



Annual Report

Grow | Develop | Perform



JudoScotland

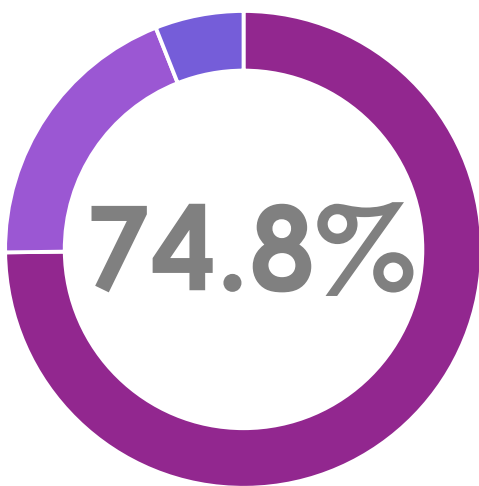
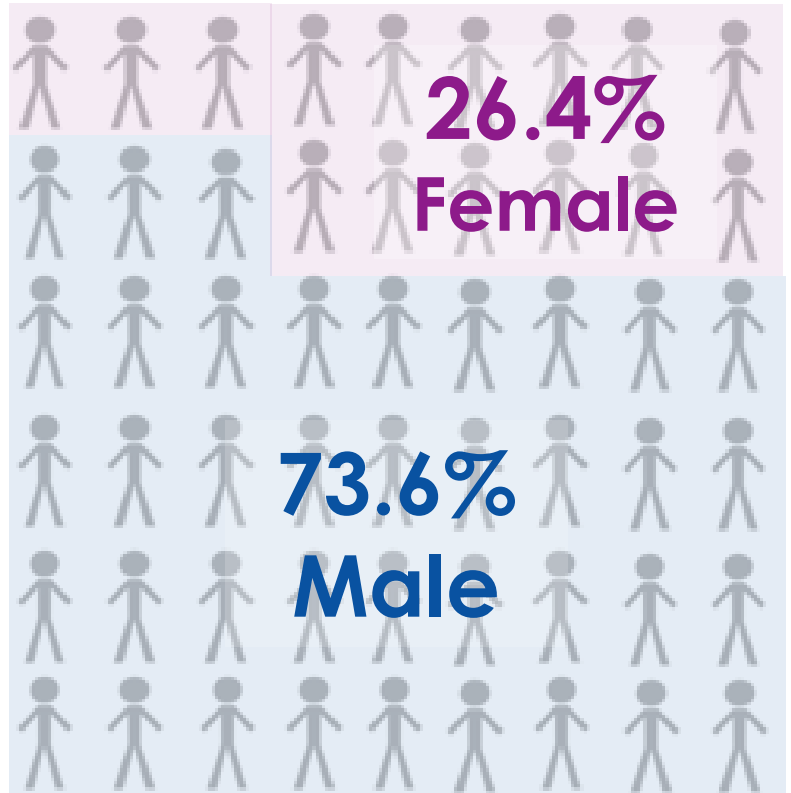


JudoScotland

2015 IN NUMBERS

7,457
Members

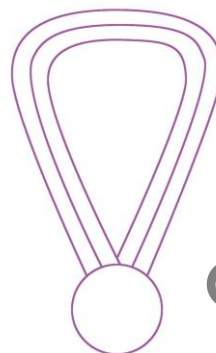
3.53%
Increase in
Membership



of Members Satisfied with
the Service Received from
JudoScotland



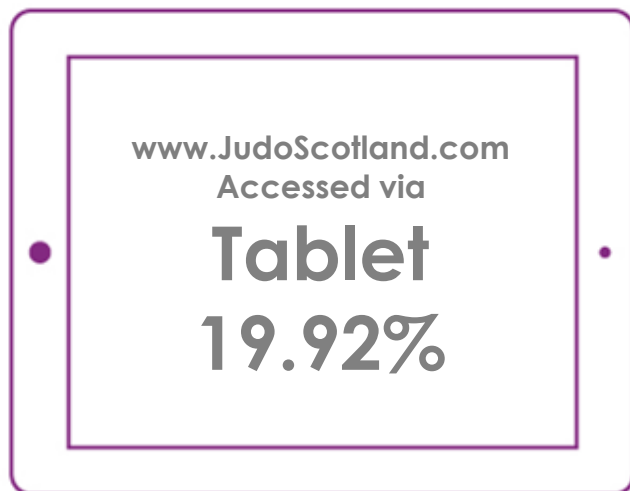
14
JudoMARK
Accredited
Clubs



4
European
Open Medals

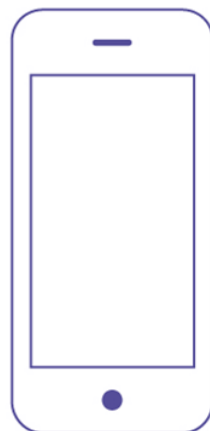


10,550
Gradings



220

**Participating
in Skill sCool**



**www.JudoScotland.com
Accessed via**

**Mobile
38.41%**



5

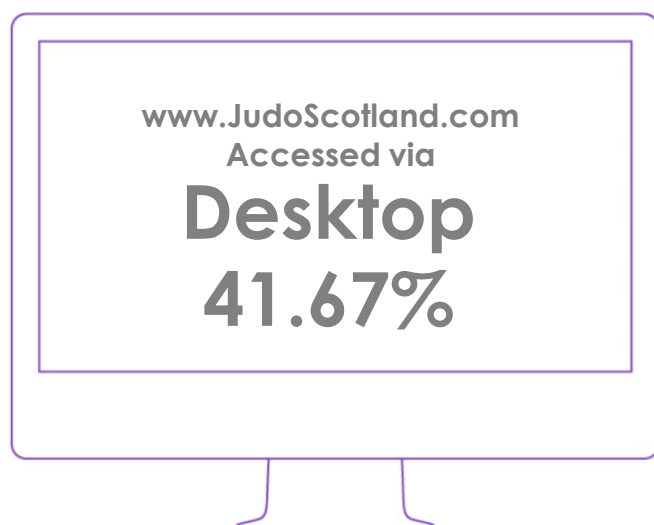
**JudoScotland
Grand Prix Events**



3,884
**Twitter
Followers**



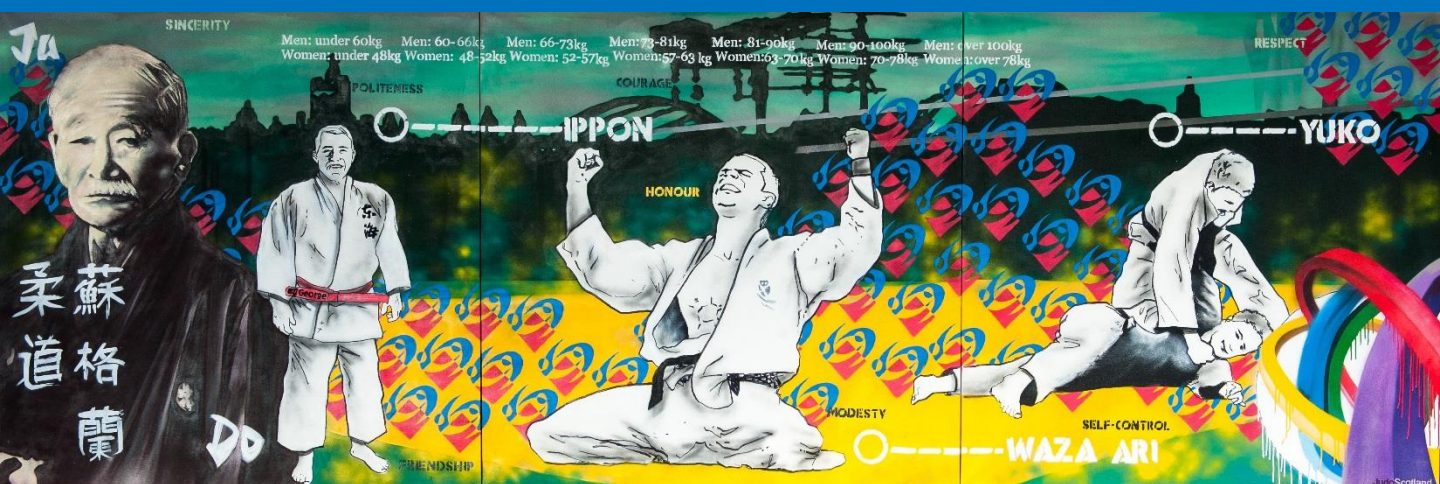
8,011
**Facebook
Followers**



JUDOScotLAND ANNUAL REPORT 2015

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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

Peter Gardiner

James McBeath

Marc Preston

Robert Sneddon

Company Secretary:

Douglas Bryce

Auditors:

Drummond Laurie Limited

Unit 5, Gateway Business Park

Beancross Road, Grangemouth

FK3 8WX

Company Number:

SC 113172

Business Address:

JudoScotland

South Platt Hill,

Ratho,

Newbridge,

EH28 8AA



JudoScotland

LEADERSHIP AND GOVERNANCE

Welcome to the JudoScotland Annual Report for 2015. Members may notice a change to how the annual report is laid and presented this year - the reason for this being is that this annual review and report reflects better the content of our new strategic plan.

Unlocking Potential: Grow, Develop, Perform

The underlying basis of this new plan entitled "Unlocking Potential" recognises that the sport of Judo can be a life-long commitment for our members.

From the very earliest days of Judo's development, it was aligned to an educational experience. Using this as a theoretical basis, JudoScotland recognised the many phases that an individual Judoka, individual Club or indeed JudoScotland itself, may go through. To that end, the new strategic plan is based upon three basic principles: to grow, to develop and to perform:



To Grow: our membership, the activity of that membership and the number of those with the potential to compete on the world stage;

To Develop: our membership, to develop those with the potential to compete on the world stage and indeed to develop JudoScotland itself;

To Perform: Finally, JudoScotland believes that all of its membership can perform, whether as an individual attaining their next grade, their Dan grade, a coach or official performing their duties, a Club with the ability to perform excellently, or an athlete with the ability to perform on the world stage.

New Articles of Association Approved

In October 2015 the member clubs approved changes to the JudoScotland Articles of Association (Articles). In order to fully inform our membership of these proposed changes we embarked upon a number of roadshows across the country to meet with member clubs and to discuss the changes and potential implications. Arising out of these changes to the Articles, in 2016 the JudoScotland Board will commence the recruitment process for the company's first independent non-executive Director.

A Brief Overview

Although further detail and breakdown will be provided elsewhere, members and stakeholders may wish to note the following very brief overview of the JudoScotland achievements in 2015:

	31 Dec 2014	31 Dec 2015	Variance
Membership:	7203	7457	+3.53%
Retention:	53.69%	67.68%	+13.99%
Engagement:	Not recorded	24.94%	N/A

We finished 2015 with an increased membership, along with a significantly increased membership retention figure against the previous year (2014). For the first time ever, we recorded our 'engagement' with the membership, whereby we recorded - throughout 2015 - attendance by members at events across our portfolio of membership opportunities. These ranged from: competitive events; to national gradings; training and development opportunities; and personal development events such as Skill sCool concept.

Staffing

There have been a number of staffing changes to JudoScotland throughout 2015.

At the end of the year we said goodbye to our National High Performance Coach – David Somerville - as he embarked on a new role with sportscotland. Earlier in 2015, Frania Gillen-Buchert departed to join EventScotland and following her maternity leave, Siobhan Greer decided not to return to work.

Against this backdrop, 2015 has also seen us welcome a number of new staff members to JudoScotland. Over the summer period we welcomed Vivienne Thorpe as part-time Finance Officer and Rosanna Fairholm to the new role of Communications and Marketing Executive.

Towards the end of 2015, we were pleased to announce Euan Burton as David Somerville's replacement in the role of National High Performance Coach. Since his retirement from competitive Judo, Euan had been working alongside David as Assistant High Performance Coach.

Additional to these appointments – and in conjunction with the sportscotland Coaching Futures Programme - in October we appointed former athlete Michael Horley as an Apprentice Coach on an initial three year contract.

Again, with financial support from sportscotland we were able to expand the role fulfilled by Suzanne Greenoak, to include the part-time role of Club Development Officer, in addition to her existing Business Support Team role.

Equality

Over the course of 2015 JudoScotland have been continuing on the path to develop further our equality aspects, achieving the preliminary level of the Equality Standard for Sport and also committing to the Scottish LGBT Sports Charter. We remain committed to reducing inequalities in sport and assisting those who are underrepresented to participate in Judo-in-Scotland.



New Partnership Manager

Last year also saw a change of personnel in terms of our Partnership Manager with sportscotland. In November we welcomed Ewen Cameron into his new role, working with JudoScotland and looking to develop a sustainable future for Judo-in-Scotland.

At the very end of the year we bade farewell to Phil Reid, Lead High Performance Manager with the sportscotland institute of sport (the institute). Phil had worked with the high performance aspects of JudoScotland's activities for some eight years prior to him moving to other responsibilities within the Institute. We would like



to offer our sincerest thanks to Phil for his support over a number of years and look forward to working with his successor, Catriona Semple, in our build up to Rio 2016, Tokyo 2020 and beyond..

A Time to Reflect and Say Thanks

As well as offering our sincerest thanks to our many members and volunteers that assisted us throughout the year, we would also like to take this opportunity to thank sportscotland for both their investment support and also the significant staffing support provided, including through the sportscotland institute of sport.

Last year also saw the first anniversary of our new relationship with CIMAC/Adidas, who are now supporting our leading athletes on both a Scottish and British basis and also supporting JudoScotland with our merchandising.

On behalf of the Board, professional staff and myself a very warm 'thank you' for your help and support throughout 2015 and we look forward to working with you as we begin to look towards the Tokyo Olympic and Paralympic Games in 2020 and the return of Judo to the Commonwealth Games in 2022.

Douglas Bryce
Chief Executive Officer

7,457
Members

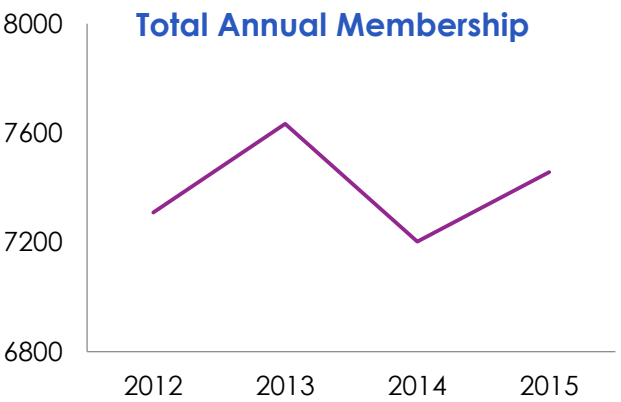
BUSINESS SUPPORT

The year to 31st December 2015 reflected another busy year for the Business Support Team in particular for membership and grading's. It also represents a busy year for inter-departmental business support operations. This year has seen us work closely with other teams throughout the organisation, as well as working with our Members to deliver a first class membership experience.

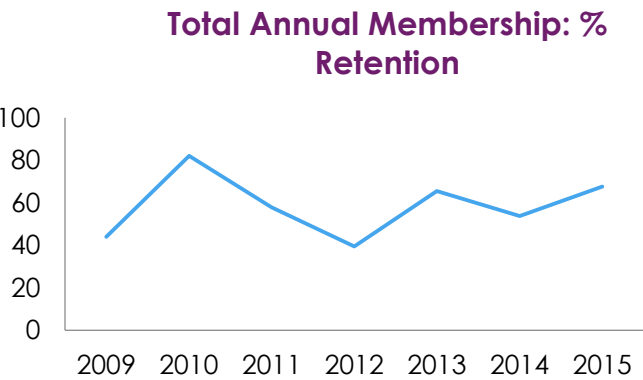
2015 has also seen the Business Support Team attend a number of JudoScotland events, taking our membership services to our members.

Membership

Membership in 2015 has steadily increased from 2014's wane in membership taking us to a total of 7,457 members.

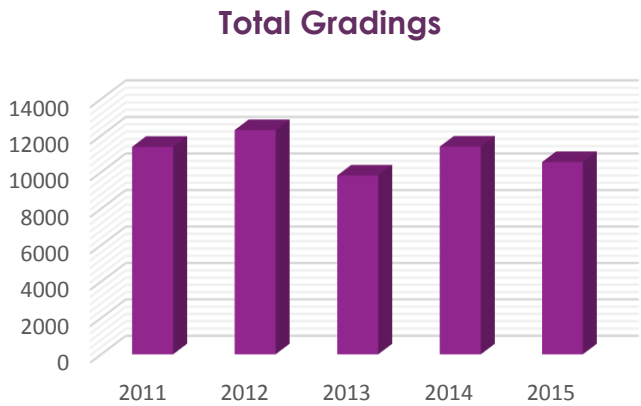


Membership retention has continued to increase over 2015, with a 67.68% membership retention rate, which is the highest it has been in the past four years.



Grading

Over the past five years we have seen a consistent number of Gradings taking place. From our membership survey (further details later in this section), it was clear that Gradings were the membership service that our members valued most.



Club Affiliation

Over the course of 2015, we took over Club Affiliation for Scottish Clubs from British Judo. This has allowed for greater control and consistency of the affiliation process.

Online Portal

The introduction of the Azolve database and portal in 2013 has been a huge success with member usage increasing on a yearly basis.

Customer Promise

In November JudoScotland introduced our brand new 'Customer Promise'. Although we already have a high level of customer satisfaction (2015 Membership Survey), there is always room for improvement. The JudoScotland customer promise has been introduced to let our customers know what standards of service they should expect.

We hope that this promise will enable us to provide a consistently high standard of customer service in every aspect of JudoScotland.

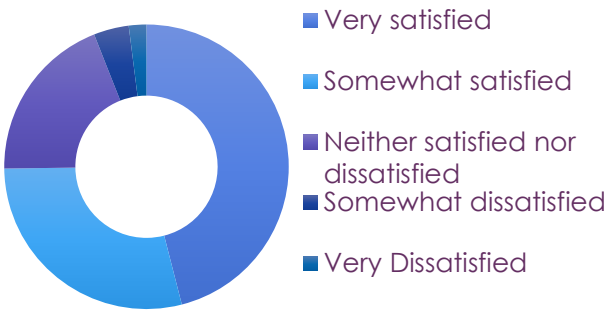
As part of our Customer Promise we have also introduced a Customer Service policy to all staff to ensure these standards are met.

Membership Survey

In the summer of 2015 we undertook an end of term survey of all our members to get a true understanding of their needs and expectations from JudoScotland. This survey drew out some important areas for JudoScotland, in particular areas where we could improve communication with our members.

As such over 2015 we have increased the information going out to our members via website, social media and also email. It is the long term aim of 2016 to make this process more streamline, with the hope of starting a dynamic email newsletter to members.

Customer Satisfaction



MARKETING AND COMMUNICATIONS

Online Activity

There has been a particular focus in 2015 to increase the quality and visibility of our online presence, to capitalise on the ever increasing use of social media.

Over the course of 2015 we have seen an increase in our overall Social Media audience by 10%, which when broken down reflects a 23% increase in Twitter and 3.36% increase in Facebook followers. However the biggest increase in Social Media following has been in Instagram with an increase of 120%. With 85% our Members aged under 16, Instagram provides a key opportunity to communicate with them.



Media Coverage

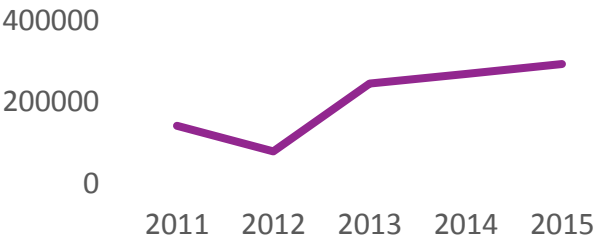
2015 has seen the launch of a variety of exciting initiatives by the Business Delivery Team, including Scotland's first girls-only judo programme. This project has seen a significant amount of media coverage from national publications to local television.

Media coverage was not just limited to grass roots initiatives, we also saw significant coverage of some of the senior athletes, in particular on the run up to the European Open in Glasgow.

Website

Over the course of 2015 we saw a steady increase in the use of the JudoScotland Website, with the majority of users using it as a tool to access Event information.

Annual Website Page Views



In 2015 we have seen an increase in members using mobile and tablet devices to access the JudoScotland website, this has now taken over desktop use. This created some significant challenges, due to our existing website not being mobile responsive.

Devises Used to Access Website



2016 and Beyond

The upcoming Rio 2016 Olympics provides a significant communications opportunity for Judo as a whole, which in turn results in an opportunity for Judo-in-Scotland. JudoScotland can utilise the increased coverage of the Sport of Judo and will organise communication activity in the run up, during and after the Games.

2016 will also see the launch of an upgraded JudoScotland website with an integrated email marketing system. This should improve member's online experience.

Freda McNulty
Lead Executive

8,011
Facebook Followers

BUSINESS DELIVERY

This year saw further progress in the targeted support offered to clubs and coaches to assist in the delivery of quality judo programmes and experiences.

Workforce Development

One of our primary goals was to increase the coaching capacity within clubs; to help clubs increase their programmes if required, to remove some of the pressure on the existing coaching workforce; and to provide the judoka with increased contact with quality coaches.

Through the continued support of sportscotland and the work of the Coach Education team a number of coaches were qualified in 2015, which increased the number of Clubs that boast a minimum qualified coaching provision of one Level 2 (or above) and one Level 1 (or above) to 73% of all affiliated clubs.

This year we also introduced Suzanne Greenoak as part-time Club Development Officer to the Business Delivery Team. As part of her role Suzanne, will be helping clubs develop their volunteer workforce, supporting clubs and the Regional Development Officers (RDO's) with Club Development and assisting clubs to achieve JudoMARK status.

Cluarankwai Judo Club became the first Scottish Judo Club to receive support from the sportscotland Direct Club Investment (DCI) fund, which they have used to recruit their first Club Development Coach, Commonwealth Gold medal winner Louise Renicks. Louise who recently retired from competitive judo, will work with schools and the local community to raise awareness and participation of Cluarankwai Judo Club.



Judo Girls Rock

The JudoScotland Girl's project, is designed to engage young females, a group at high risk of inactivity, through a 20 week judo programme. Research has highlighted that only 41% of girls aged 13-15 in Scotland meet the target of an hour's physical activity a day. The sessions, developed from an award winning pilot, focused on physical movement similar to dance, introducing judo gradually to maximize engagement. The sessions also incorporate workshops to encourage a healthy lifestyle, including topics from internet safety to healthy cooking.

The Girl's programme is keen to develop female coaches and volunteers, as well as increasing female participation in the sport. This approach has proven successful (a 5% increase in female membership across 8 -15 year olds from 4 club projects) and has secured the development of the programme for the next three years. This is funded by a grant that is made under the Scottish Sports Relief Home and Away programme, helping to secure a legacy from the 2014 Commonwealth Games and is 50% funded by the Scottish Government and 50% by Comic Relief. The success has also led to the development of five more pilot female participation judo initiatives in the East of Scotland.

The Glasgow Girls Judo Project recently picked up the Scottish Sport Futures award for Partnership of the Year.



Skill sCool

Following the successful pilot of Skill sCool at the end of 2014, 2015 saw it being rolled out on a wider basis, with 3 Skill sCool events taking place across Scotland.

Skill sCool provides a platform for the regional Judo community to come together to enjoy several hours of continuous Judo activity in a friendly and engaging environment. All the events provide a mixture of on and off the mat challenges focused on personal improvement rather than winning and losing. Skill sCool delivers these with a clear focus on fun and enjoyment.

The success of Skill sCool (at which over 220 young judoka not yet on a competitive pathway participated in 2015) is due to the commitment of each Regions' clubs and volunteers in delivering the event. The roles of Mat Supervisor, Mad About Judo co-ordinator and Recorder are all required and junior members, parents and supporters have all got involved, discovering skills they didn't know they had!



JudoMARK

This year saw the launch of the JudoScotland club accreditation scheme JudoMARK. Endorsed by both the national agency for sport, sportscotland and JudoScotland, the JudoMARK helps promote Clubs that have a commitment to developing and improving.

We currently have fourteen clubs who have achieved JudoMARK status, these clubs have demonstrated a solid infrastructure designed to serve the needs of its members, support local sports development and have met the minimum required standards of JudoScotland.

Through our work with Local Authority (L.A.) Sports Development Teams JudoMARK clubs 'fast-track' to the equivalent L.A. scheme and some now enjoy reduced hall hire charges.

By being JudoMARK accredited the Club is committing to maintaining strict and consistent operating standards with regard to all elements of running a Club, from the maintenance of relevant coaching qualifications, to facility risk assessments. JudoScotland is committed to helping its JudoMARK clubs continue along this path of good practise and will be on hand to offer ongoing support and initiatives to help them maintain the JudoMARK.



Koka Kids Partnership

Over the course of 2015 JudoScotland has been working closely with Koka Kids magazine. This was clearly demonstrated at the European Open in Glasgow, where editor and judo star Nicola Fairbrother hosted a judo masterclass with the young Judoka.

However the partnership runs deeper, with all JudoScotland members under 12 receiving three copies of Koka Kids as part of their annual membership. The magazine includes a regular contribution from JudoScotland, highlighting key initiatives, events and also contributions from our elite athletes.

14

JudoMARK Accredited Clubs

The Gathering 2015: The Middleweight Generations

In 2015 The Gathering hosted Neil Adams, Graeme Randall, Euan Burton and Stuart McWatt for a truly unique interview and on the mat sessions. The three British judo legends and the up-and-coming young prodigy delivered a great insight into their respective journey's and to their technical judo.



However The Gathering was about so much more than The Middleweight Generations. It was a great opportunity for the judo community to come together, experience two days of world class judo, mix socially and talk judo!

The weekend also hosted our Coaching and Volunteering Awards, a recognition of the hard work that the judo community put in to Judo-in-Scotland. The Coaching and Volunteering Awards recognise the fantastic and tireless work that lets us enjoy our sport and is a great opportunity for the judo community to promote these dedicated individuals from their own community. From local clubs to international events, Judo-in-Scotland could not function without the tireless efforts of our volunteer workforce, technical officials and coaches.



Wider Recognition

Over the course of 2015 our JudoScotland members have been recognised for their hard work, not just by us but from the wider sporting community.

Jim Longmuir of Cluarankwai Judo Club was recognised by sportscotland, winning the prestigious Volunteer of the Year award.

At the British Judo Awards, 4 of our members received recognition:

Scott Thomson: Cadet Player of the Year

Young Volunteer, Silver: Cameron Foster, Highland Budokan Judo Club

Young Referee, Bronze: Benedict Ray, Clyde Judo

Volunteer of the Year, Bronze: Susan Wright, Clyde Judo Club

Our Work has also been internationally recognised, with an abstract submission accepted by World Long-Term Athlete Development Symposium(Canada).



Kai Club

In 2014 we secured the development of the Kai Club for 5 years and 2015 saw the successful completion of the second year. The JudoScotland Kai Club is the exclusive club for members aged 5-7.

The Kai Club has been designed to support the Kai grading syllabus for members aged 5 – 7, years by introducing the young judoka to fundamental movement skills that underpin the specific judo techniques. It also takes a more holistic view of the sport by introducing the young members to the judo moral code, judo superstars and the sports history and traditions.

It is a flexible scheme that is designed to be easily incorporated into a Club's judo sessions by coaches whilst providing the opportunity for players to receive rewards for effort, learning and achievement.



Cluster Clubs

Opportunities for young judoka to get involved in judo outside of a Club's training session(s) can be limited. By coming together, combining resources, coaching expertise and player pools, 'Cluster Club' sessions provide a friendly, age and stage appropriate environment for these 'first steps'.

By using a collaborative approach within these regular sessions and adopting an open and inclusive philosophy, coaches will aid the development of the young judoka whilst sharing good coaching practice. Through each of the sessions we adopt a similar ethos as other events like 'Skill sCool', where we look to develop our young athletes both technically and physically whilst providing a social aspect to their participation.

In 2015 we established two new 'Cluster Club' initiatives, engaging many new members including members of our Glasgow Girls Programme.

Utilising existing and new volunteer networks (in 2015 we added Dame Kelly Holmes Trust 'Get On Track') the team delivered the Masterclass with former World Champion Nicola Fairbrother for 90 JudoScotland members and the physical challenges of the 'Mad About Judo Zone', which built up skills for the participants to 'Show Us Your Uchikomi'.

Class of 2014 Event

'Class of 2014' was additional support provided by sportscotland to Commonwealth Games sports to provide a legacy from the 2014 Commonwealth Games, and to better prepare the sport for any potential 'bounce' effect from The Games.

JudoScotland were able to launch two interventions from this project which enabled us to run two additional UKCC Level 1 courses (one to support clubs in more 'remote' locations) and to launch TRI-Judo – an alternative coaching approach to develop judo skills and a handy resource to promote innovative practice.

The highlight of the programme was the 'Focus Event' held in Glasgow to which all beneficiaries of Class of 2014 funding were invited, from all sports, to a star studded dinner and a day of workshops. To round off an amazing day the JudoScotland National High Performance Coach - David Somerville - was presented with the grade of 6th Dan by his first coach Duncan Hewitson and sportscotland CEO Stuart Harris.

Tony Penfold
Business Delivery Manager



The 2015 Glasgow European Open

Once again the JudoScotland Business Delivery Team supported the delivery of the European Open with a variety of development initiatives.

220

Skill sCool
Participants

PERFORMANCE

Throughout 2015 our senior athletes have been busy competing across the globe in a bid to qualify for the 2016 Rio Olympic and Paralympic Games.

For those not involved in Olympic or Paralympic qualification this time, 2015 has also been an important year for some of our younger athletes to make their mark on the international Judo stage.

Highlights of 2015 include:

Sally Conway	1 st Baku Grand Slam, 1 st Jeju Grand Prix
Sam Ingram	3 rd VI Europeans, 2 nd IBSA World Games
Stuart McWatt	3 rd Glasgow European Open
Sarah Adlington	2 nd Lisbon European Open
Andy Burns	2 nd Minsk European Open, 3 rd Glasgow European Open
Neil McDonald	5 th Junior European Championships, 5 th Junior World Championships

Staff Changes

2015 saw a number of significant changes in staff within the Performance team at JudoScotland. In December we said goodbye to David Sommerville as National High Performance Coach, as he moved into a new role with sportscotland. We also welcomed Apprentice Coach, Michael Horley through the sportscotland coaching futures programme. "Coaching Futures" is sportscotland's performance athlete-to-coach apprenticeship programme that involves former athletes engaging in a three-year funded coaching role within a Scottish Governing Body.

Rio 2016 and Beyond

As we move into 2016, it's hard to look past the Rio Olympics. Although Scotland won't be competing individually we are hopeful some of our athletes will qualify and compete under Team GB.

2015 saw the Commonwealth Games Federation (CGF) General Assembly vote in favour of Judo to become a core Commonwealth Games sport, commencing in Durban in 2022. This is a huge opportunity for JudoScotland, the guarantee of being at each Commonwealth Games creates a significant opportunity for our Performance Programme moving forward.



Support

Success in sport is never an individual endeavour and our programme has been supported throughout 2015 by a number of fantastic organisations. We would like to recognise the assistance that these partners, suppliers and supporters have made in 2015 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; Ocean Apartments Edinburgh; Scottish Salmon Company; 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.

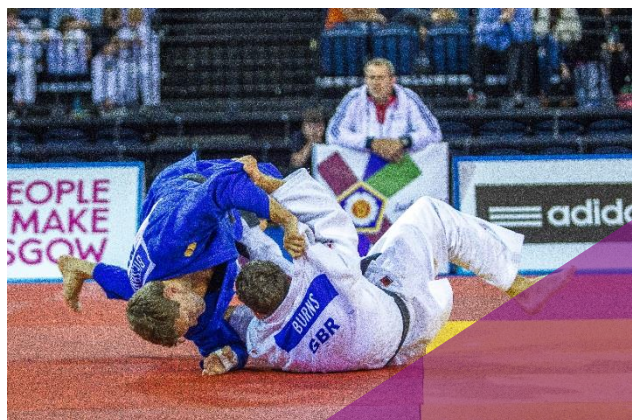
Euan Burton
National High Performance Coach

TREASURERS REPORT

In the trading year to 31 December 2015, there has been a slight reduction in overall turnover due to removing additional investment revenue in 2014 for the Glasgow 2014 Commonwealth Games. That said, JS reflected an increase in underlying turnover (against 2014) when the one-off investment is removed.

In 2015 we have been keen to invest in our membership services and also building on the legacy of Glasgow 2014. There has been investment in a variety of areas including: Skill sCool, Koka Kids, Kai Club, the Grand Prix Circuit and our female inclusion programme, 'Judo Girls Rock'. Taking the above into consideration, we were able to retain a very modest surplus for the year.

We would like to take this opportunity to thank Drummond Laurie Ltd., in preparing our annual accounts for 2015. We look forward to seeing you at the Annual General Meeting and will be happy to answer any further questions that you may have around the annual accounts to 31 December 2015.



JudoScotland Limited (SC113172)

Abbreviated Balance Sheet as at 31 December 2015

	31/12/15	31/12/14
Fixed Assets		
Tangible assets	14,668	26,042
Investments	2	2
	<u>14,670</u>	<u>26,044</u>
Current Assets		
Debtors	42,642	47,468
Cash at bank and in hand	334,033	355,024
	<u>376,675</u>	<u>382,492</u>
Creditors		
Amounts falling due within a year	<u>(163,889)</u>	<u>(181,538)</u>
Net Current Assets	<u>212,786</u>	<u>200,954</u>
Total Assets Less Current Liabilities	<u>227,456</u>	<u>226,998</u>
Reserves		
Income and expenditure account	227,456	226,998
	<u>227,456</u>	<u>226,998</u>

Graham H Campbell
Treasurer

