

THE GUILDFORD ROWING CLUB

ESTABLISHED 1880

The Boathouse, Shalford Road, Guildford, Surrey GU1 3XL

www.guildfordrowing.org

GUILDFORD ROWING CLUB **DEVELOPMENT PLAN 2014 – 2020**

The Guildford Rowing Club Development Plan 2014 - 2020 is the sixth plan to be produced since an increased level of interest in the sport of Rowing in Guildford and its surrounding area indicated the need to look ahead and attempt to chart the progress of the Club over the next five to seven years. It should be read in conjunction with the Guildford Rowing Club Business Plan, the British Rowing Whole Sport Plan (WSP) and the Thames Rowing Council's Development Plan. All of these plans will be up-dated and reviewed on a regular basis.

BACKGROUND

Guildford Rowing Club (GRC) was founded in 1880 and is the only Rowing Club in Guildford. It is also the only Rowing Club based on the River Wey. The stretch of river between GRC and the Pilgrims Way footbridge is used for training, giving an overall length of 1300 metres. As at January 2013 the Club had over 250 members who ranged from 10 years old to over 70, male and female, and including 12 adaptive rowers with a range of disabilities. The Clubhouse sits on land recently purchased by the Club, with significant financial assistance from British Rowing, from Guildford Borough Council. The River Wey is owned and administered by the National Trust to whom the Club pays annual boat registration fees. The Club buildings have been constructed and paid for entirely by Club members over the last 60 years. The Club is self-financing on a day to day basis.

The Aim of Guildford Rowing Club is:

- *To provide the facilities and support to enable as many people from Guildford and its surrounding area to learn and practice the sport of Rowing at both recreational and competitive levels regardless of age, gender, physical ability or ethnic origin.*

The Club and its facilities are used by several local schools for rowing. The Clubhouse is used by the Wey Valley Radio Club and other local organisations as a regular meeting venue. GRC wishes to increase the number of schools which use the Club facilities for rowing during the week, and to continue to offer use of the Clubhouse to local organisations who do not possess their own premises.

GRC is affiliated to the governing body of the sport, British Rowing (BR), and the Thames Regional Rowing Council.

GRC is run constitutionally by annually-elected officers and a committee of ten, whose members provide a broad base of expertise and experience. Where additional expertise or qualifications are required the Committee co-opts individuals as necessary.

The Club achieved Community Amateur Sports Club (CASC) status in March 2004, the first Club to do so in Guildford, has been awarded "Clubmark" accreditation through BR and participates in the National Junior Rowing programme.

In recent years GRC has promoted youth rowing to the extent that Junior (age 18 and under) members now constitute 50% of active Club rowers. The number of women rowing at the Club has also increased and forms 25% of the active adult rowing membership. Having established the Senior and Junior sections of the Club in a sustainable and successful fashion the Club pushed ahead with the formation of an Adaptive (disabled) rowing section. With significant volunteer coaching effort from Club members, and additional support from BR, this section now has 12 members and has established links with the Defence Rehabilitation Unit at Headley Court and Road to Recovery which send servicemen and women to GRC on a regular basis as part of their post-injury rehabilitation process.

Competitive members are drawn from the Senior, Adaptive and Junior membership with regular success at all levels, including amongst the higher levels of national competition which saw the Women's squad win the senior event at Henley Women's Regatta in 2012. Two adaptive members of the Club became World Champions in their events in 2006, one went on to win Gold at the Beijing Olympics, and other members of the squad now compete regularly at an expanding number of domestic events throughout the UK. A GRC Adaptive Olympian competed at the 2012 London Olympics, narrowly missing out on a Bronze medal, and continues to train with the GB squad and has been joined recently by another GRC Adaptive squad member.

CLUB FACILITIES

CLUBHOUSE

The Clubroom and Bar area are heavily used, not only as a club room but for training and as a gym. The *toilets* and *changing facilities* are now *inadequate* for the number of members training on a regular basis and there is an urgent need to provide suitable facilities for the Adaptive Section members. Existing facilities are:

- One male changing room including one toilet and one shower area with 2 shower heads
- One female toilet
- One small female changing room with a shower cubicle

All of these facilities are in need of replacement.

There is *no dedicated area for fitness or land-training on the club premises*. The Junior Squads are able to use the George Abbott school gym and their equipment for regular circuit training in the winter months. All squads use the Clubroom for stretching and core stability exercises.

The Bar is adequate but it lacks a suitable and readily accessible kitchen area, which could be used for preparing hot drinks and snacks together with stock storage.

Requirement:

- *New enlarged changing and toilet facilities for males and females, with disabled access, on a scale commensurate with the numbers using the Club on a regular basis and to allow for a controlled expansion in numbers.*

Action Plan:

- *Continue to undertake minor improvements in the short term to existing facilities where possible and necessary. Method: self help.*

- Investigate possibility of adding to/converting existing building. Method: Committee to research options and obtain initial costings.
- Investigate possibility of construction of new building. Method: Committee to research options and obtain initial costings.

Requirement:

- Improved kitchen facilities within the Clubhouse to cater for the needs of all users and improved storage and washing-up arrangements for the Bar.

Action Plan:

- Continue to undertake minor improvements where possible and necessary. Any major work will be undertaken as part of the Clubhouse improvement project when firm proposals have been established.

Requirement:

- Dedicated Gym area and facilities for land-training.

Action Plan:

- Investigate possibility of adding to or converting existing building. Method: Committee to research options and obtain initial costings.
- Investigate possibility of construction of new building. Method: Committee to research options and obtain initial costings.
- Continue to use local school facilities where available.

BOAT STORAGE

GRC has internal and secure storage space for the Club boats in 3 bays giving direct access to the river. This boathouse building is now approaching the end of its life and parts of the structure are beginning to show signs of structural failure. A further internal area exists to the rear of the Club which is used for the storage of extra sculling boats but without easy access to the river. Excess boats, including all Adaptive boats, are stored on racking at the side of the boathouse and along the edge of the grassed area to the south of the Club plot. External storage is undesirable as the boat fabric deteriorates in sunlight and extremes of temperature, vandals are attracted by the sight of boats in the open and the visual impact of the site from the river is unattractive.

Requirement:

- Additional internal and secure storage for up to 20 boats.

Action Plan:

- Investigate possibility of adding to or converting existing building. Method: Committee to research options and obtain initial costings.
- Investigate possibility of construction of new replacement building with appropriate facilities to support club rowing. Method: Committee to research options and obtain initial costings.

Any major changes to the Clubhouse and Boathouse must be considered against the following factors:

- The River Wey is owned and operated by the National Trust. The Club lies adjacent to a Conservation Area, which is also regarded as being of significant natural beauty. Any plans to increase the size or alter the shape of the building will need careful consideration.
- The Environment Agency has strict guidelines regarding development of property which lies within a river flood plain.
- An expansion of Club facilities will require careful timetabling and consideration to the river space available. River usage would have to be carefully managed if rowers and other river users are to continue to use the river in a safe and appropriate manner. However, the Club believes there are ways of increasing river usage – *see Training and Coaching below*.

EQUIPMENT - BOATS

GRC has a good range of boats suitable for Seniors, Juniors, Adaptive rowers and Novices of both genders. The Club's existing boat stock is as follows:

- 4 x Coxed Fours
- 4 x Coxless Fours/Quads
- 4 x Coxed Quads
- 9 x Double Sculls (1 for adaptive use)
- 1 x Coxless Pair
- 16 x Single Sculls (4 for adaptive use)
- 2 x Training Single Sculls

The Club has undertaken a major boat replacement programme over the last 10 years. The Club will continue to replace old boats with new or second-hand boats and has an Equipment Plan which is regularly reviewed and updated by the Committee. Club requirements always take priority over individual wishes regarding equipment weights and design.

Requirement:

- *Existing fours, quads and doubles to be refurbished or replaced on a rolling basis.*
- *Single sculls to be replaced on a rolling basis as required.*

Action Plan:

- *Funds to be reserved for purchases and refurbishment on an annual basis according to the Equipment Plan as reviewed and approved by the incoming Committee at the beginning of each year.*
- *In order to build up funds for major facilities development the budget for new craft for 2014 and 2015 has been reduced to a minimum figure required to maintain existing stock.*

EQUIPMENT – BLADES (Oars)

Over the last 10 years the Club has purchased a large quantity of new blades - both for rowing and sculling. Several sets have been refurbished as required. The condition of all these blades needs to be monitored constantly as their extensive use results in significant wear and tear.

Requirement

- *Monitor existing stocks of blades to ensure replacement of damaged and worn-out items*

Action Plan

- *Budget to include funds for a rolling replacement programme for blades.*

EQUIPMENT - ANCILLARIES

Cox boxes, loudspeaker systems, safety equipment, walkie talkies, rigging aids, video camera, TV, coaching bikes, indoor rowing machines.

Requirement

- *Regular inspection and maintenance of existing stock is essential.*

Action Plan

- *Club funds to be allocated annually to cover the repair and maintenance of equipment and the replacement of obsolete/broken equipment to a level which ensures maximum availability.*

BOAT TRANSPORT

The Club owns two boat trailers, both of which are modern, well-equipped piece of equipment with suitable capacity for the Club's usual needs.

Requirement:

- *The existing trailers must be properly maintained and a logbook kept to record servicing and repairs, paid for from Club funds as allocated in the annual budget.*

Action Plan:

- *A sum of money will be budgeted for each year towards this maintenance.*
- *Clubhouse development plan to include parking/storage for 2 trailers.*

BOATHOUSE MAINTENANCE

Club members carry out boathouse maintenance unless professional services are required. A budget for both maintenance and improvements is set each year. The Club owns items of equipment to facilitate this activity: lawnmower, strimmer, wheelbarrows, garden tools etc. Substantial flood defences were constructed over the winter of 2001 – 2002 to avoid a repetition of the November 2000 floods, which resulted in a £20,000 insurance claim. However, these defences proved inadequate in December 2013 when the river flooded through the Boathouse and Clubhouse again, although no significant damage was caused. A new, improved bund has now been constructed. There is an ongoing requirement to trim hedges, remove vegetation, cut grass, replace lighting and renew signage. Recently the fabric of the buildings has shown signs of deterioration through age: an assessment is being made of the options for repair or replacement.

Requirement:

- *An ongoing programme of external decoration is to be initiated*

Action Plan:

- *Club members to be organised to carry out decoration as required. The entire Clubhouse and Boathouse were redecorated by Club members in 2014.*

Requirement:

- *Assessment of options for repair or replacement of buildings*

Action Plan:

- *Committee to obtain professional opinion regarding options as part of the Club buildings development/replacement project. Club members may possess relevant experience and/or qualifications for such opinion to be obtained and should be identified as a matter of course.*

TRAINING AND COACHING

BACKGROUND

Rowing is a sport which can be undertaken by any person at a reasonable level of fitness, average ability including some degree of disablement. However, correct training and coaching of individuals is absolutely vital if they are to progress happily and safely. Sculling (with two oars) may be practised by young people as the body is used symmetrically throughout the action. A young person should not begin "sweep-oared" rowing (with one oar) until after puberty when their bodies are sufficiently physically developed and they have undergone their "growth spurt". The Club owns 2 lightweight sculling boats and 1 double scull so that people as young as 11/12 years can be safely introduced to the sport of rowing.

Junior beginners at GRC are grouped by age while older beginners are coached individually until they reach a standard to row with other members of the Club. Mixed sex crews are formed at all levels. Beginners progress from very stable "Aquajog" to fibreglass single and double sculls. Crews are coached in Coxed Quad Sculls or Coxed Fours.

The Club has 14 BR qualified coaches and a similar number of unqualified assistant coaches. For more details see Coaching below.

The River Wey at Guildford is shallow, narrow (with towpaths on both sides), has very little current and is used by few pleasure boats, except at more popular weekends in the Summer months. It is therefore ideal for the coaching of novices (beginners), including adaptive rowers. With good water-space management it is possible for crews to train for competition, which is then supplemented by trips to the River Thames and to rowing lakes such as Dorney Lake near Windsor. The table below shows the extant river use allocation; although some periods are fully utilised there are significant times when the river space could be used by additional groups such as schools, an expanded adaptive section and weekday-members. The second version of the table shows the possible extended river use programme.

Current River Usage by Group

Day/Time	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900
	- 0900	- 1000	- 1100	- 1200	- 1300	- 1400	- 1500	- 1600	- 1700	- 1800	- 1900	- 2000
Mon	Sen										Sen	Sen
Tue	Sen	Sen	Sen	Sen							Sen	Sen
Wed	Sen						Sch	Sch	Jun	Jun	Sen	Sen
Thu	Sen										Sen	Sen
Fri	Sen		Adapt	Adapt					Jun	Jun	Sen	Sen
Sat	Sen	Sen	Sen	Sen	Jun	Jun						
Sun	Sen	Jun	Jun	Jun	Jun	Jun	Adapt					

Key:

Sen = Seniors; Jun = Juniors; Adapt = Adaptive; Sch = School

Notes:

1. The maximum number of boats on the water per session is 4 x 4s, 2 x 2s, 2 x 1s: giving a total of 22 members on the river at any one time. This number can be exceeded but with a reduction in training value. In order to train as a squad there is a requirement for land-based facilities to supplement the river space. However, the changing and toilet facilities are inadequate for groups bigger than 22-25.
2. The evening sessions are only available between April and October due to daylight requirements. Rowing is not allowed on the River Wey after dusk. This time will be utilised in the winter months if gymnasium and indoor rowing facilities can be provided.
3. Sat and Sun afternoon rowing sessions are only feasible between September and April each year due to the large number of private and hired craft, powered and unpowered using the River from Easter through until early Autumn.

Requirement:

- *Greater utilisation of river.*
- *Wider range of land-based training facilities to be made available.*
- *Extended changing and toilet facilities.*
- *Treatment room and specialist facilities for Adaptive rowers.*

Action Plan:

- *In line with the Action Plan described under Clubhouse and Facilities identify additional membership groups, including an expanded Adaptive group, local schools and weekday-only members.*
- *Ensure land training facility is incorporated in Club development proposals.*

Proposed River Usage by Group

Day/Time	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900
	- 0900	- 1000	- 1100	- 1200	- 1300	- 1400	- 1500	- 1600	- 1700	- 1800	- 1900	- 2000
Mon	Sen	Adapt	Adapt	Adapt	WD	WD	Sch 1	Sch 1	Jun	Jun	Sen	Sen
Tue	Sen	Adapt	Adapt	Adapt	WD	WD	Sch 2	Sch 2	Sch 2	Sen	Sen	Sen
Wed	Sen	Adapt	Adapt	Adapt	WD	WD	Sch 3	Sch 3	Jun	Jun	Sen	Sen
Thu	Sen	Adapt	Adapt	Adapt	WD	WD	Sch 4	Sch 4	Sch 4	Sen	Sen	Sen
Fri	Sen	Adapt	Adapt	Adapt	WD	WD	Sch 5	Sch 5	Jun	Jun	Jun	Jun
Sat	Sen	Sen	Sen	Sen	Jun	Jun	Jun	Jun				
Sun	Sen	Jun	Jun	Jun	Jun	Jun	Adapt	Adapt				

Key:

Sen = Seniors; Jun = Juniors; Adapt = Adaptive; Sch = School; WD = Weekday members

TRAINING EQUIPMENT

The Club owns ten Concept 2 Ergometers (rowing machines) for land-based fitness training. The Clubhouse can be re-arranged and used as a gym and a classroom but the club has no classroom equipment. The Club also owns two boat-trailers, which carry up to 21 boats and are used regularly for training on the River Thames as well as attending competitive events. With Juniors and Novices it is vital for some training to be conducted in a classroom environment and for fitness to be assessed and improved before getting into a boat. All oarsmen and women must carry out extensive land based fitness training before competing. The ergometers are in constant use.

Requirement:

- Land training facilities as part of the Clubhouse redevelopment.
- Heart Rate Monitors and dedicated space for the ergometers and other land-based fitness training.

Action Plan:

- Identify options for providing land-based training space. Method: Committee to explore all options and obtain budget costings.

COACHING

Background. Until 2006 BR had four levels of coaching award of which the first two were specifically designed for school, college and club rowing, while the third qualified the coach to national level. The BR scheme has now been brought in line with the UK National Coaching Certificate (UKNCC) scheme:

Instructor's Award	Examinable	Introductory level – UKNCC Level 2
Bronze Award	Examinable	Intermediate level – UKNCC Level 3
Silver Award	Examinable	National Level – UKNCC Level 4
Gold Award	Examinable	International level – UKNCC Level 5

Current Situation. At March 2014 GRC has 14 members qualified to BR Instructor Award standard – i.e. UK Level 2 - 3 of whom are working towards the Bronze (Level 3) standard. The more experienced club members help with coaching of Juniors and Novices. Coaching is conducted from the banks of the River Wey and there is no requirement for a coaching/safety launch. Schools which use the Club during the week provide their own coaches supplemented by Club coaches when available.

The number of available coaches limits the number of squads and crews that can be coached. More experienced rowers need to be recruited as coaches and encouraged to qualify at UKNCC Level 2. Coaches need to share experience on a formal basis. Coaches should update their skills through the BR coaching scheme on a regular basis. Coxswains as well as rowers should receive specific coaching.

In 2007 the Club was selected by the Henley Stewards Charitable Trust to receive a qualified Coach through their bursary scheme. The assigned coach would work with GRC for 2 years whilst studying for a sports-related degree at a local university. In 2009 the Club was again assigned a Coach on the same basis and again in 2011 – uniquely as usually this scheme is limited to two consecutive rotations. This additional qualified coaching has been of great benefit to the Club.

Requirement:

- *To recruit and train more coaches for all squads.*

Action Plan:

- *By Dec 2014 two additional Coaches to be qualified to UK NCC Level 3. Method: Existing IA/UK NCC Level 2 qualified members to be encouraged to complete National Coaching Foundation Key Courses and Workshops with financial assistance from Club and local Council.*
- *By Dec 2016 Club to have 4 Level 3 coaches and 16 Level 2 coaches. This figure may have to be reviewed according to numbers of new Junior and Novice members.*
- *This number of coaches to be maintained by regular recruiting of members to be coaches to replace those who leave.*

PROMOTION OF THE CLUB AND THE SPORT OF ROWING

GRC publicises its successes and activities regularly through the local newspaper and occasionally through "Rowing" magazine. The Club has featured on national television twice in recent years.

Most recruitment has been through the Club web-site or by word of mouth with existing rowers bringing along friends. The dropout rate tends to be 50-60% for seniors and 10% for juniors as some find rowing not to their liking. Having taken up rowing there are two other phases when members leave - when juniors leave the area to continue their education (although they often return to row during their vacations) and when competition starts to become more difficult after rowers have passed through novice status.

PUBLICITY

A weekly Club Newsletter is produced and distributed electronically to all members, which contains items of current interest and other relevant information. The Club is not yet sponsored by any firm

or individual. A Club web site was set up in 2001 and has been extremely successful in keeping existing members informed and in recruiting new members.

Requirement:

- *The Club must identify and secure sponsorship from local firms and individuals.*

Action Plan:

- *Identify possible sponsors by Summer 2014.*
- *Prepare briefing day/evening for potential sponsors.*
- *Notify County Radio/ Eagle Radio of all rowing events and results.*
- *Notify Surrey Advertiser of all rowing events and results.*
- *Notify local Sports Council of GRC news using Newsletters.*

RECRUITING AND RETENTION

Currently, recruiting and retention at the Club are extremely good – the Club is technically full. As the only Rowing Club in the area there is a great demand for places: members of the public who have rowed previously can usually be accommodated within their relevant squad but the teaching of those new to the sport requires addressing with waiting lists of both Seniors and Juniors of between 100 and 200 in each group at any time.

Different groups of members have different requirements; all of these must be recognised and addressed to answer the aspirations of as many members and potential members as possible. As already stated, GRC must attract Juniors of both genders to produce a base for the Club from which to expand participation in both recreational and competitive rowing. Once these Juniors have been recruited, the Club has to act positively to retain them and provide meaningful progress within their rowing career. Formal training and participation links have been established with 2 local state secondary schools – George Abbott and St Peters.

The Senior membership is vital to the future of the Club - they not only carry the name of Guildford to competition, they set an example to the younger members and they are the coaches of the future. It is difficult to persuade experienced oarsmen and women to join Guildford when other, bigger Thames-based Clubs beckon. Once someone has been persuaded to join they must be retained.

Requirement:

- *Full membership should be maintained in order to provide income from subscriptions.*
- *In order to answer the needs and aspirations of the local community spaces in groups should be filled whenever possible.*
- *Careful monitoring of inflow and outflow of members in order to offer space to aspiring members whenever possible.*
- *Expand the active membership of the Club - see table below.*

Club Membership Prediction – post Development

Active Members	Dec 12	Dec 13	Dec 14	Dec 15	Dec 16
Senior Men	50	50	50	55	60
Senior Women	50	50	50	55	60
Junior Men	50	50	50	55	60
Junior Women	50	50	50	55	60
Adaptive	12	12	12	20	30
Schools				30	45
Weekday				20	30
Total	212	212	212	290	345

Notes:

1. *Until the Clubhouse can be developed/rebuilt as described above the expansion in numbers rowing cannot be undertaken. The figures for 2015 assume the rebuild has happened, although this date may be optimistic given the significant fund-raising and planning obstacles which may have to be overcome.*
2. *In addition to the figures above the Club has 7 life members and a number of social members, coxswains and coaches who pay a reduced membership fee. Total membership is approximately 250.*
3. *Concessionary fees are available to Juniors, Students, Adaptive rowers, those over 70 years of age and anyone suffering financial hardship.*
4. *The Schools figures represent the likely number of pupils rowing on weekday afternoons as part of their curriculum. Some individuals may also join the Club as Juniors. Each school could bring 10-15 pupils.*
5. *Weekday members are a suggested new classification of membership which limits rowers to weekday sessions. These members may move to full membership when spaces become available.*

Action:

- *Identify additional training periods – see Training above.*
- *Improve and expand facilities to cater for increased numbers of schools and other groups using the Club for rowing.*
- *The Membership Secretary to be responsible for Recruiting with targets as agreed and regularly reviewed by the Committee.*
- *The Captain and Vice-Captains to monitor the Senior membership in order to identify potential coaches and to liaise with local schools to increase use of facilities by Juniors.*
- *The profile of GRC is to be raised by regular participation in local events such as charity days, raft races etc.*
- *The possibility of establishing a Guildford Schools Rowing Association is to be investigated to provide local identity for our schools groups when competing in national events.*

Breakdown of Current Club Membership by BR Membership:

	Male		Female		Total	
	British Rowing Members	Club Members	British Rowing Members	Club Members	British Rowing Members	Club Members
Under 14s	10	20	10	20	20	40
Aged 14-24	20	30	20	30	40	60
Aged 25-34	20	30	20	30	40	60
Aged 35-44	10	15	10	15	20	30
Aged 45-54	10	10	10	5	5	15
Aged 55-64	5	10	1	1	6	11
Aged 65-74	0	3	0	0	0	3
Aged 75-84	0	0	0	0	0	0
Aged 85+	0	0	0	0	0	0
Totals	75	118	71	101	146	219

Club Financial Plan – Income – 2015 to 2019

Income Type (Years end 31 st March 30.03.2013)	Year 1 2015 (£)	Year 2 2016 (£)	Year 3 2017 (£)	Year 4 2018 (£)	Year 5 2019 (£)	Total (£)
Facility / Equipment hire	0	0	1000	1000	1500	
Fees / Subscriptions	35000	40000	45000	50000	50000	
Coaching / Tuition fees	0	5000	5000	10000	10000	
Bar / Cafe	2500	3500	4500	5000	5500	
Sponsorship	5000	100000	5000	5000	5000	
Other (Fundraising)	2000	300000	10000	5000	5000	
Totals	44500	448500	69500	76000	77000	

Club Financial Plan – Expenditure – 2014 to 2019

Cost Description	Year 0 2014 (£)	Year 1 2015 (£)	Year 2 2016 (£)	Year 3 2017 (£)	Year 4 2018 (£)	Year 5 2019 (£)	Total (£)
Revenue Costs							
Salaries		0	0	5000	10000	10000	
Administrative costs		100	500	500	500	500	
Marketing / Promotion		0	0	0	0	0	
Research and evaluation		0	0	0	0	0	
Hire charges (Equipment / Facility hire)		0	0	0	0	0	
Heat / Light / Energy		3000	3000	3500	3500	4000	
Cleaning		1000	1000	1200	1200	1500	
Maintenance / Repairs		5000	5500	6000	6500	6500	
Rates		250	250	300	300	300	
Other costs		1000	1500	1500	1500	2000	
Total Revenue Costs		10350	11750	13000	13500	14800	
Capital costs							
Capital expenditure - Facilities		0	400000	200000	2000	2000	
Capital expenditure - Equipment		0	0	10000	15000	15000	
Non-recoverable VAT - Capital							
Total capital costs		0	400000	210000	17000	17000	
Total project costs		10350	411750	223000	30600	31800	

Facility Development Costs

Type of Cost	Item	Total £
Land purchase	Land purchase fees	7000
Construction costs	Preliminaries	30750
	Substructure	50000
	Superstructure	123000
	Subtotal	243750
External works	External works	10000
	Drainage	
	Subtotal	10000
Surfaces / Floodlighting	Fencing	
	Surfacing	
	Floodlighting	
	Subtotal	0
Fees / Surveys	Investigation surveys	2000
	Professional fees	20000
	Subtotal	22000
Statutory payments	Planning fee	1155
	Building regulation fee	1400
	Other	1000
	Subtotal	3555
Equipment	Non-personal sports equipment	
	Fittings and furnishings	25000
	Subtotal	25000
Miscellaneous costs	Inflationary increased costs/contingencies	25000
	Other	
	Subtotal	25000
Total facilities' cost		329305

Project Funding

	Yr 0 (£)	Yr 1 (£)	Yr 2 (£)	Yr 3 (£)	Yr 4 (£)	Yr 5 (£)	Total
Total revenue costs		10350					
Total capital costs	0	150000					
Total project costs	0	160350					
Project income		142500					
Organisation's own contribution	0	50000					
Grants	0	42500					
Loans / Other funding	0	0					
Total project funding (excluding NGB funding being requested)	0	92500					
Total amount requested from NGB	0	50000					
Amount requested as % of total estimated costs	0	30					

SUMMARY

Guildford Rowing Club is a well-established Club and holds a unique position in the local community and the rowing world. The river is small but ideal for introducing people of all ages and abilities to the sport of rowing. Over the next five to seven years the Club wishes to:

- Retain its existing membership.
- Identify areas where rowing activities could be enhanced and extended in both duration and scope in order to expand membership in a controlled fashion in line with facilities improvement.
- Replace the existing Clubhouse and Boathouse with modern, well-equipped buildings, incorporating flood mitigation measures and land training facilities.
- Undertake a significant expansion of the Adaptive rowing activities conducted at the Club.
- Operate from a Clubhouse fit for the 21st century incorporating modern and sustainable features whilst retaining the ethos of an inclusive and local sports Club.

It proposes to do this by:

- Raising significant funds from the local business community, securing grants from Sport England and British Rowing, attracting funding from military rehabilitation organisations and charities and from Club members.
- Establishing a programme of Adaptive rowing which responds to civilian and military requirements, based on the existing Adaptive section and with British Rowing and Military support.
- Retaining established links with local schools and organisations.

- Identifying up to 4 additional local schools and establishing rowing as a sports curriculum option to be carried out during weekday afternoons.
- Raising the Club's profile in the local community.
- Regular maintenance and improvements to the Club's boat stock.
- Minor improvements to training aids.
- Raising the standard of coaching within the Club.
- Maintaining the Clubs participation in Junior and Senior competitions.
- Supporting the Adaptive section.

In order to achieve the above it will be necessary to undertake a major rebuild of the Clubhouse, and the addition or inclusion of a land-training building. Such a development would ideally take place whilst maintaining Club rowing activity and membership levels.

The aim of such a major development would be to retain the essential character of the Club as an important and well established Guildford institution and as a place where anybody can learn to row or continue to row at a standard which enables them to derive the maximum satisfaction and enjoyment from the sport of rowing.

Please address any enquiries about this Plan to the GRC Committee c/o Danny Skillman, on 01483 568648, 07710 287369 or dannyskillman@uwclub.net.