual Report



JudoScotland



8,690
Members



Facebook
Followers
10,072



2,536
Female
Members



1
Visually Impaired
Programme
Launched



6,154
Male
Members



28%
of Board
Members Female

200+
Girls Engaged
through
Judo Girls
Rock

12,123
Gradings
Processed

Twitter
Followers
5,244

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Company Information

Honorary President	Dr George Kerr, CBE
Honorary Vice Presidents	Bill Berry MBE Jim Feenan Rick Kenney
Chairman	Ronnie Saez
Treasurer	Graham Campbell
Board of Directors	Sarah Clark David Gibson James McBeath Marc Preston Robert Sneddon (Resigned Sept 2017) Susan Wright (Resigned Sept 2017)
Company Secretary	Douglas Bryce
Auditors	Gordon Mavor & Co Accountants 39 Bryce Road, Edinburgh EH14 5LP
Company Number	SC 113172
Business Address	JudoScotland South Platt Hill Ratho, Newbridge EH28 8AA

Leadership and Governance

The overall function of the JudoScotland Board is to provide direction and support for the organisation as a whole and more specifically, the professional staff. Historically, this section of the annual report has focussed on the leadership and governance provided by the Board over the course of the year, with specific details, information and case studies provided in the subsequent sections and pages.

The Board are again pleased to report continuing, positive developments across the organisation and the ongoing realisation of the three fundamentals to the current strategic plan, these being to: grow; develop; and perform.

The Business Delivery and Business Support Teams will be reporting on JudoScotland membership levels having reached an all-time high, and indeed exceeding initial targets - not just for 2017 - but for 2018 as well. This significant achievement was expressly attributable to the Business Delivery Team having worked with member Clubs and other delivery partners to increase the level of opportunities to participate in Judo-in-Scotland.

Leadership Changes

Change is a constant in life and so it is within JudoScotland. Over the course of 2017 there were a number of changes to the composition of the JudoScotland Board.

With the resignation of Mr Peter Gardiner at the end of 2016, the Board decided to openly advertise for a co-opted, non-executive Director. Following this process, Mr David Gibson was co-opted to the Board until the 2017 annual general meeting (AGM) and then co-opted for a further term through to the 2018 AGM, in order to re-align electoral terms. The 2017 AGM also saw one of the longest-serving JudoScotland Board members, Mr Robert Sneddon, retire from the Board after a number of years of loyal service. Following a formal nomination process, the AGM appointed Mrs Susan Wright to the JudoScotland Board. This appointment to the Board meant that there are now currently two female Board members (28%) sitting on

the JudoScotland Board, which is a further step towards the implementation of the JudoScotland equality and diversity action plan.

The AGM also entrusted the future of JudoScotland to the current Chairman - Mr Ronnie Saez - for a further term, following a formal nomination and election process.

Equality

The above changes to the Board further build on the JudoScotland commitment to the principles of equality and equal opportunity. The Board and professional staff will continue to will work towards the various levels of the Equality Standard for Sport in a manner and at a pace that will ensure equality continues to be embedded both within and across Judo-in-Scotland.

Under the guidance and direction of an internal Equality Working Group, JudoScotland provided Equality Training for all staff members around best practise for equality within and across Judo-in-Scotland.

Corporate Governance Audit

In January 2017 we received the final report of a corporate governance audit conducted by audit, assurance and management consultants, KPMG, on behalf of sportscotland, which had been conducted towards the end of 2016.

The overall conclusion from KPMG with regard to JudoScotland was "Satisfactory with comments", this being the second highest level of assurance that KPMG offer. Overall, the report was very positive highlighting a number of areas of good practise, including the current financial procedures. As emphasised within the conclusion above, there were some "comments" made for further consideration by the Board in order to strengthen current processes even further. That said, some elements of the audit of JudoScotland were highlighted as 'examples of good practice' by KPMG and contained within a supplementary document prepared by KPMG and circulated to other Scottish Governing Bodies of Sport.

Direct Member Club Investment

In 2017, the Board introduced a new grading incentive system, designed to benefit all member Clubs. The first year of operation would appear to have been successful, with a greater number of individual members grading than the previous year (2016) and more member Clubs benefitting from direct Club investment from JudoScotland (through the grading incentive) than ever before.

Grand Prix Future

Expanding further on the work with member Clubs, we were delighted to go out to tender for the future of one of our flagship programmes – the national Grand Prix series. Many congratulations to 'Highland Budokan', 'Clyde' and 'Aberdeen' Judo Clubs on their successful tenders and we look forward to working with you over the next three years to deliver these significant events.

Staffing

In early in 2017, Andy Miller departed his position, as he accepted a role within the Scottish Rugby Union (SRU). This departure allowed for Claire Fairley to migrate from her existing role within the Business Support Team, to assume the lead on performance-support administration.

We also saw the contracts of Vivienne Thorpe and Jonathan Dewar come to an end. With these departures and internal movement within the organisation, the decision was taken to advertise for a full-time member of staff to further strengthen the Business Support Team. To that end, in May we welcomed Rory McBride on a full-time basis, which allowed for a level of consistency for our member Clubs and individual members when contacting JudoScotland.

Our Membership Events Executive, Thomas (Tam) Brown, also departed JudoScotland after over five years of service with the organisation. His position was filled on an interim, consultancy basis by Mrs Jo Imrie. We would like to take this opportunity to thank Andy, Vivienne, Jonathan and Tam and to wish them every success in their future endeavours.

Over the course of 2017, JudoScotland staff have organised and participated in a number of training and development opportunities. Early 2017 saw JudoScotland host an emergency first aid at work course for staff members wishing to upskill within this area. This course provided staff members with the tools to administer basic first aid in an emergency situation, a valuable tool for any workforce. Ahead of the forthcoming changes and migration from the Data Protection Act (DPA) to the General Data Protection Regulation (GDPR) in 2018, JudoScotland staff have undergone internal and external training to best prepare the organisation for the upcoming changes from 25 May 2018.

Another Year of Reflection

In last year's annual report, I stated that - as Chairman – the annual report has become an important reference point for me personally to take a moment or two to pause, reflect and to celebrate the many achievements realised by all those involved in Judo-in-Scotland. It is my pleasure to once again thank those that have assisted and supported the organisation throughout 2017 including: my fellow JudoScotland Board members; our hard working professional staff; and our capable and dedicated referees, officials and volunteers – without whom, many of our events and projects simply could not be delivered in the manner and to the standard that JudoScotland is rightly recognised for. But further to the above, we continue to benefit from the valued support that has once again been provided by sportscotland (the national agency for sport), the sportscotland Institute of sport; and Cima/Adidas. The past year has not gone without its challenges – particularly of a financial nature – but I still believe that JudoScotland is performing strongly across its delivery areas and will continue to do so as we head into 2018.

I look forward to seeing you at our AGM on Saturday 29 September.

Ronnie Saez
6th Dan & Chairman

Business Support

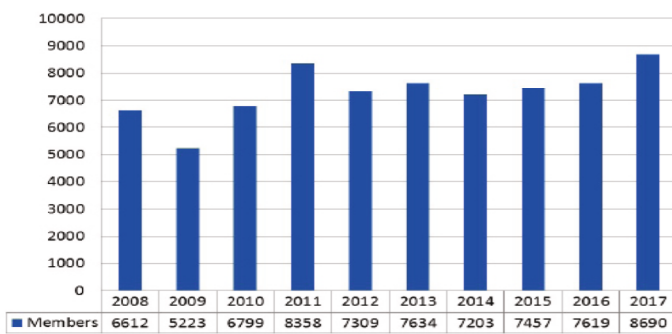
Membership Services

Membership of JudoScotland continued to grow in 2017 and in fact 2017 marked the highest number of members on record as year end membership reached 8,690. Not only did this membership number mark the highest level of membership on record, it also surpassed the 2017 target of 8067. This growth in membership reflects a 20% increase in those participating in Judo-in-Scotland since the Glasgow Commonwealth Games in 2014.

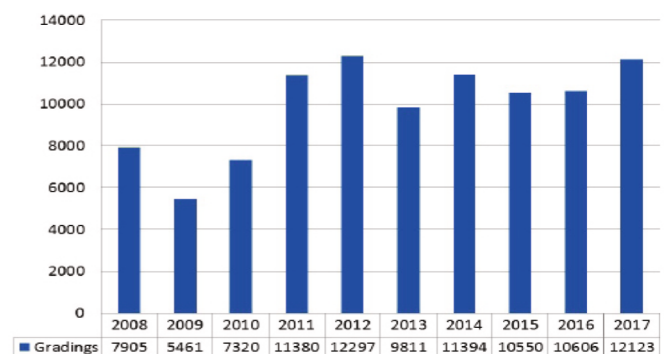
processed over the year. This also surpassed the target of 12,077 agreed with sportscotland.

With the introduction of a new grading incentive scheme on 1st April 2017, more clubs benefited from a grading discount in 2017 than in previous years. The average turnaround time for the processing of Club Gradings was reduced from 10 to 7 working days. This is a reflection of the commitment shown by the Business Support Team to improve services for members and clubs.

Membership Development: Membership

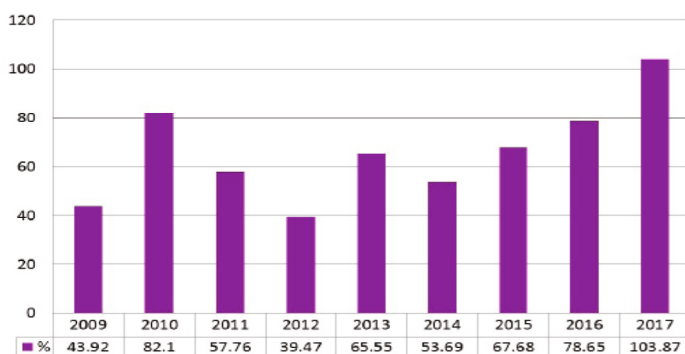


Membership Development: Gradings (Total)



However it wasn't only overall membership that increased in 2017 but also membership retention, increasing by 25% since 2016. This overall retention rate reflects a steady increase over the five years prior.

Membership Development: Retention (%)



Grading

As well as an increase in membership, Club Gradings also benefited from an increase in 2017, with 12,123 individual gradings being

Equality

In 2017 JudoScotland continued with their commitment to equality, with an internal Equality Working Group meeting on a regular basis with a view to improving the opportunities available to all those with protected characteristics. JudoScotland strongly feels that equality is at the core of who we are and what we do.

With this in mind all members of the JudoScotland professional staff have participated in externally provided Equality Awareness training and will continue this commitment with all new members of staff, as part of our standard induction programme. Over the course of 2017 and moving forward into 2018, JudoScotland will continue to work closely with sportscotland and their partners as we look to attain the Intermediate Level of the Equality Standard.

Communications & Marketing

Brand Ambassadors

Over the course of 2017 JudoScotland engaged Scotland's first Olympic Judo medallist, Sally Conway and two-time Paralympic medallist Sam Ingram as JudoScotland Ambassadors. As one element of this Sally and Sam created some exciting content through eight videos depicting the Judo Moral Code and what it means to them. The Judo Moral Code is at the core of our sport and is truly unique to Judo, which is why we believe it was important to share this, not just with the Judo community but also the wider community.

As part of this exciting project, Sally and Sam also hosted a number of Skill sCool events that enabled them to take their medals and expertise to the JudoScotland membership.



Social Media

Over the course of 2017 there was a sustained approach to creating more social traffic through content. Social media allowed us to highlight all the exciting activity that was happening within Judo-in-Scotland, from grass roots to high performance and everything in between. The Judo Moral Code videos were well received on social media as Sally and Sam's wider appeal helped to create a larger reach.

By the end of 2017, JudoScotland reached over 16,000 individuals through social media.



JudoScotland



@JudoScotland



JudoScotland



JudoScotlandtv

Club Newsletter

Whilst listening to club feedback and in conjunction with our various forms of digital communication, we took the decision to enhance our communication package by introducing a Club Newsletter in paper format.

This quarterly Newsletter provides a platform to celebrate club success, share news on upcoming events, highlight Judo-in-Scotland and an overview of important information.

Freda McNulty
Lead Executive, Business Support

Business Delivery

Membership Development I Do Judo Launch

In October JudoScotland, in collaboration with Scottish Disability Sport and sportscotland, launched Scotland's first visually-impaired judo programme 'i do Judo'. The programme which has been developed over four years from insight acquired from pan-disability Judo, is set to engage visually-impaired young people in Glasgow.

Through working with local partners and schools, 'i do Judo' aims to share the exciting world of judo by introducing the sport through the West of Scotland's network of visually-impaired units in schools, then offering the opportunity to attend a disability hub to progress further within the sport.



Launch of West Disability Hub

To coincide with the launch of 'i do Judo', JudoScotland, in partnership with member club Movement Park, launched its second disability hub. The new West hub offers a specialised session not just for visually impaired Judoka but also an opportunity for local coaches to gain experience and further develop their coaching by working alongside others experienced in this area.

Judo Girls Rock

In 2017 Judo Girls Rock hit a momentous milestone, as the award winning project which had been based in the West of Scotland went National for the first time. The programme which is designed to engage more females into

the sport of Judo addresses the barriers facing girls wishing to participate in sport, whilst also incorporating fun youth work sessions. There are now ten Judo Girls Rock clubs operating across Scotland from the Borders to Fort William, engaging over 200 girls.

However Judo Girls Rock has done much more than get more girls on the mat, it has also provided an opportunity to develop young female coaches. Rebecca MacLean, who joined the project in Glasgow at a crucial time has developed as a coach under the guidance of Stephen Somerville, JudoScotland's Membership Development Executive. Rebecca has not only been a key part to the Judo Girls Rock sessions in Glasgow, she has also taken the initiative back to her home town of Fort William where she has started running an additional session. In addition the Judo Girls Rock clubs have developed existing female club members through the 'Youth Training Programme', which provided skills to allow them to effectively support the coach and gain great experiences for the future.



Skill sCool

Through working with local clubs, the JudoScotland Regional Development Officer's continued to deliver individual Skill sCool events throughout 2017.

It is well documented that many children leave sport due to (amongst other reasons) engaging in inappropriate competition, resulting in a negative experience and a loss of confidence. Skill sCool provides opportunities for young

Judoka to mix with others from different clubs, in a friendly environment whilst developing their skills through activities and challenges more appropriate to them. Skill sCool also offers opportunities for young people, parents and supporters to try their hand at delivering events by providing various roles for them to take on, and to experience the satisfaction of helping others to grow.

As an addition to this year's Skill sCool programme, JudoScotland brand ambassadors Sally Conway and Sam Ingram, made a special guest appearance, inspiring the next generation of Judoka.



Membership Events

Grand Prix

2017 marked the final year of the current tenure of the JudoScotland Grand Prix circuit. Over the course of the year four clubs; Ultimate Judo Club, Clyde Judo Club, Highland Budokan and Aberdeen Judo Club hosted their own Grand Prix event as part of the circuit.

JudoScotland will continue to work closely with all Grand Prix deliverers in 2018 and beyond, as we look to further develop the competition experience in Scotland.

Scottish National Closed Championship

In October, JudoScotland hosted the annual Scottish National Closed Championship at the Ravenscraig Regional Sports Facility. The event took place over two days seeing over 400 of Scotland's young Judoka compete in order to gain the title Scottish Champion.

The National Championships is a key part of the Scottish development pathway for young

judoka, providing valuable and appropriate challenges and experiences that support the journey, and we will continue to evolve the event to improve this opportunity.

Scottish Mini Mon Championship

The annual Scottish Min Mon Championship returned in May offering a bigger stage for young Judoka to experience the competitive Judo environment in an appropriate setting. The event is designed to support the young judoka as they venture into competition environment ensuring that the joy of Judo is not lost and that each competitor has fun. In 2017 this event was delivered in association with Destination Judo who provided participation medals and certificates for all the competitors.

People Development

UKCC Level 3 Course

JudoScotland hosted the first British Judo Association UKCC Level 3 Coaching Course to be administered in Scotland. The course engaged fifteen coaches across Scotland looking to achieve the next step on their coaching pathway.

The UKCC Level 3 course looks at developing coaches in areas where they can better support judoka to progress and fulfil their potential. The programme is based on planning an annual programme which focuses on the holistic approach to training the whole player. Areas that the coach explored were the competitive, technical, tactical, physical, psychological and lifestyle needs of the judo player.

The Blueprint

In June we hosted the inaugural JudoScotland Blueprint at the newly refurbished sportscotland National Centre Inverclyde. This multisport coach education event saw representatives from five different sports (Judo, Hockey, Gymnastics, Boccia and Cycling) in attendance. The weekend was a huge success with coaches from different sports integrating and sharing best practise, in order to further their own personal development. Over the course of the weekend we hosted a number of guest speakers and workshops to help develop the coaching workforce of the different sports. Saturday kicked off

with a welcome from double World medallist and double Olympian Euan Burton who is now National High Performance Coach for JudoScotland; followed by International speaker and best-selling author, Professor Damian Hughes, who provided coaches with his insight to creating a high performing culture in sport.

Coaches were also treated to various sessions looking at the different elements of high performance coaching including sports nutrition, exercise physiology, sport psychology and creativity in coaching.

Thomas Downes, High Performance coach of Scottish Volleyball and who has recently completed a secondment within Education Scotland, hosted Sunday's session based around the critically acclaimed Physical

literacy programme 'Better Movers and Thinkers' (BMT). All coaches engaged enthusiastically with this practical session which clearly demonstrated how we can better support young people through sport.



The Gathering

On the 2nd and 3rd of September JudoScotland welcomed Hiroshi Katanishi for another successful 'Gathering', marking the second JudoScotland event to be held at the sportscotland National Centre Inverclyde. Hiroshi Katanishi hosted exciting on-the-mat sessions, sharing his technical expertise with JudoScotland members in attendance.

The Gathering also provided an ideal opportunity for the JudoScotland Business Support Team to provide assistance for clubs and individual coaches with our online Azolve database.

Although the judo throughout the weekend was amazing, it is really the people that make this event. Without the huge physical and social contributions of all who attend, The Gathering would not enjoy the success that it has; and most rewarding is the fact that this appears to improve each year.



Coaching, Officiating and Volunteering Awards

As part of The Gathering weekend JudoScotland also hosted the annual JudoScotland Coaching, Officiating and Volunteering awards. The coaches, volunteers and officials are the life blood of Judo-in-Scotland and the annual COV awards are our way of showing our appreciation for the hard work they have put in. The Awards kick started the 'Saturday night social' and all the winners received a great reception from the audience.

Young Persons Coach of the Year

Callum Woods

Disability Coach of the Year

Lynn Blackshaw

Young Coach of the Year

Cailin Calder

Technical Official of the Year

Michele Strachan

Young Volunteer of the Year

Abbie McDowell

Lifetime Coaching Achievement Award

Jim Robertson

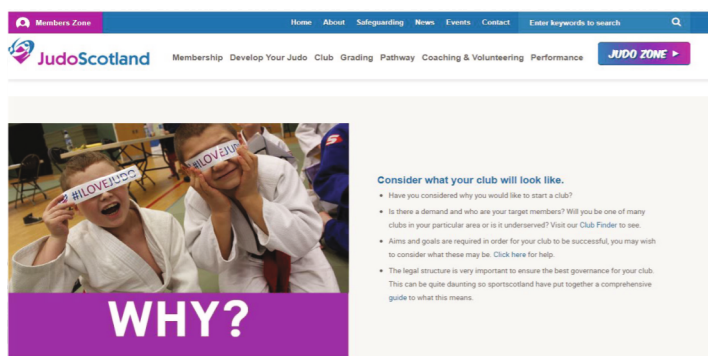
Community Coach of the Year

Rebecca MacLean



Club Website Pages

In order to help assist our hard working member clubs where we can, JudoScotland has started to develop a specific section on the JudoScotland website designed with clubs in mind. Whilst still at its early development stages, this section of the website provides a guide to starting a new club and will eventually house resources to help support the efficient management and delivery of judo within clubs.



Mentor Programme

Continuing the work of 2016 with Active Advantage, JudoScotland further developed their mentor programme to provide support to the event workforce.

The idea behind the mentorship programme is to better support our team of volunteers to enable them to flourish and progress in their roles.

The initial training programme for Referees and Technical Officials was this year delivered by our newly formed 'regional teams'- hopefully providing a more responsive service to the needs of the area whilst making the courses more accessible.

Although the recruitment of the competition workforce is an area that requires significant development, we hope to make better gains in 2018.



Tony Penfold

Head of Business Delivery

Performance

In the first year of the new Olympic cycle, where judo will return to its homeland for the 2020 Olympic Games in Tokyo, JudoScotland judoka continued to make their mark on the international stage and lay the foundations for both Tokyo 2020 and for the Birmingham Commonwealth Games in 2022 which will see judo re-introduced to the programme.

In 2017 there was podium success at almost every level of international competition and across all performance age groups with medals on the IJF/EJU cadet, junior and senior tours in 2017. Standout medal winning results from the year included:

Sarah Adlington	2nd German European Cup 3rd Cancun Grand Prix 3rd Tashkent Grand Prix 3rd Hague Grand Prix
Sally Conway	2nd Bucharest European Open 2nd Cancun Grand Prix
Sam Ingram	1st IBSA Grand Prix, Tashkent
Neil MacDonald	3rd Junior European Team Championships (GB JNR Mens Team) 3rd Arad Junior European Cup
Stuart McWatt	3rd Junior European Team Championships (GB JNR Mens Team)
Josie Steele	2nd Croatia Cadet European Cup 3rd European Youth Olympic Festival



2017 – A Year of Major Events for our Minors

Although 2017 was a year without a major multi-sport games for our senior athletes, with no Olympic, Commonwealth or European Games in the calendar, it was packed with opportunities for our younger judoka to step up and begin to gain experience, and deliver, on the international stage and at a multi-sport event.

Commonwealth Youth Games

2017 saw the 6th edition of the Commonwealth Youth Games (CYG) hosted in the Bahamas. It was the largest sporting event ever held in the Bahamas and the largest edition thus far of the Youth Games. It was also the first Commonwealth Youth Games to feature judo, with 6 Scottish athletes given the honour of

representing Team Scotland:

Fiona Todman (-48kg); Emma Forrest (-57kg); Emily Ritchie (+70kg); Connor Wilson (-60kg); Ryan Quigley (-73kg) and Louis Saez (-90kg), alongside JudoScotland Talent Development Support Coach Lee Calder laid the foundation for a fantastic Games for Team Scotland by winning 4 medals on the very first day of competition. Louis Saez took Bronze, with Fiona Todman and Emma Forrest winning silver and Emily Ritchie put the icing on the cake with the first-ever Gold medal of the Games for Scotland and a historic first ever judo Gold in a Commonwealth Youth Games.

European Youth Olympic Futures (EYOF)

On the same weekend that the CYG team were competing for Team Scotland in the Bahamas our highest performing cadet athletes were taking to the tatami for Team GB at EYOF in Hungary. The team of Imogen Walls (-48kg); Josie Steele (-57kg); Oliver Park (-60kg); Ryan Turnbull (-73kg) and Aaron Miller (-81kg) competed alongside 6 other judoka from Great Britain in this fantastic multi-sport event. The team was led by National Talent Development Head Coach Gary Edwards and again we saw medal success for Scottish judoka when Josie Steele achieved a fantastic Bronze medal to cap off an enormously successful final year as a cadet.

Training Opportunities

Of course performance development is not solely occupied with competitive experiences. Training environments, experiences and opportunities play a major role in development and again 2017 saw Scottish judoka of all stages in their performance journey exposed to a wide range of training stimulus to help in their pursuit of growth, development and performance.

The National Training Centre (NTC)

The training schedule at the NTC moved to ten judo at ten physical preparation sessions per week during 2017. Our athletes can now

complete their programmes at sessions from 0700 hours starts to 2200 hours finishes. National Randori on Tuesday and Thursday evenings continued to grow with session attendances consistently above 30 and often seeing numbers of 40+ on the mat in Ratho.

Experiences at home and further afield

2017 also saw Scottish programme judoka take advantage of opportunities, both domestic and international, that were made available to them through JudoScotland and/or British Judo programmes. These included a training trip to Japan with the GB Cadet Futures Programme, camps to judo powerhouses such as Mongolia, Korea, Brazil and France for Junior and Senior athletes as well as a multitude of European and domestic training camps for athletes all along the pathway.

Support

Success in sport is never an individual endeavour and our programme has been supported throughout 2017 by a number of fantastic organisations. On behalf of our athletes I would like to recognise the assistance that these partners, suppliers and supporters have made in 2017 and thank them for their continued contribution to performance Judo in Scotland: British Judo Association; CIMAC/Adidas; Commonwealth Games Scotland; Edinburgh International Climbing Arena; Edinburgh Leisure; European Judo Union; International Judo Federation; sportscotland Coaching Futures programme; sportscotland institute of sport; Scottish Sports Aid Foundation; Traveleads; UK Sport; Winning Students and of course our wonderful network of clubs, members and volunteers.



George Kerr with JudoScotland & BJA Chairman Ronnie Saez

George Kerr 80th Birthday

On the 8th of September we welcomed the good and the great to the Waldorf Astoria Edinburgh - The Caledonian to celebrate the 80th birthday of Judo royalty, Dr George Kerr CBE 10th Dan. The evening, which was co-hosted by the British Judo Federation, took a look back at George's incredible life in Judo and was attended by President of the Hungarian Judo Association, Laszlo Toth, Dr. Hans Paul Kutschera of the Austrian Judo Federation, as well as an array of past Judo World Champions, Olympians and other Judo nobility. The event took a look back at George's incredible life so far from his solo trip to Japan in the 1950's, through his competitive career as a GB Judoka, then on to his highly successful coaching career and now in his role as an IJF dignitary. The impact that George has had on the lives of many of the Judo community was apparent in the room and it was a true honour to host such a prestigious event. We are honoured to have such an established and respected member of the world Judo Community as our Honorary President.



George Kerr talking about his experiences in Judo with Broadcaster and Sports Journalist Alison Walker.



George Kerr and wife Pauline, with former Judo World Champion Neil Adams and former Canadian Olympian Niki Adams



Laszlo Toth, President of the Hungarian Judo Association with George Kerr



George Kerr with Lisa Allan, member of the International Judo Federation's (IJF) Executive Committee and husband Tommy Allan.



Dr. Hans Paul Kutschera of the Austrian Judo Federation with George Kerr

Financial Report to 31 December 2017

JudoScotland experienced a challenging financial year in 2017. The company reported a loss of £18,812 in the year to 31st December, compared to a modest surplus of £568 for the previous year.

Although the Board originally approved a deficit budget for 2017, the final accounts highlight a greater deficit for the year than originally anticipated and the Board wish to highlight the reasoning behind this.

In particular, a reduction in investment from sportscotland (the national agency for sport), following the first quarter of operations in 2017 - to the extent of £40,000, or 8.5% of the previous year's investment - was disappointing and clearly had a significant impact on forecast revenue.

Furthermore, the introduction of the initial, complimentary membership scheme also adversely reduced our expected annual return. When the Board approved this scheme and the draft budget for 2017, it did so on the basis that any cost to the organisation in terms of implementation was very much viewed as an investment for the future and would encourage prospective members to join JudoScotland. This complimentary membership scheme also provided insurance for all new club members. Nevertheless, the introduction of the scheme had the effect of delaying new member income.

Further to these significant financial aspects, there were some additional one-off costs attributable in 2017, which would not be replicated in future trading years.

Taking the above into consideration, the Board continued to prioritise investment into membership services, including:

- The continuation of the 'Skill sCool' sessions;
- The complimentary 'Koka Kids' magazine for younger members - currently under review
- The 'Kai Club';
- The established and popular 'Grand Prix' Circuit;
- The innovative, inclusive and nationally-recognised 'Judo Girls Rock' programme and;
- The annual 'Gathering' event.

While the accounts demonstrate a deficit for the trading year, it could clearly be much worse given the factors described above. Consequently, the Board would like to place on record its thanks and appreciation to the professional staff for their financial prudence throughout 2017.

Finally, our thanks to Gordon Mavor Accountants Ltd. for their support throughout the year and for the preparation of the annual accounts.

Graham H Campbell, 6th Dan
Treasurer

Abbreviated Balance Sheet as at 31 December 2017

	31/12/17	31/12/16
Fixed Assets		
Tangible assets	4,787	11,252
Investments	2	2
	<u>4,789</u>	<u>11,254</u>
Current Assets		
Debtors	41,585	56,650
Cash at bank and in hand	384,651	359,270
	<u>426,236</u>	<u>415,920</u>
Creditors		
Amounts falling due within a year	<u>(221,813)</u>	<u>(199,150)</u>
Net Current Assets	<u>204,423</u>	<u>216,770</u>
Total Assets less Current Liabilities	<u>209,212</u>	<u>228,024</u>
Reserves		
Income and expenditure account	<u>209,212</u>	<u>228,024</u>

Grow | Develop | Perform

www.judoscotland.com