



JudoScotland

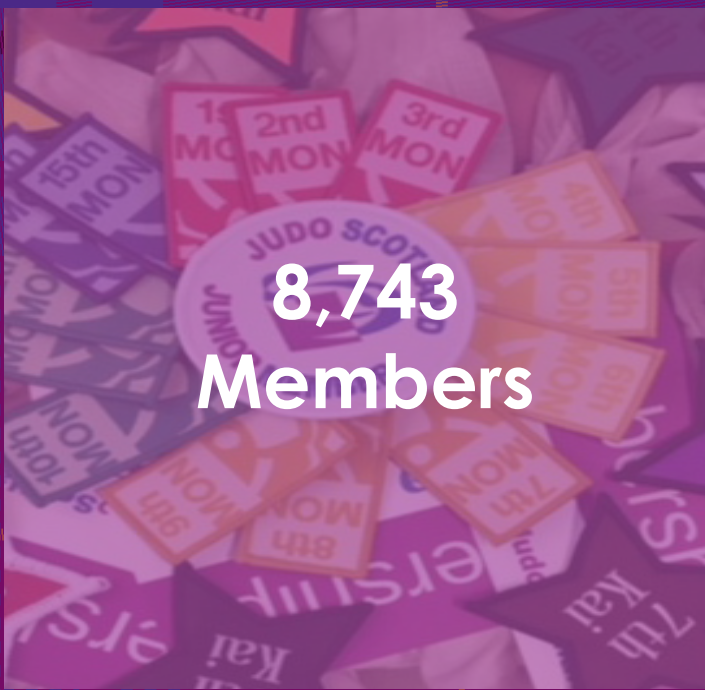
# JUDOSCOTLAND ANNUAL REPORT

# 2018



Grow  
Develop  
Perform





**8,743  
Members**



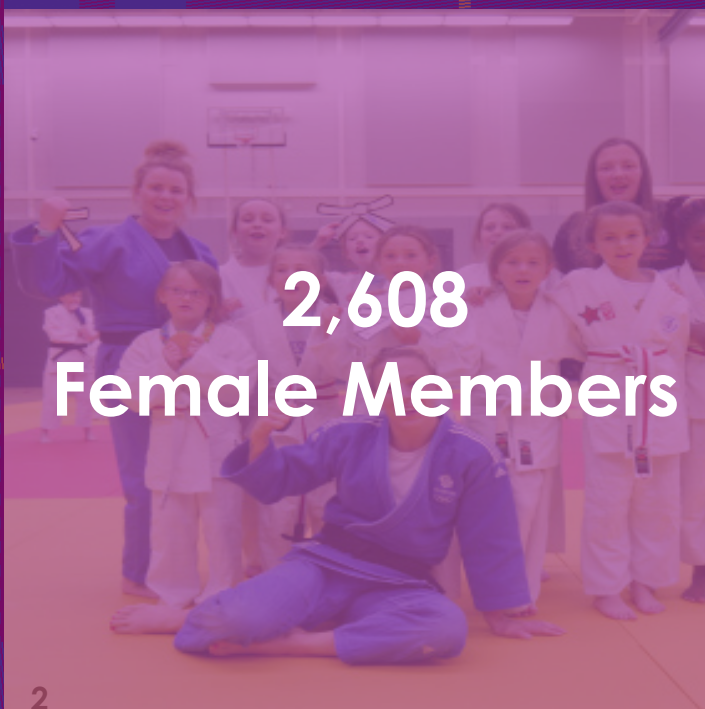
**4  
Grand Prix  
Medals**



**10,367 Facebook  
Followers**



**JudoScotland  
turned 30!**



**2,608  
Female Members**



**28% of Board  
Members are  
Female**



**12,506  
Gradings  
Processed**



**5,643 Twitter  
Followers**



**6,135  
Male Members**

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## Company Information

Honorary President	Dr George Kerr, CBE
Honorary Vice Presidents	Bill Berry MBE Jim Feenan Rick Kenney Colin McIver
Chairman	Ronnie Saez
Treasurer	Graham Campbell
Board of Directors	Mark Brien Sarah Clark James McBeath Marc Preston Susan Wright
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



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## MESSAGE FROM **THE CHAIRMAN**

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Whilst reviewing this year's annual report, it has become apparent that I can once again happily pause, reflect and celebrate the numerous achievements accomplished by all those involved with Judo-in-Scotland over the past year.

This annual reflection also provides an important opportunity for me to recognise and formally thank all those who have assisted and supported JudoScotland throughout 2018 including: my fellow JudoScotland Board members; our hard-working professional staff; and our remarkable, committed coaches, officials, referees and volunteers. Without you all the delivery of our events, projects and member development opportunities would simply not be possible. These programmes and developments really are the envy of the rest of the United Kingdom and you should feel immensely proud in contributing to their undoubted success.

In addition to the many members of the Judo-family, we were fortunate to continue to benefit from the confidence and significant, valued support provided to us corporately by sportscotland and the sportscotland institute of sport. Additional to this, the equipment support from Cimac/Adidas continued throughout 2018.

The past year has again been a year of much success for the organisation and I firmly believe that JudoScotland will continue to perform strongly across its delivery areas into 2019 and beyond.

I look forward to welcoming you personally to the annual general meeting on Saturday 5th October.



Ronnie Saez, 6th Dan



## LEADERSHIP AND GOVERNANCE

This initial section of the Annual Report will focus on the leadership and governance role fulfilled by the Chairman and JudoScotland Board during the previous year.

As tends to occur within the annual report, there may well be the introduction of aspects of activity in this section, for which greater information and detail are provided in the forthcoming pages.

### LEADERSHIP

For those present at the 2018 annual general meeting (AGM), the forum once again elected Mr Graham Campbell as Treasurer of the company. Graham has given a tremendous amount of time to the activities of the Board over a considerable period of time and we warmly welcomed him back to head up the finances of the company. The AGM also saw Mr David Gibson retire from the Board, with his successor – Mr Mark Brien – duly elected by the membership.

In a new and significant item of business at the AGM, the JudoScotland membership formally elected Mr Colin McIver, 9th Dan, as an Honorary Vice-President of the organisation.

### GOVERNANCE

The organisation also witnessed some significant staffing changes throughout 2018, including: arrivals; departures; marriages; and families being started and extended.

In March, we welcomed Miss Sarah Brady, who joined the Business Support Team in March to provide maternity cover for the Communications and Marketing role and also Jo Imrie as our new Membership Events Executive. The Business Support Team was later boosted by Mr Callum McEwan, who joined in September.

We celebrated the arrival of a first child for Rosanna Wood (Communications and Marketing Executive) in May, prior to the happy arrival of twins for Claire Fairley (Business Support Team – Performance Lead) in July.

The latter half of the year also provided the opportunity to celebrate the marriage of Suzanne Greenoak who became Mrs Melrose – prior to Rory McBride departing the organisation. Rory had been cover for the performance support functions within the Business Support Team. Just prior to Christmas, we were informed that Rosanna Wood would not be returning from her maternity leave. Also at that time, we were delighted to welcome James O'Sullivan to the Business Support Team to provide some much welcomed project cover.

Staffing turnovers for any organisation can be challenging and have the potential to significantly impact on the running of the business. With grateful thanks to the professional staff – both new and existing - we looked at minimising where possible any adverse impact on the functions of the business and the membership.

### CHALLENGES

#### General Data Protection Regulation

As members will be aware, the implementation of the General Data Protection Regulation (GDPR) impacted on every individual and business across the United Kingdom – including JudoScotland. Although JudoScotland was fully compliant with the existing Data Protection Act, work to migrate towards GDPR compliance still required a considerable amount of work behind the scenes and alterations to current forms and processes, including the requirement for the creation of a Privacy Notice for Members. This highlighted the personal information that we need from members; why we need it; why we share this information; who we share it with; how we protect this information; how long we keep it for; and members' rights with regards to this information.



# LEADERSHIP AND GOVERNANCE

## Revised Standards for Child Wellbeing and Protection in Sport

The Scottish Government formally signed-off revised “Standards for Child Wellbeing and Protection in Sport” (the Standards), which were endorsed by sportscotland. Integral to this endorsement was a requirement for every Scottish Governing Body – including JudoScotland - to be 100% compliant with the revised standards by April 2020. Through the work of the Business Delivery Team, the Board believes that Judo-in-Scotland is well positioned (>80%) to being compliant at this point in time. There was no doubt that there had been an increase in complaints received within this area across sports-in-Scotland, increasingly of a historical nature. The investigation of these complaints to date had reinforced the robust procedures currently adopted and followed by JudoScotland.

is the attainment of the Intermediate Equality Standard. The JudoScotland Equality Action Plan (EAP) outlines the current actions being taken by the organisation in this area and mapped to the required equality standards.



Assisting JudoScotland in meeting the Equality Standard is the Judo Girls Rock and I-do-Judo programmes. Further to these specific programmes, every Board Paper considered by the Board now encompasses potential implications for: Equality; Resources (Human and Financial); and Safeguarding and Wellbeing.



Towards the end of 2018, the Board approved the appointment of a Safeguarding and Wellbeing Executive (part-time) in November 2018 to further add to the positive actions taken within this important sphere of operations.



## Equality

One of the conditions attached to the sportscotland investment into JudoScotland



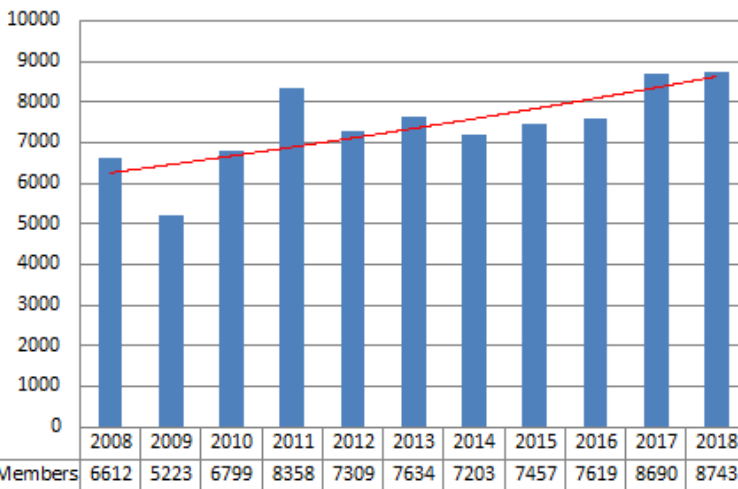
# BUSINESS SUPPORT

## MEMBERSHIP SERVICES

Membership of JudoScotland continued to grow in 2018 and saw a year end high of 8,743 which not only surpassed previous years but also our 2018 target of 8356.

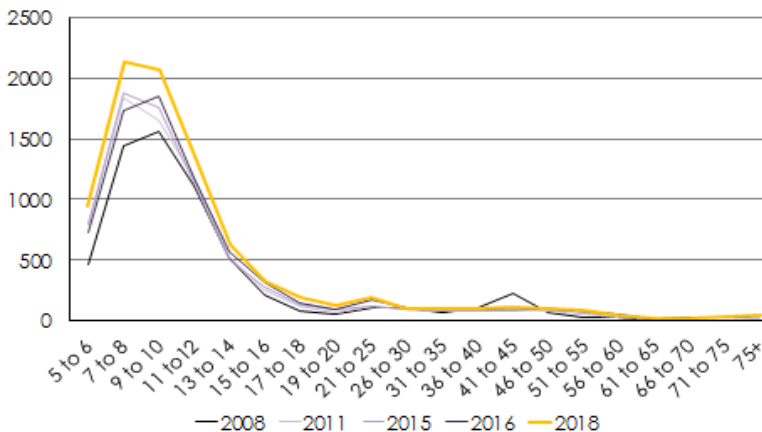
The number of members using our membership database, Azolve, has increased steadily during the year resulting in members receiving a more efficient service. The online system not only provides a membership function but also event entry which allows the member to perform both functions within the one transaction.

### Membership Development: Membership



As well as increasing the overall number of registered members with JudoScotland, we are also pleased to report that we are also retaining members for a longer period of time.

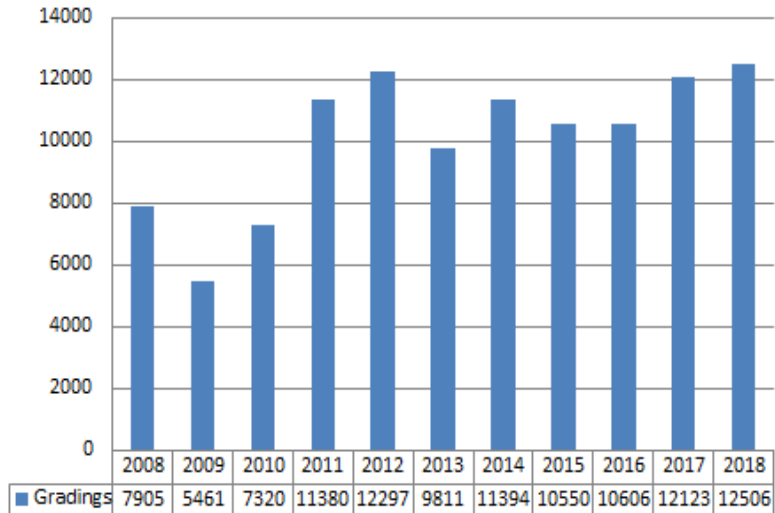
### Membership: 2008 : 2011 : 2015 : 2016 : 2018



## Grading

As well as an increase in membership, Club Gradings also benefited from an increase in 2018, with 12,506 individual gradings being processed over the year. This not only surpassed the agreed target of 12,306 but also achieved the highest ever number of gradings processed by the Business Support Team.

### Membership Development: Gradings (Total)



## Equality

During 2018 JudoScotland continued with their commitment to equality, with the introduction of an updated logo specifically in support of LGBT History Month during February 2018.

The Equality Working Group have been working closely with Plan4Sport in order to complete our submission towards the Intermediate Level of the Equality Standard for Sport with the outcome due in early 2019.





### COMMUNICATIONS AND MARKETING

#### Social Media

The rise of mobile phone users and social media has changed the way we look at things in today's society, including our engagement in sport. Through utilising various social media channels to promote Judo-in-Scotland, we are able to communicate in a way that fits in conveniently with our follower's everyday lives.

It has become an important tool for distributing contents and attracting new judoka, as well as increasing participation, which ties in with the goals of our organisation. Over the past 12 months, we have adopted 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.

Currently, our main social media channels are Facebook, Twitter, Instagram and YouTube.



**JudoScotland**



**@JudoScotland**



**@JudoScotland**



**JudoScotlandtv**

#### JudoScotland turned 30!

On the 30th August 2018, JudoScotland celebrated thirty years as a 'Limited Company'. The company was first registered with

Companies House on 30 August 1988, as the "Scottish Judo Federation", before subsequently changing its name to "JudoScotland" in 2002.

To celebrate this momentous occasion, JudoScotland engaged in a number of commemorative events, as detailed below.



#### Tartan

On 20th February 2018, The Scottish Register of Tartans certified the creation of the JudoScotland tartan, set out in the Scottish Register of Tartans Act, 2008. Ties and scarves were made available for purchase, and the use of the tartan began to feature on our online branding. This continues today, and tartan products are available to purchase all year round.

#### Pin Badges

To further commemorate this milestone, we designed limited edition pin badges commissioned to recognise and celebrate this significant milestone. These were gifted to various people who have been involved with JudoScotland over the years, including former and current members of staff, board members, partners, and athletes.

#### Social Media Campaign

Starting from the 31st August, we ran a 30 day-long social media campaign with each day highlighting and celebrating a different facet of our organisation, such as Euan Burton receiving his MBE, The Gathering winning Best Education Seminar (2017) from the European Judo Union, and our wonderful voluntary workforce.



## BUSINESS DELIVERY

Reaching the midway point in our Strategic Plan: Unlocking Potential, we see the establishment of systems, opportunities and experiences that provide a more solid foundation for Judo in Scotland to Grow, Develop and Perform. Whilst we are in no way finished in our endeavours to provide more relevant, appropriate and accessible support to the judo community, 2018 saw us begin to consolidate, evolve and amend our programmes to firmly embed them in the judo pathways.

## PEOPLE DEVELOPMENT

We believe the key to a continued and sustained development of judo is the workforce behind the sessions, events and clubs throughout the country, and this year saw a slightly different approach to how we develop that workforce. A greater amount of members requires a greater number and range of accessible opportunities to enjoy the sport, and we have all noticed how busy the calendar has become. Over the past few years this has caused a few challenges in the delivery of accessible training opportunities, in particular for Technical Officials and Referees, so this year we deployed a larger team of trainers regionally in an effort to ease this.



### Refereeing and Volunteering

Recruitment in this area has been a challenge for a while now and has long been a concern with the competitive environment being a fundamental part of a judoka's development and the sport's largest activity in terms of our members engagement; this is despite a

fantastic effort to develop the workforce by several clubs and the athlete 'Give-back' scheme, and remains an ongoing piece of work.

Despite these challenges, we are extremely pleased and proud to report 14 Referee promotions at Club, Area and National C level; Paul Grady and Audrey Pirie achieved National A standard; 6 promotions at Recorder and Senior Recorder level; Mark Brien gained a place on the National Provisional Competition Controllers Programme and Peter Foster and Elizabeth-Anne McGinty achieving the Competition Controllers Qualification.

### Coach Education

We continued our investment in the team of event workforce trainers by offering all the opportunity to receive the Professional Development Award (PDA) for Sports Educators, an approved Scottish Qualifications Authority (SQA) qualification. This level of training in this area is a shift for our sport and brings the focus on quality of delivery in line with coach education, and huge congratulations should go to Charlie and Michele Strachan on successfully completing this qualification.

This year also saw the introduction to a UK wide change in Coach Education that will bring a new look to coaching qualifications from 2020. The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) Professional Standards, a framework of professional standards for coaching, will replace the National Occupational Standards, and define what knowledge, skills and behaviour an individual must understand and demonstrate to undertake a particular coaching role within a sporting system.

The actual impact to Scottish coaches is expected to be minimal (if any) and may actually prove more beneficial to creating a better system for coaching in Scotland. The team at JudoScotland are well positioned to support our sport through this change, and are part of a steering group supporting this.

## BUSINESS DELIVERY

JudoScotland's Coach Education programme continued to support the delivery of judo within clubs across the country through the development of coaches and resulted in an additional 32 coaches at UKCC Level 1, 14 gaining a UKCC Level 2 qualification, 6 completing the UKCC Level 3 qualification and Paul McGuinness and John Watt achieving a Pg Dip in Advanced Sports Coaching Practice and UKCC Level 4 qualifications.

## MEMBERSHIP DEVELOPMENT

### Skill sCool

Through working with local clubs, the JudoScotland Regional Development Officers continued to deliver individual Skill sCool events throughout 2018.



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.

This year we took on a regional approach,

recruiting two 'Regional Teams' to support the delivery of this event in their areas.

These teams not only provide a greater opportunity to promote this new concept of providing a more appropriate experience in the Judo pathway amongst the thousands of members who for various reasons are not immediately drawn to competition in its current format, but also to develop the next generation of coaches, Technical Officials or Referees through exposure to innovative practice and by supporting young judoka embarking on their own journeys.

Both Junior and Senior members came together in October 2018 and were introduced to the underpinning rationale of Skill sCool and explored some of the principles on the tatami. All participants were very enthusiastic and will make excellent additions to the workforce.

### Kai Club

Another significant change in one of our initiatives was the shift in the emphasis of the delivery of The Kai Club from the club to including other physical activity environments. We received regular feedback from clubs and coaches regarding the administrative burden of The Kai Club and its impact on class delivery, so we responded by supporting the delivery of the scheme by parents and carers at home, thus promoting a greater interest and involvement in their child's judo progression.





This reflects an acknowledgement from JudoScotland that we could do more to provide parents and carers with the tools to better support their children and is an area that we will continue to develop in the coming years.

## I-Do-Judo



I-Do-Judo successfully delivered judo sessions throughout Glasgow and the West of Scotland for young people with a visual impairment, and culminated by establishing a West Disability Hub at Movement Park to compliment the work of the East Disability Hub at Engage, Napier University. With the success of the East of Scotland Special Needs event, the holding of the first ever Adaptive Dan Grading in April 2018 and the growing popularity for 'Adaptive Judo' events across the country, this may be yet another area of the sport requiring increased support.

## JudoGirlsRock



Judo Girls Rock also delivered another programme in 2018 in partnership with clubs across the country. Delivery of judo that looks to address the barriers perceived (and real) to young females getting involved in judo really has made a difference, contributing to a 77% increase in the number of girls joining JudoScotland since the programme launched in 2014. In addition the retention and development of these girls led to the first ever Judo Girls Rock Skill sCool event at The Kelvin Hall, Glasgow in March, with over 65 girls in attendance.

## MEMBERSHIP EVENTS

As expected, the closing of Meadowbank Stadium in December 2017 proved both significant and challenging to our events programme. Driving the East's Grand Prix event from the capital, the loss of an iconic venue to two National Promotion Examinations (NPE), and removing Edinburgh as a potential host to all our local (East) and National events, hampered our desire to spread our events appropriately throughout Scotland.

Despite this, we once again delivered a full programme of competitions and NPE's, sometimes in challenging and less than ideal venues and circumstances. On the other hand, this also allowed us the opportunity to introduce our younger members to the experience of a world class venue by hosting the National Age Band Championships at The Emirates Arena, Glasgow.

## National Gradings

The relocating of National Gradings to larger venues and the continued investment in these events saw an increase both in the number of participants at NPE's, and also in the number of Dan Grade promotions (an increase of over 81% during the lifetime of the current strategic plan). The National Grading Scheme has long been viewed as an integral part of judo development and possessing the potential to support, motivate and inspire an individual's judo journey.



## BUSINESS DELIVERY

The main strengths of the grading scheme lies in the quality assurance and international portability of grades awarded by a Governing Body, and is the rationale for all the grading schemes featuring heavily in our development plans.

These early endeavours resulted in a 3% increase in the number of grading promotions awarded in 2018. As we refine the data collected, we are beginning to identify areas where we can better support clubs to utilise the opportunities that the grading scheme offers.

### Scottish Cadet Open



We expanded our National Competition programme by introducing and hosting a Scottish Cadet Open as part of the Home Country Ranking Event series. A focus was placed on a quality experience for these committed young athletes and their coaches; we offered a post-competition training camp for all competitors, and restricted the event to a 'Cadet-only' entry as a means offering the best possible competition experience.

### European Judo Events

JudoScotland supported British Judo in the delivery of two European Judo Union events: the 2018 European Veterans Championships and the 2018 European Open, both held at The Emirates Arena in Glasgow.

As well as being well represented in and around the field of play at the event with Technical Officials, Referees, judoka, athlete chaperones etc., the Business Delivery Team also delivered

'Development Zones' at both events, providing physical and judo challenges, masterclasses, and taster sessions.

### The Gathering 2018



In September, the Scottish judo community took over the Inverclyde National Sports Training Centre for The Gathering . This sell out event brought EJU Experts Hiroshi Katanishi and Go Tsunoda to Scotland to share their amazing understanding of judo, providing judoka and coaches alike with many skills and practices to take away.



Our guests were joined by former World Champion and EJU Vice-President Jane Bridge, who alongside Hiroshi and Go joined a Q&A session hosted by our own former World Champion Graeme Randall, following the Coaching and Volunteering Award presentations. In squeezing the AGM, Senior Recorder & Competition Recorder examinations and two High Grade presentations (Sarah Clark and Jim Feenan) into the weekend, the 200 participants really were treated to a packed weekend of judo activity.



### Coaching, Officiating and Volunteering Awards

As part of The Gathering weekend, we hosted the annual Coaching, Officiating and Volunteering (COV) Awards. From a club helper, to an area referee, right up to performance coaches, our volunteers, officials and coaches are the lifeblood of our sport, without whom our sport would look very different. The JudoScotland COV awards are our way of showing our thanks and demonstrating our appreciation for their continued hard work.

#### Young Persons Coach of the Year

Paul Grady (Genki Judo Club)

#### Young Coach of the Year

Demi Moffat (Just-Judo)

#### Technical Official of the Year

Mark Brien (Shishi Kai Judo)

#### Volunteer of the Year

Susan Wright (Clyde Judo Club)

#### Young Volunteer of the Year

Adam Muirhead (Cluarankwai Judo Club)

#### Lifetime Coaching Achievement Award

Jimmy Purves (Just-Judo)

#### Lifetime Volunteer Achievement Award

Janice Graham (Kyu-Shin-Kwai)

### Staffing

The workload that accompanies the hectic events programme was significantly lifted by the appointment of Jo Imrie as our new Events Executive. Jo has brought bundles of energy to the team which has significantly helped in our capacity to deliver so many events, as well as a passion and recognition for the work of our volunteer workforce that has been a catalyst for greater engagement.

### Final word

We can positively reflect upon 2018's judo activity: membership was at its highest peak in 10 years; more gradings were achieved and more members engaged with activity that JudoScotland either delivered or supported.

There was international podium success for both the old guard and a new generation of JudoScotland judoka with a year that included a historic Paris Grand Slam Gold for Sally Conway and Championship medals for both Conway and Sam Ingram.

Not to be outdone the youngsters took the Glasgow European Open by storm with Scottish judoka leading the way for the rest of the British team. The 4 medals won by JudoScotland judoka at the Emirates Arena were won by players with an average age of just 19.

### INTERNATIONAL RESULTS

An overview of the major international results of 2018 can be found below.

<b>Sarah Adlington</b>	2nd – Madrid European Open
<b>Sally Conway</b>	3rd – Zagreb Grand Prix 3rd – Budapest Grand Prix 3rd – Antalya Grand Prix 2nd – European Championships 1st – The Hague Grand Prix 1st – Paris Grand Slam
<b>Sam Ingram</b>	2nd - IBSA World Cup, Antalya 2nd – IBSA World Championships
<b>Stuart McWatt</b>	2nd – Glasgow European Open 1st – Bratislava European Cup 1st – Saarbrucken European Cup
<b>Emily Ritchie</b>	3rd – Glasgow European Open
<b>Alex Short</b>	1st – Glasgow European Open
<b>Josie Steele</b>	3rd – Paks JNR European Cup 1st – Glasgow European Open
<b>Malin Wilson</b>	2nd – European Cup Malaga 1st – European Cup Bratislava

## PERFORMANCE

### Super Sally Takes Paris by Storm



Unquestionably the standout result for a JudoScotland judoka in 2018 came when Sally Conway climbed to the top step of the rostrum at the Grand Slam of all Grand Slams to become the first ever JudoScotland judoka to take Gold in Paris. Not only did she take the top spot but she did so in style by defeating the reigning World Champion and World Number 1, Arai of Japan, in the final by ippon. A day to remember.

### Medals Galore in Glasgow

In October, Glasgow played host to the European Open; an event that saw spectacular scenes from Scottish judoka. 4 years had passed since the Commonwealth Games and although the city was the same, the faces were considerably younger. Indeed, the 4 medallists were barely in their teens during Glasgow 2014.



Josie Steele and Alex Short displayed amazing ippon judo to take the -57kg and -66kg titles with Stuart McWatt and Emily Ritchie joining them on the podium, with silver and bronze medals respectively. This was a senior international where our medal winners were either still juniors or new to seniors – a very encouraging sign.

### DOMESTIC RESULTS

The road to international success invariably starts at home and there was plenty to celebrate here during the year too. The 2018 British Championships saw JudoScotland judoka achieve 13 medals in the pre-cadet event (18% of the medals awarded), 11 medals in the cadet event (16% of the medals awarded), 10 medals in the junior event (18% of the medals awarded) and 13 medals in the senior event (24% of the medals awarded).

### TRAINING OPPORTUNITIES

Over 6500 athlete session attendances were recorded at the JudoScotland National Training Centre in 2018 while further afield JudoScotland athletes trained and competed worldwide with over 80 domestic and international competitions and camps attended by staff and athletes across 4 continents through our pathway programmes in the year.

### SUPPORT

We've been supported by a number of fantastic organisations. It's important to recognise the assistance that these partners, suppliers and supporters made in 2018 and thank them for their continued contribution: 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.



## FINANCIAL REPORTS

The objective of the Board is to operate JudoScotland on a budget near cash break-even, with sufficient reserves to give protection to the business in the event of any unexpected event or fall in funding. The Board has also been prepared to take short-term losses to invest in events and capital equipment, if the expenditure was considered to be in the long-term interest of judo. As with any business, forecasting is difficult, (especially the future!) and funding and expenditure can vary due to events that arise in the course of the year.

In the year to 31st December 2018 I am pleased to report a nominal surplus of £464 after taxation and a strong balance sheet. Turnover for the year declined by £21,838 although a significant aspect of this reduction was due to deferred income. Although the annual accounts demonstrate a drop in overall turnover of some 2.17% against 2017, underlying this figure was an actual increase in revenue generated by the company, which in the current financial climate should be welcomed.

I am pleased to report a reduction in our debtors of some £11,176, or 26.87% against the previous year (2017). We should have no debtors beyond 3-months and there is scope to make further progress and improve the cash-flow to the business.

The introduction of the initial, complementary

membership scheme that had adversely affected the revenue and turnover recorded in the previous years' accounts, would seem to have stabilised, with the deferment of new membership income realised in last year's accounts not having the same impact in the current year.

The budgetary considerations for the Board are always a challenge, in the respect of balancing investment in members and membership benefits, against ensuring that the organisation maintains an appropriate level of reserves. The accounts for 2018 reflect that the Board have once again operated within its set financial procedures, whilst continuing to invest in its membership services, including: Skill sCool; the Kai Club for our younger members; the Grand Prix circuit; Judo Girls Rock programme; and the ever-popular and growing 'Gathering' event.

I would again like to place on record my own personal thanks to my fellow Board members, the professional staff and our accountant, Gordon Mavor Accountants Ltd, for their collective financial propriety throughout the previous year.

**Please find below an abbreviated balance sheet as at 31 December 2018**, with full accounts having been circulated to members JudoScotland Clubs previously.

	31/12/18	31/12/17
<b>Fixed Assets</b>		
Tangible Assets	-	4,787
Investments	2	2
	<b>2</b>	4,789
<b>Current Assets</b>		
Debtors	30,409	41,585
Cash at bank and in hand	393,370	384,651
	<b>423,779</b>	426,236
<b>Creditors</b>		
Amounts falling due within a year	(214,107)	(221,813)
<b>Net Current Assets</b>	<b>209,672</b>	204,423
<b>Total Assets less Current Liabilities</b>	209,674	209,212
<b>Reserves</b>		
Income and expenditure account	<b>209,674</b>	209,212



**JudoScotland**

**Grow**



**Develop**



**Perform**

[www.judoscotland.com](http://www.judoscotland.com)