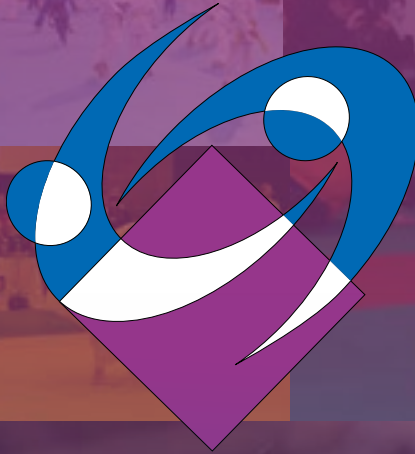


Annual Report | 2016



JudoScotland





2016 saw nearly five thousand Kai Club schemes delivered to all under 8 JudoScotland members.



Sally Conway wins Bronze at Rio 2016 Olympic Games, making her the first ever Scottish Olympic Judo Medallist.



JudoScotland hosted the British Masters and Minors Championships for the first time. The event itself hosted over 300 competitors from across the UK for two days of exciting competition.



Highlights



The 2016 European Open returned to the Emirates in Glasgow for the fourth consecutive year and for the first time hosted both male and female Judoka on the same day.



Katsuhiko Kashiwazaki, 8th Dan, hosted Judoka for an exciting judo fuelled weekend at the Gathering 2016.



FREE Provisional 4 Months Membership

In an attempt to make Judo as accessible as possible, we introduced a four month free provisional membership to all new JudoScotland members.



2016 in Numbers



1
Olympic
Medal

21

JudoMARK
Clubs



JUDO
GIRLS
ROCK

210
Girls Engaged
Weekly

£150,827
Increase
investment in
Judo-in-Scotland

10,606
Gradings



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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 (<i>Resigned Dec 2016</i>) James McBeath Marc Preston Robert Sneddon
Company Secretary	Douglas Bryce
Auditors	Gordon Mavor & Co Accountants 39 Bryce Rd, Edinburgh EH14 5LP
Company Number	SC 113172
Business Address	JudoScotland South Platt Hill, Ratho, Newbridge, EH28 8AA

Introduction from Chairman



Dear Judoka,

Welcome to the annual report for JudoScotland for the year up to 31 December 2016.

As Chairman, this 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 on an annual basis.

Yes, there are always improvements and advancements that can be made – but it is just as important that we take the time to pause and celebrate our collective achievements over the previous year.

The current JudoScotland strategy – 'Unlocking Potential' - has three under-pinning aspects to it, those being: to grow; to develop; and to perform.

I would ask that you reflect on these aspects and your own contribution to these whilst reading this annual report whether: reading about our financial growth and stability; our development of a complementary membership project to assist Club growth; or reflecting on the historical achievement by judoka Sally Conway at the 2016 Rio Olympic Games.

I look forward to welcoming you – along with my fellow Board members - to the JudoScotland annual general meeting, on Saturday 2 September 2017, at the sportscotland National Centre: Inverclyde.

Yours sincerely

**Ronnie Saez, 6th Dan
Chairman**



7,619
Individual
Members

2.17%
Increase in
Membership

78.65%

Member Retention

5,530
Male
Members



2,089
Female
Members

60

Coaches
Undertaking
New Coaching
Qualifications

Twitter
Followers
4,610



Facebook
Followers
8,994

Leadership and Governance

This opening section of the annual report focusses on the role, function and review of the Board of Directors over the previous year.

In the current strategic plan, it was identified that the Board “provide direction, support and internal challenge to ensure JudoScotland (JS) provides comprehensive programmes impacting positively on its members (current and future) and stakeholders”. This section will therefore focus on this aspect of the work of JudoScotland in 2016 – although it may well also allude to aspects of delivery within 2016 that will be expanded upon elsewhere within the annual report.

The year to 31 December 2016 marked another historic year for JudoScotland as we look to continue to grow, develop and perform. In common with the 2014 annual report, it would be hard not to reflect on the past year without JudoScotland athlete performances coming to the fore – and in particular the Olympic medal won by Sally Conway is certainly very much in memory – however the past year was about so much more than that truly historic performance and medal.

Leadership & Governance Objectives

Arising out of the overarching responsibilities of the Board outlined above, there are a number of objectives identified for the Board on an annual basis. These objectives and the impact measurements against these are outlined below:

Objectives: 2015 – 2016	Impact Measurements: 2015 - 2016
To grow income to achieve the turnover required to support the key delivery areas of JS	Turnover for 2016 was £1,088,650. This reflected an increase of £150,524 (+16.04%) against 2015 (£938,126). Investment by JudoScotland into Judo-in-Scotland increased by £150,827 to £1,088,180 for 2016 (from 2015).
To generate the surplus required for JS reserves in order that we can support 3-6 months of trading activity	Reserves as at 31 December 2016 reflect an increase of £568 (+0.25%) against 2015. Reserves now extend to £228,024.
To monitor and evaluate key JS performance indicators to ensure that the Board deliver a balanced budget	The Board continued to monitor the company's operational status through the receipt of quarterly, strategic reporting by the executive staff.
To ensure excellent financial management through strong procedures, externally audited and structured to meet and support the stated JS business objectives.	An external audit was conducted of JudoScotland in December 2016 by sportscotland/KPMG. This audit focussed on corporate governance and financial process-related matters.
To ensure maintenance of high quality business practices across all aspects of JS.	The result of the audit was an overall rating of “Satisfactory with comments” (second highest rating level).

The Board will continue to monitor the company's operational status through the receipt of quarterly strategic reporting by the executive staff.

Corporate Governance

There was a strong, underlying focus on corporate governance throughout 2016, including an open tender process to identify a new auditor. Following the end of a two year relationship with our previous accountants (Drummond Laurie LLP), JudoScotland invited tenders for the provision of accountancy services for certification of our annual accounts. The successful tender submitted by 'Gordon Mavor & Co Accountants' commenced their contract on the 1st of July and have been engaged for an initial period through to 31 December 2019.

As members may already be aware, the 2016 annual general meeting (AGM) was staged for the first time alongside 'The Gathering'. With the feedback received generally viewing this as a positive development, the forthcoming (2017) AGM will again be staged alongside the 'The Gathering' at the recently re-opened sportscotland National Centre: Inverclyde.

Further corporate governance developments throughout the year included job descriptions and person specifications agreed for the roles of: Chairman; Treasurer; and (generic) Board member – some of which will be utilised in connection with the electoral process for the 2017 AGM.



Subsequent to the adoption of these documents was the agreement of an 'annual conversation' (appraisal process) between the Chairman and individual Board members.

Early December heralded a corporate governance audit conducted by KPMG LLP, on behalf of sportscotland. This is a regular exercise conducted by sportscotland for all Scottish Governing Bodies of Sport (SGB) – including JudoScotland – into which it invests. An integral aspect of this audit was interviews with a selection of Board members and JudoScotland staff, as well as the testing of policies and systems by an external auditor.

The resultant rating of JudoScotland arising out of the corporate governance audit was an overall rating of “Satisfactory with comments”. This outcome represented the second highest level of rating available within the process.

Finally also in December 2016, Peter Gardiner tendered his resignation after four years sitting on the Board. Peter was originally voted onto the Board at the 2012 annual general meeting. The Chair and Board wished to place on record their appreciation of the time that Mr Gardiner had spent on the Board and his contributions.

National and International Events

The Board were extremely proud of having hosted not only another European Open Tournament during 2016 - in conjunction with the British Judo Association (BJA) - but also the first British Masters and Minors Championship ever to be staged in Scotland.

Indeed the 2016 European Open Tournament was the biggest single day event staged by BJA in terms of ticket sales. Overall feedback has been immensely positive from the staging of these events, which could not have been achieved without the support, expertise and commitment of our volunteer referees and officials.

Staffing

Very early in 2016 we saw the departure of Kerry Macintosh from the Business Support Team, who decided to accept a new position closer to her home. This allowed us to welcome National Squad athlete Jonathan Dewar - who succeeded Kerry - accommodating both his training and his work with the Business Support Team on a part-time basis. With the departure in late 2015 of David Somerville as National High Performance Coach (NHPC) to take up another position at sportscotland, January 2016 also saw us able to welcome David's successor, Euan Burton MBE.

Later in the year, David Millar made the decision to leave his position as Regional Development Officer (West) to return to University. David was succeeded by Luke Struthers who continues to expand on the initial work commenced by David in the West of Scotland.

We would like to wish all staff that departed during 2016 our very best wishes for the future as they pursue new roles and challenges.

A Time to Reflect and Say Thanks

As well as offering our most sincere 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 their ongoing belief, support and investment, and also for the significant staffing support provided through the sportscotland institute of sport.

On behalf of myself, the Board and our professional staff, a very warm 'thank you' for your help and support throughout 2016 and we look forward to working with you again 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.

**Ronnie Saez, 6th Dan
Chairman**

Business Support

A Brief Overview

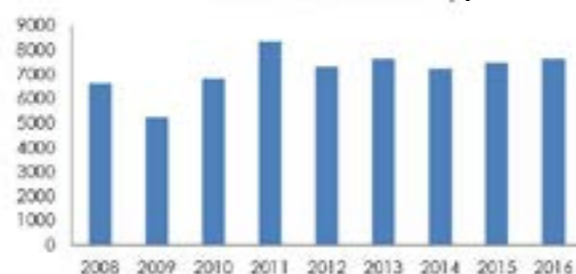
2016 saw a continued increase in membership and grading services delivered by JudoScotland as such 2016 was a busy year for the Business Support Team. Much like 2015, Business Support continued to work closely with the Business Delivery Team to ensure our members received the best experience possible.

	31 Dec 2015	31 Dec 2016	Variance
Membership	7,457	7,619	+ 2.17%
Retention	67.68%	78.65%	+16.2%

Membership Services

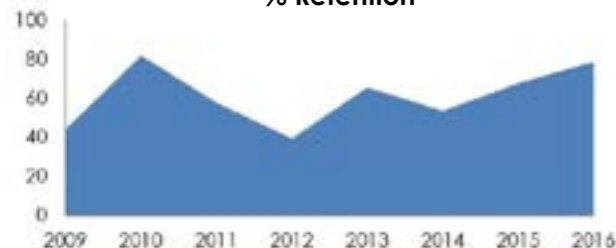
Membership of JudoScotland in 2016 increased by 2.17% (against 2015 and 5.7% from 2014).

Total Annual Membership



We also observed a continued improvement in membership retention from 67.68% in 2015 to 78.65%, a 16.2% increase. Since 2011 the retention rate of JudoScotland members has continued to grow, with 2016 marking the highest it has been over the past five years.

Total Annual Membership Retention: % Retention



Grading

Throughout 2016 Clubs continued to be consistent in the level of grading's that they undertook, seeing only a slight increase of 0.5% in members grading.

Provisional Membership

In an attempt to make Judo as accessible as possible, in Summer 2016 we introduced a four month free provisional membership to all new JudoScotland members. The free JudoScotland membership aimed to encourage people into the exciting world of Judo without the financial constraints of a full JudoScotland membership at the offset.

Equality

Over the course of 2016 JudoScotland continued to develop and improve upon our equality objectives. As part of our commitment to reduce inequalities in sport and assist those who are under-represented within Judo-in-Scotland, JudoScotland established an Equality Working Group. The working group is made up of staff from across the different departments with the core aim to reduce inequality and increase participation by looking to eliminate the barriers faced by those with protected characteristics.

For the first time, in August 2016 we started to capture and record equality information from all members. This information will help us understand the true extent to the equality in our sport and help us to improve going forward.

Azolve

In May we invested in upgrading our membership database Azolve. The upgrade to the Azolve database has enabled us to bring a variety of new and improved services to our members:

Access for All: One of the key benefits of the new Azolve system is that it is much simpler which allows for all JudoScotland members to access their membership online.

Membership Processing: The update to the Azolve system has allowed for a decreased turn around for renewals from 5 working days to, an average of, just 24 hours. This step has allowed us to streamline our processes and helps towards providing a more efficient service for members.

Online Event Entry: The updated Azolve system also allows us to offer online entry for JudoScotland events in-house. This is beneficial to both JudoScotland and our members as it allows members to access all information relating to their membership in the one place.

Communications & Marketing

Media Coverage

With Sally's historic medal win this summer, 2016 saw significant coverage for Judo-in-Scotland in both online and traditional press. The coverage received after Sally's historic medal win was incredibly positive and was very likely the contributing factor in the spike in use of the JudoScotland website at this time.

Outside of the Olympic and Paralympic Games, much like 2015 The European Open in Glasgow, we saw an increased amount of local coverage for athletes, as they got the opportunity to compete on home soil.

New Website

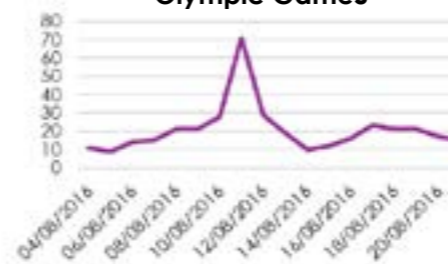
In June 2016 we launched our brand new website. Following on from the 2015 membership survey, the new JudoScotland website was developed with our membership in mind. The new website was



also launched with view to help support interest generated by the Rio 2016 Olympics, as such we incorporated a dynamic new club finder feature which is fed directly from our database and holds a prominent place on the JudoScotland website homepage.

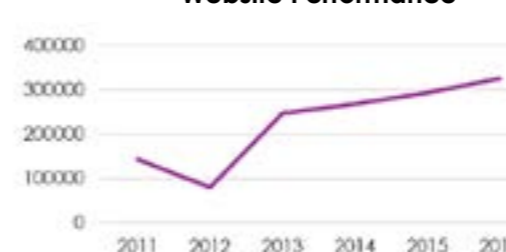
Following Sally's medal win in Rio on the 10th of August the use of this feature increased by 153% the following day:

Club Finder Usage During Olympic Games



However the new website was designed with more than just the summer's events in mind and over the course of 2016 we saw a steady increase in the use of the JudoScotland website.

Website Performance



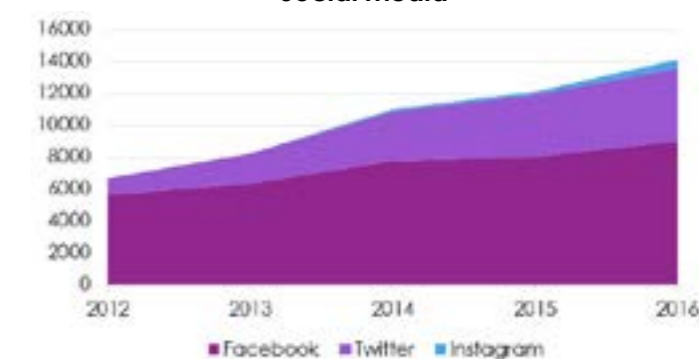
Social Media Activity

Over the course of 2016 there has been a particular focus on capitalising on social media to communicate with our members and gain a higher level of visibility. This was achieved throughout the year through specific and deliberate activity to

increase awareness of JudoScotland, member Clubs and our Scottish athletes.

The result of this activity has seen an increase of 4.95% Facebook followers and 18.69% Twitter followers. However much like 2015 the main source of social media growth was with Instagram where we observed growth of 118.34%.

Social Media



Looking Towards 2017

Although not a Commonwealth or Olympic year 2017 has a number of exciting opportunities in store to help promote Judo-in-Scotland. In order to capitalise on the success of Sally and Sam's performance at Rio in 2016, JudoScotland have engaged both of them to work with us throughout 2017 as our Brand Ambassadors. This will include exciting web content and special events to bring the medals to our members.

Freda McNulty
Lead Executive, Business Support Team

Business Delivery

The focus of the Business Delivery Team throughout 2016 remained on providing quality opportunities and initiatives for Scottish club's and members to thoroughly enjoy and benefit from their time in judo.

The three operational areas of People Development, Membership Development and Membership Events, working together, allowed us to deliver cohesive services supported by relevant areas of expertise. In many cases all three areas are involved in some stage of each JudoScotland initiative, ensuring the most efficient use of our resources and knowledge.

Things rarely run smoothly for long in sports development and the resignation of our Regional Development Officer (RDO) for the West, David Miller, relatively early in the year was an unexpected challenge. David was a huge catalyst for many of the West's clubs to engage in various initiatives that supported their player's participation and progress, and the post was missed for a significant period of the year.

A replacement was recruited and Luke Struthers commenced as the new RDO in October; picking up several of our initiatives immediately and making himself familiar to the clubs.

Membership Development

Throughout 2016 we continued to promote and support clubs towards achieving our club accreditation scheme 'JudoMARK', and now 21 clubs have been awarded this recognition of meeting minimum operating standards that is recognised by sportscotland.

As predicted, club accreditation schemes are also beginning to grow in popularity throughout Scottish



Local Authorities as the importance of having the correct structures and processes in place increases, and the achievement of JudoMARK status places the individual club in a great position to achieve both. As we enter the final year of this cycle we continue to develop the scheme so both new applicants and existing award holders are better positioned, through our 'Health check' process, within the ever-changing sporting landscape.

Having the right infrastructure in place at the club is also essential for the delivery of initiatives such as the Kai Club, which was once again rolled out for all members aged 5 – 7. The scheme continues to reward progress and remind our young members of the many personal qualities, behaviours and skills involved in learning judo and 2016 saw nearly five thousand schemes delivered to all under 8 members. Also, all members under 12 years of age received three editions of the popular Koka Kids magazine as a benefit of JudoScotland membership, providing news, training tips and articles on current judo stars to inspire the young judoka.



In partnership with Active East and Scottish Sports Futures we continued to support the delivery of the Judo Girls Rock programme in Glasgow. This programme has utilised six lead coaches, six support coaches and eight youth workers to deliver the mix of progressive judo sessions and positive lifestyle workshops in Glasgow alone. Through the efforts of several clubs and the Regional Development Officer in the East (with support from Live Borders Sport & Development and Active Schools) the project continued to expand across the Central belt. Despite the resignation of our RDO (West) early in 2016 momentum on this initiative was maintained through the efforts of the Membership Development Executive, Stephen Somerville, who also provided a valuable perspective on the programme and initiated further growth.

The subsequent addition of a part-time coach on this project has made another positive impact (in Glasgow) and Rebecca McLean should be congratulated on her efforts and development in the role. Rebecca has shadowed our Membership Development Executive and under his mentorship has regularly delivered at two of the more successful venues.

We continued to deliver Skill sCool events through the work programme of the RDO's providing opportunities for young judoka and budding officials to get involved in a non-competitive environment outside of the 'comfort' of the club, to face challenges and have fun with new friends.



These events consistently receive great feedback from the players and parents who appreciate the different format, continuous activity and positive messages that are delivered.

Skill sCool averaged 75 judoka and 27 volunteers at each event throughout 2016 and we look forward to monitoring the progress of all those that continued their judo journey at skill sCool.

For the final time in the current series JudoScotland supported the delivery of the 2016 Glasgow European Open, this time including both male and female competitors. In conjunction with this event we once again provided a fantastic opportunity for some of our Referees and Technical Officials to be involved in a world class competition and a great spectator event for our members. This year we presented the JudoScotland Development Zone in the amazing setting of the Sir Chris Hoy Velodrome, where judoka and young spectators alike could enjoy a Masterclass with Paralympian Sam Ingram and/or take on the challenges of the Mad About Judo Zone, putting everyone's physical literacy to the test in a series of fun judo related challenges.



Last year also saw us introduce a new look to our National Gradings with larger venues, a formal welcome and opening to the event as well as an increased profile for the technical examinations. We see the National Gradings as an integral part of a senior judoka's development and judo experience and as such we will continue to explore how we can improve this element of the judoka's journey. With an average of over 50 participants at each Grading and an increase in the number of Dan grades participating we definitely have a platform on which to build.

Membership Events

As always, with an increasingly active membership, the Events team were as busy as ever. A special mention must go to Jo Imrie who stepped in to cover the long-term illness of our Membership Events Executive. Jo performed an outstanding job supporting the event workforce and allowing us to deliver a very full programme.



JudoScotland also hosted the 2016 British Masters and Minors Championships, attracting over 300 competitors to the Capital for two days of excellent judo in an amazing atmosphere. Once again Scottish Officials, Referees and Volunteers were able to contribute to a UK event on home soil and over 40 members of our workforce contributed to a "memorable" event where one official had "never enjoyed working at an event so much"! The healthy entries at all Scottish competitions throughout the year reflects the need for continued development of the competition pathway to provide appropriate experiences and challenges to support the development and enjoyment of all our members.

Once again we supported five clubs and groups to deliver the Grand Prix series of competitions which once again proved very popular with all events reaching their capacity entry; thanks should go to Ultimate Judo, Clyde Judo Club, Children's 1st, Granite City and Highland Budokan for their efforts. Our National Events (Scottish Open, Scottish Mini Mon Championships and Scottish Age Bands) also



proved popular, with The Scottish Open providing tough opposition for our National squad members attracting not only a strong British entry but also competitors from Australia, Germany, France and Sweden.

People Development

Another busy year supporting the ever-energetic workforce that delivers judo sessions and events across the country saw several shifts in focus across this area.

We engaged the services of 'Active Advantage' to help develop a team of mentors to provide an additional layer of support for the Event Workforce. A team representing most of the roles was constructed and trained in supplying much needed and requested 'on the job' support, which will hopefully allow for greater progression through the awards for the more ambitious or opportunities for some quality feedback for those just wishing to improve in their role.

The capacity to better support our team of volunteers has for a long time been a concern, and this additional level fully compliments the training element and the roles of Referee in Charge and Competition Controller in terms of creating the right environment to grow.

Our targets for the coaching workforce were clearly focused on increasing the coaching capacity within clubs to at least one Level 2 (or above) and one Level 1 (or above) in 70% of affiliated clubs, improving the chance of a positive and productive experience for the judoka. By the end of 2016, 90% of affiliated A clubs could boast this capacity.

To support this aspiration we delivered two full courses at UKCC Level 1, a residential Level 2 course and supported a group of JudoScotland

Transition Group athletes through the Level 2 qualification all which resulted in over 60 coaches undertaking new coaching qualifications.

In addition, our People Development Executive Paul McGuinness has established the UKCC Level 3 qualification on the Scottish Qualifications Authorities Credit & Qualifications Framework, thus providing greater access to this qualification for Scottish coaches. This course will be launched in 2017 and delivered in conjunction with our very own Performance Development team and the sportscotland Institute of Sport staff.

As two coaches entered their final year on the MSc Advanced Sport Coaching Practice (receiving the Post Graduate Diploma), two more Scottish coaches began their first year. The eagerness to undertake additional learning is a great reflection on the mindset of coaches in Scotland who appear to be responding to the demands of modern coaching and seeking opportunities to deliver better services and programmes. We look forward to seeing the impact of these qualifications with more people enjoying judo for longer in the coming years.

The CPD programme for coaches continued to focus on providing relevant and appropriate opportunities that support the coaching roles in Scotland, workshops on delivering The Kai Club and 'Matside coaching' were delivered across Scotland. With a greater appreciation of how difficult it is to retain our younger members The Kai Club provides motivation, incentive and learning to engage the judoka, providing suggestions and ideas and allowing coaches and clubs to share good practice is a key element of our programme. Likewise, with competitions getting busier each year it was considered a priority to assist clubs to increase their capacity to provide coaching support at these events. Working closely with British Judo we

inducted our Coach Education workforce in the delivery of the Matside Coaching workshop and rolled this out across the Country.

Our flagship event 'The Gathering' was once again a huge success. Hosted at Tulliallan Police College we were joined by judo legend Katsuhiko Kashiwazaki, 8th Dan, who delivered some exceptional sessions sharing his knowledge and expertise. The event saw over 150 judoka in attendance, representing not just the Scottish Judo community but also England and France.



The Gathering once again delivered our annual Coaching & Volunteering Awards and the following winners joined us to receive their awards at the 'Saturday Night Social':

Disability Coach of the Year:

Jo Imrie, Jidel Judo 93

Volunteer of the Year:

Catherine Fordyce, West Calder Judo Club

Technical Official of the Year:

Neil Malone, Hibari-Kan Judo Club

Young Coach of the Year:

Summer Cranney, Titan Judo Club

Community Coach of the Year:

David Reilly, Danderhall Judo Club

Young Volunteer of the Year:

Dominic McNealis, Judo Club Esprit

Young Person's Coach of the Year:

Nicholas Thwaites, Edinburgh Judo

As well as our own award winners, two other JudoScotland members were recognized for their achievements at a UK level. At the 10th Anniversary British Judo Awards Dinner on November 5th, JudoScotland Board Member James McBeath received the Volunteer of the Year Gold Award and Graeme MacLachlan won the Referee of the Year Gold Award.

Conclusion

Although Business Delivery has three distinct sections, the ethos of the team is to very much work in unison, with each area reinforcing the work of the other as we look to better support the delivery by the clubs and the development of the judoka. This outlook has very much promoted our holistic approach to sports development and enabled the team to develop areas of expertise that place JudoScotland in a strong position to adapt to the modern sporting environment.

Three members of the team (Paul McGuinness, Stephen Somerville and Tony Penfold) became tutors for the sportscotland CPD programme, delivering the Talent Development, Physical Literacy and Growth & Maturation Workshops. These three areas of player development are currently under review in terms of the role in our programmes and our work thus far will help to ensure that we maximise any impact.

As a final reflection that our work in developing judo here in Scotland utilises current best practice and innovation, Tony Penfold was once again invited to speak at the 2016 World Long Term Athlete Development Symposium in Canada, following the successful submission of an abstract outlining the work of the organisation. Alongside the founders of LTAD and world leading specialists in this area (Istvan Balyi, Richard Way, Steve Norris, Ian Freeman) Tony presented the joined-up approach of the work of JudoScotland that is designed to provide age & stage appropriate interventions that promote a 'Life in Judo'.

Tony Penfold
Manager, Business Delivery Team



Performance

It would be hard to look back at Performance in 2016 without noting the incredible historic performance from Sally Conway at the Rio Olympics. Sally's Bronze medal marked Scotland's first ever Olympic Judo Medal.

Rio 2016 Olympic

In August Sally cemented herself in the history books when she became Scotland's first Olympic medallist when she won Bronze in Rio. Sally's Olympic medal is a result of the hard work, skill and determination that she has put in throughout her Judo career and in particular the last few years of the Olympic qualification cycle. This medal also would not have been possible without the support of the 'Team behind the Team', in particular her club (Edinburgh Judo), sportscotland, British Olympic Association, British Judo, JudoScotland and all of the hard working individuals at the sportscotland institute of sport.

Paralympic Games

2016 also saw Sam Ingram qualify and compete at his third Paralympic Games. Although Sam was unable to replicate the success of previous games, he did finish just outside the medal positions in fifth place.

Beyond the Olympics...

However 2016 was about so much more than just the Olympic and Paralympic Games. Highlights from the years included:

Sally Conway	3rd Paris Grand Slam 5th World Masters Guadalajara 5th Grand Prix Düsseldorf
Sarah Adlington	3rd European Open Sofia 3rd Pan American Open Buenos Aires 3rd Pan American Open Lima
Neil MacDonald	2nd European U21 Championships Malaga 3rd European Open Glasgow
David Ferguson	3rd Asian Open Taipei
Del Imrie	3rd Asian Open Taipei
Jack Smith	3rd Asian Open Taipei



GB Futures

As part of the GB Futures Programme, cadet athletes Rachel Towle and Josie Steele were selected to take part in a ten-day training camp in Tokyo where they spent time at the Kodokan Judo Institute and Tokai University for private technical sessions with former Olympic champion Kosei Inoue and former World champion Hidetoshi Nakanishi. Josie and Rachel were part of a group of 11 British Cadets from across the home nations selected for the trip, which was led by JudoScotland National Talent Development Coach Gary Edwards. However this trip wasn't just about athlete development, Scottish Talent Development Coach Colin Woods was also selected to attend to aid his own personal development.

Squad Tracksuit

2016 saw the introduction of a squad tracksuit for Judo athletes. This kit has helped to distinguish our athletes when they are representing JudoScotland across the globe.

Support

Success in sport is never an individual endeavour and our programme has been supported throughout 2016 by a number of fantastic organisations. We would like to recognise the assistance that these partners, suppliers and supporters have made in 2016 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; sportscotland Coaching Futures programme; sportscotland institute of sport; Scottish Sports Aid Foundation; Traveleads; UK Sport; Pilton Retreat; Winning Students and of course our wonderful network of clubs, members and volunteers.

Euan Burton
National High Performance Coach

Financial Report to 31st December 2016

The Board – and particularly the Treasurer – are pleased to report a positive financial year for the year ending 31 December 2016.

Although our much appreciated investment received from sportscotland remained consistent, when inflation is factored in we actually observed a reduction in the purchasing power of this investment in real terms. Against this background, we are pleased to report a significant increase (+16%) in turnover against 2015 and a corresponding increase in investment into membership services.

During 2016, the Board looked to continue its investment into the following membership services:

- Skill sCool sessions;
- Koka Kids magazine;
- The Kai Club;
- The JudoScotland Grand Prix Circuit;
- The 'Judo Girls Rock' programme and;
- The Gathering.

Additional to the above ongoing investment, the Board also considered and approved investment into a new membership category. JudoScotland now provides an initial, four month complimentary membership to those taking their first steps into the sport of Judo with their local JudoScotland member Club. This new - complementary - membership category assists with ensuring that all

those participating within Judo-in-Scotland are insured for practicing and developing their Judo on the mat within their local Club. Taking into consideration both the continued and new project investment, it is gratifying to be able to report that the company also retained a very modest surplus of £568 for the trading year and that this has been added to the company's reserves.

Arising out of the open tender process conducted during 2016 for the provision of accountancy services to JudoScotland, we would like to take this opportunity of both congratulating Gordon Mavor & Co Accountants, as the successful tender arising out of the process and also to extend our thanks to them for their assistance in preparing our annual accounts for 2016. We look forward to seeing you at the forthcoming annual general meeting (AGM) and will be delighted to answer any questions that you may have around the annual accounts at that time.

Graham H Campbell, 6th Dan
Treasurer

Abbreviated Balance Sheet as at 31 December 2016

	31/12/16	31/12/15
Fixed Assets		
Tangible assets	11,252	14,668
Investments	2	2
	<hr/> 11,254	<hr/> 14,670
Current Assets		
Debtors	56,650	42,642
Cash at bank and in hand	359,270	334,033
	<hr/> 415,920	<hr/> 382,492
Creditors		
Amounts falling due within a year	(199,150)	(163,889)
	<hr/> 216,770	<hr/> 200,954
Net Current Assets		
	<hr/> 228,024	<hr/> 227,456
Reserves		
Income and expenditure account	<hr/> 228,024	<hr/> 227,456

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