

2025 Annual General Meeting: Nomination Form

Position Applied For: Director

Director Overview

Delivery Team:	JudoScotland Board	Reports to:	Chair of the Board
Budget Responsibility:	Circa £1,000,000	Direct Reports:	Not Applicable

Nomination Overview

Personal Details			
Nominee Name:	Richard Marsh		
Club Membership:	Carnegie Judo Club	JudoScotland Membership No:	323348

Background, Qualifications and Experiences *(Relevant to the position of Director)*

I wish to apply for the position of Director with JudoScotland. I have worked as an economist based in Scotland for nearly 30 years and I'm currently a Director with 4-consulting. I have led large scale projects around infrastructure, real estate and economic policy across Europe and the Middle East. I've provided strategic advice to several sports organisations including UEFA and

My three children enjoy judo with Destination Judo and I'm currently 1th Kyu with Carnegie Judo Club, having restarted judo four years and have enjoyed competing at events across the UK. I've previously been the Chair of Young Enterprise Scotland (Fife), volunteered with the Scouts and have always enjoyed helping young people.

I am a member of two expert groups advising the Scottish Government on economics and statistics, an elected Fellow of the Royal Statistical Society and Fellow of the RSA. I was invited to join an external panel advising the UK Statistics Authority (UKSA) on its new regulatory functions.

I supported a review for Scottish Racing to develop their new strategy and worked with them to establish the Scottish Racing Academy. I am currently developing a business case for Scottish Cycling and South of Scotland Enterprise (SOSE) to secure an investment of £19 million to establish a new Mountain Bike Park in the Scottish Borders.

Earlier this year I was part of a team that secured £5 million of funding towards a new national sports facility in the east end of Glasgow. I'm currently leading a team working to secure investment of nearly £20 million into new facilities supporting outdoor education, including sports.

I have been invited twice to the international Safe Falling conference at Tokai University, Tokyo; last year I was invited to present the social and economic impacts of teaching safe falling in Scotland. Working with colleagues in Carnegie Judo Club we've secured funding of nearly £20,000 (including national lottery funding) to support our safe falling pilot project and social programmes and recently completed a joint submission with Professor Mike Callan to the UK Parliament's Health Committee.

I regularly lead the development of business cases to secure government funding and private sector investment. I wrote a business case to secure £750,000 of funding for the Japanese Garden at Cowden to restore the garden. I negotiated and secured approval for the funding conditions including establishing project governance, management and finance. The Scottish and UK Governments agreed to the project outcomes and a programme for monitoring progress.

The funding was announced in November last year at an event hosted by the Garden with the Japanese Consul General, Tadashi Fujiwara and the leaders of Stirling and Clackmannanshire Councils.

Knowledge, Skills and Abilities (Relevant to the position of Director)

Strategy and income generation

I am currently engaged on several projects providing advice on effectiveness of long-term development plans and strategies including Aden County Park (Aberdeenshire Council), Silverburn Park (FEAT and Fife Council), Pittencrieff Park (Carnegie Trust) and Bannockburn House (Bannockburn House Trust).

I've worked with projects to secure agreement to reshape restoration activities given rising construction costs and funding constraints. Our projects work to identify issues early on and engage with funders and delivery partners to identify potential solutions.

Communication and stakeholder engagement

I regularly write for newspapers and magazines, have appeared as a witness before House of Commons and Scottish Parliament committees and presented at academic and business conferences. I can explain complex issues in readily understood terms and select the points of interest to stakeholders and the media.

I was recently asked to present the Scottish Racing strategy to a group of MSPs and I regularly advise or provide research papers to parliamentary committees. My work is often high profile and involves working closely with project steering groups, a wide range of policy stakeholders and the media. I'm able to explain complex work to the media and select points of interest for the media from my work.

Supporting JudoScotland leadership team and human resources

I have an excellent understanding of the public sector in Scotland and scrutiny of public sector funding. During my secondment at the Scottish Parliament my research was used by all political parties. I developed trust across the political parties and was able to advise on the context in which evidence could be used.

I often provide advice to my clients on how to best use my research with different stakeholders given the policy interests of potential funders. In shaping projects to make them as fundable as possible I give advice on how teams and organisations should be structured and identify the skills and roles needed to achieve outcomes.

I am responsible for the financial management of my consultancy business including managing operating costs, cash flow and the management and training of junior members of staff.

Disposition and Personal Qualities

I bring a collaborative, analytical, and impact-driven mindset to board-level roles, grounded in a strong commitment to public value and community wellbeing. I'm passionate about using sport—and judo in particular—as a tool for positive change. I combine strategic thinking with strong communication and stakeholder engagement skills, and I believe in building inclusive, resilient organisations through effective governance, evidence-based decision-making, and a deep respect for the communities they serve.

Declaration by Nominee

- I confirm that the information contained within this nomination form is true and correct to the best of my knowledge;
- I am aware that in accordance with the General Data Protection Regulation (GDPR) we will use the information provided on this form solely for the purpose of the 2023 AGM ;
- I am not disqualified from holding a Directorship of a Limited Company.

Signed:



Date:

22/08/2025

This form should be returned prior to 1630 hours on Wednesday 27 August 2025:

- **Via email to:** hr@judoscotland.com, or;
- **Via post to:** Board Nomination, JudoScotland, EICA-Ratho, South Platt Hill, Ratho, Newbridge, EH28 8AA.