



Scottish Rowing Facilities Strategy

20 September 2012

1. Introduction and Background

1.1. The Purpose of the Strategy

1.1.1. In the autumn of 2011, Scottish Rowing, in partnership with **sportscotland**, invited Porteous Leisure to support them in the development of a 10-year facilities strategy with the following aims:

- To support the delivery of Scottish Rowing targets for participation by:
 - Addressing capacity issues to allow clubs to expand
 - Ensuring clubs are fit for purpose in terms of amenities and safety, providing a club environment which can attract recreational members
 - Ensuring clubs are able to meet the access needs of all users where appropriate – in particular juniors and where appropriate adaptive rowers
- Support the delivery of Scottish Rowing performance targets by identifying gaps against known needs for additional performance facilities
- Provide a clear picture at club level of local requirements in the context of the national strategic plan targets and from this to:
 - Enable the prioritisation of investment in the constrained financial environment.

1.2. Background

1.2.1. The sport of rowing in Scotland has a history going back to the 19th Century with regattas from at least 1830 attracting crowds of up to 50,000.¹ The sport spread steadily throughout Scotland but the constraint on development has always been the availability of the smooth areas of water that the sport requires. While Scotland certainly possesses many areas of inland water in the form of lochs, very few provide the conditions required for the sport especially in locations with the population for sustain a club.

1.2.2. The sport took a major step forward in 1975 when the purpose built rowing course was created by the diversion of the River Clyde in Lanarkshire. The Strathclyde Park facility has hosted a range of international events including the 1986 Commonwealth Games, the 1996 Junior World Championships, the 2005 World Masters Championships and the 2007 World Under 23 Championships. The cost of developing purpose built facilities like the course at Strathclyde Park means that it is extremely unlikely that there will be any further facilities of this type built in the country and the main focus of the strategy has to be on ensuring that the existing facilities are fit for purpose and capable of absorbing increasing interest in the sport and encouraging higher standards of performance.

1.2.3. Interest in rowing is certainly growing not least because of success of British Rowers in successive Olympic Games. For Scotland to benefit fully from this increase in interest and demand, facilities and club organisation have to be of a standard appropriate for the needs of 21st Century participants. There are a number of venues in Scotland where that is certainly the case but, equally, there are a number of locations that have long been in need of significant investment.

1.2.4. In many sports, the role of universities would be of marginal significance. Because rowing is a late development sport this is not the case and the university boat clubs provide both a high standard of performance and an important route to attract newcomers to the sport.

¹ Ged O'Brien, *Played in Glasgow* (Edinburgh: Historic Scotland, 2010)

1.2.5. Finally by way of background, it is important to note again that the main factor restricting the spread of the sport in Scotland is certainly the availability of water of the length and quality and in suitable locations for clubs to form. Scotland does not have a comparable number of river locations to those available in England. In recent years there has been an extensive and focused programme of investment in English rowing facilities to reflect the success of the sport and the increased demand for participation. This strategy seeks, similarly, to focus on maximising the potential of the existing club sites in Scotland rather than proposing a major programme of developing new venues.

2. Developing the Strategy

2.1. Steering Group and Consultancy Support

2.1.1. A Steering Group drawn together by Scottish Rowing and chaired by its President Mike Morrice has led the development of the plan. The Steering Group has been supported by Brian Porteous from consultants, Porteous Leisure. The consultants were commissioned in the autumn of 2011 to undertake a series of tasks to inform the Steering Group and enable them to structure a plan which best met the needs of the sport. The Steering Group has been responsible for all the key decisions about the content and approach of the Strategy. Members of the Steering Group are listed in **Appendix One**.

2.1.2. The consultancy brief for the project included the following tasks:

- Identify the facility implications of participation and performance targets in the Scottish Rowing Strategy
- Review existing knowledge of facility provision
- Assess the supply of and demand for facilities from both a performance and participation perspective
- Prioritise needs
- Consult key partners to identify
 - Key issues for facility provision
 - Barriers to facility improvements and access
 - Opportunities for facility improvement
 - How partners can contribute to the overarching strategy

2.1.3. In addition to meetings with the majority of clubs and visits to all sites, discussions have also taken place with a number of relevant local authorities and British Waterways Scotland. Two meetings also took place with groups of club representatives.

3. Review of the Scottish Rowing Centre

3.1. Present Structure

3.1.1. Strathclyde Park Loch was created as a purpose built water sports facility in the early 1970s and provides Scotland with its only international standard rowing course. The facilities were further enhanced in 1986 for the Commonwealth Games by the provision of a timing tower. The venue has also staged the 1996 Junior World Rowing Championships, the 2005 World Masters Championships and the 2007 World Under 23 Championships. Additionally, the venue has staged British and Commonwealth Championships on a regular basis and is the venue for Scottish Championships and other major regattas.

3.1.2. In addition to the international standard course, the original building contains changing and boat storage facilities. The overall site is managed directly by North Lanarkshire Council.

3.1.3. In 2002 Scottish Rowing, with support from sportscotland, created a purpose built national rowing centre as an extension to the main water sports building.

This centre houses a rowing tank, extensive gym facilities, the Scottish Rowing office, physiotherapy facilities and a meeting room.

- 3.1.4. The centre is managed by a subsidiary company of Scottish Rowing – Scottish Rowing Centre Ltd. Scottish Rowing employs a gym manager and further staffing for the gym and cleaning services are provided at cost by North Lanarkshire Council.
- 3.1.5. In addition to managing the land-based facilities, the Centre also manages the hire and maintenance of the Scottish Rowing boat fleet for use by clubs and others.
- 3.1.6. In addition to the use of the facility for major events, Strathclyde Park is an important club venue for Strathclyde Park Rowing Club and Heriot Watt and Edinburgh Universities.

3.2. Relationships with North Lanarkshire Council

- 3.2.1. With the exception of the Scottish Rowing Centre, North Lanarkshire Council has responsibility for the management of the whole of Strathclyde Park. Specifically, they are responsible for the management of the loch and fees for use of the water go to the Council. The Council is also responsible for safety boat cover whenever the water is in use.
- 3.2.2. Perhaps inevitably, when other stretches of water are available free of charge in Scotland, concerns were expressed about the level of charges for water use and also about the need to have North Lanarkshire safety cover when rowing launches were also on the water.
- 3.2.3. Relationships between North Lanarkshire Council and Scottish Rowing have been strained in recent years by financial issues in respect of major events but it is hoped that these will be resolved shortly. Consultation with Council officials has confirmed the Council's interest in maintaining the facility as a major international venue for rowing, a venue for club activities and a facility for introducing young people to the sport.
- 3.2.4. While different management models like inclusion of the facilities in the Council's Leisure Trust might be considered in the future, the Council is not expected to make any changes in the management arrangements in the short term. It is critical therefore that the partnership between the Council and the sport is as strong as possible and in the light of the proposals contained below.

3.3. Opportunities and Challenges

- 3.3.1. The Strathclyde Park facilities are vital to the continuing success of Scottish Rowing at every level and it is important that the Council, Scottish Rowing and **sportscotland** work closely to ensure that the venue continues to be of the highest standard for international competition and for training and development.
- 3.3.2. A recent unsuccessful bid for the World Rowing Championships identified the need to upgrade some of the existing infrastructure and also the possible need to move the finish tower to allow TV coverage on the finish line. The estimated costs of moving the tower would have been of the order of £1m. Further investigations suggest that simpler technical solutions could be found to avoid this major cost and we do not suggest in this strategy that provision need be made for the moving of the tower.
- 3.3.3. Consultation with all the clubs and with Scottish Rowing staff has identified that a major problem at Strathclyde Park limiting development is the lack of sufficient boat storage provision and this is a matter to which we return below in the recommendations section of the report.
- 3.3.4. Scottish Rowing is in the process of developing a strengthened performance development structure throughout the country to further enhance the chances of young Scottish Rowers making it into British squads and teams. Strathclyde Park is an extremely important facility for national training purposes. There is

however, presently no formal boat provision programme for national training purposes.

- 3.3.5. As we have indicated above, Scottish Rowing Centre Ltd manages the Scottish Rowing Centre on behalf of Scottish Rowing. It has proved impossible to obtain an original business case or business plan produced when the Centre was being planned from either Scottish Rowing or **sportscotland** and it is difficult therefore to judge whether the Centre is performing to expectations. Essentially, the default model being used is for the income from managing the gym as a public facility to offset the costs and Scottish Rowing receive no external grants to support the centre or even to fund their office costs on the site.
- 3.3.6. We are concerned that the default business model is simply unsustainable. Public gym use is in decline because of the economic situation and large local authority providers are reporting major challenges from low cost facilities. Despite the quality of the gym and the hard work of the gym manager, we doubt whether the gym will generate sufficient income in future to cover the costs of operation and this will mean that the Centre could be an on-going drain on Scottish Rowing resources.
- 3.3.7. Even if the concept of funding the revenue costs of the Centre from public gym use at the outset was valid, there is a clear opportunity cost in respect of the compromises to accommodate public use. Not only is use by rowers constrained but the layout of the gym and the type of equipment provided is not optimised for rowing use.
- 3.3.8. The final comment to make is that it is ideal for Scottish Rowing's staff to be based at the Centre but the office facilities are simply too limited for the growing organisation.

4. Audit and Discussions with Clubs

4.1. Approach

- 4.1.1. With the exception of George Heriot's School where it was possible only to inspect the outside of the boathouse, it was possible to visit all clubs and to inspect their facilities. While it is important to stress that no attempt was made to carry out a detailed dilapidations survey of the buildings, it was possible, in discussion with the club representatives, to gain a good understanding of the challenges and opportunities they were facing.
- 4.1.2. The audit of each site contains the following:
 - The facilities available
 - Their condition
 - The water
 - The club's aspirations and challenges
 - General comments about the way ahead
 - Club boat stock (excluding private boats stored on site)
- 4.1.3. Summaries of the assessment of each site are provided in **Appendix 2**.

4.2. General Conclusions from the Audit

- 4.2.1. As can be seen from the detailed analysis in **Appendix 2**, Scottish Rowing has some excellent facilities and many clubs committed to growing the sport. Where there is the mix of good provision and committed clubs then the sport is growing. This shows the overall potential if only the facilities that fall short of being fit for purpose could be brought up to standard.
- 4.2.2. The geographical distribution of clubs is essentially determined by the availability of reasonable water. The example of the growth of Castle Sempole Rowing Club in particular shows the growth that can be achieved even close to larger centres of population with established clubs when there is the commitment of club members to developing facilities and providing coaching.
- 4.2.3. Ideally therefore, Scottish Rowing and its clubs should seek to bring all the existing facilities up to an acceptable standard or find alternative new provision across the 10-year timescale of this strategy. However, it is important to realise the difficult public sector funding background against which this strategy is being developed and the projects most likely to succeed are those that have the greatest drive from the clubs themselves.
- 4.2.4. It will be of concern to Scottish Rowing to note facilities that are in a very poor or derelict condition. Careful thought needs to be given by these clubs to how they use these facilities even in the short term.

5. Key Proposals

5.1. A Development Hierarchy of Facilities

- 5.1.1. As has been expressed above, the sport of rowing in Scotland is limited by the availability of quality water and there are no simple and cost-effective solutions to this problem. The question therefore is how best to maximise the developmental impact of all the existing sites to support increased participation in the sport and to sustain an effective performance pathway enabling Scottish rowers to continue to reach Olympic teams and squads?
- 5.1.2. The Steering Group concluded that there should be three levels in their facilities hierarchy:
 - **The Scottish Rowing Centre** – continuing to provide a venue of international quality for national level training and high-level competition.
 - **Development Hubs** – multi-club venues in major centres of population with the capacity to support performance development and training and increasing participation across the school/university/adult spectrum. Development hubs will also form the cornerstone of the Scottish Rowing performance structure providing the centres where performance coaches can work with local talent squads. The three identified Development Hubs proposed in this strategy are Aberdeen, Glasgow and Edinburgh. Additionally, the Scottish Rowing Centre also fulfils the role of a development hub. The needs of the individual Development Hubs are considered below.
 - **Development Clubs** - single club sites where the clubs are committed to growing participation in the sport through the development or maintenance of fit for purpose facilities and through the provision of development initiatives and coaching in partnership with local authorities and other agencies. It is to be hoped that all clubs not in Development Hub clusters will want to be Development Clubs as the health of the sport in Scotland really needs them but this will be a matter of individual choice and commitment by the clubs involved.

Where the clubs make that commitment, then Scottish Rowing will support them. It is important to note that a number of clubs are involved in **sportscotland** multi-sport hub discussions (not to be confused with the Development Hub concept above) as part of a major **sportscotland** initiative and this may well strengthen their ability to obtain investment.

5.2. The Scottish Rowing Centre

5.2.1. As has been discussed above, the Scottish Rowing Centre at Strathclyde Park is a vital resource for all aspects of Scottish Rowing but to maintain that position and to maximise its value to the sport requires some investment and a critical look by Scottish Rowing at how it manages its indoor facilities.

5.2.2. We recommend that an urgent review be carried out of the Scottish Rowing Centre Ltd. In discussion with **sportscotland** and North Lanarkshire Council to develop a new, more relevant and robust business plan for the Centre that demonstrates how the Centre can maximise its contribution to the sport. This plan might include the following:

- Consideration of inviting other sports including, for example, canoeing and triathlon, to become involved with the centre
- Ending the role of the Centre as a public gym and making it a dedicated gym for rowing, and a limited number of relevant sports and clubs
- Moving from a staffed centre to a key-holder access system
- Reconfiguring the equipment for the new users
- Carrying out minor building work to create more office space for Scottish Rowing staff

5.2.3. It is important to note that some of the options indicated above involve possible different staffing structures and it will be important to involve all staff carefully in the consideration of these options before coming to any final conclusions.

5.2.4. There will be financial consequences both in revenue and capital terms if these changes are to be achieved but, on the basis that the current model is unsustainable, it is critical to find a new way of operating the Centre where the costs can be justified and supported by **sportscotland** because they make a major and relevant contribution to the sport. The alternative of the status quo will, in effect mean an increasing level of subvention going from the sport to public gym users. In capital terms the investment required will be relatively limited (a possible budget figure of £50k) and should include the following:

- Creating larger office space for Scottish Rowing staff
- Building extra weights platforms for strength and conditioning work.

5.2.5. The second aspect of the Scottish Rowing Centre that needs to be addressed is boat storage. It is clear from consultations that the lack of storage is a major limiting factor for both club and national use of the facility. Discussions with North Lanarkshire Council have suggested no major opposition to finding a solution to this problem. A number of alternatives could be considered in partnership with the Council including:

- Building replacement storage for North Lanarkshire equipment to free up further boat bays in the existing building
- Building an additional boat storage shed in the existing compound adjacent to the car park
- Building an additional boat storage shed with direct water access.

5.2.6. Further work is required in discussion with the Council to identify the most appropriate option but a budget figure of up to £250k dependent on planning considerations should provide storage to allow for growth.

5.2.7. We recommend that **sportscotland** and Scottish Rowing consider the mechanics of a boat provision and replacement programme for national

purposes. As the performance programme is implemented it will create a demand for more high quality boats at Strathclyde Park.

- 5.2.8. Finally in terms of the Scottish Rowing Centre, we recommend that efforts be made to create a renewed and strengthened partnership with North Lanarkshire Council through the creation of joint development group to oversee the renewal of the facilities and programmes.

5.3. Development Hub Criteria

5.3.1. The criteria for the recognition of a Development Hub are as follows:

- Multi-club venues bringing together schools, university and senior activity
- Major commitment from the clubs to work together closely and the organisational capacity
- Situated in major centres of population
- Working with local schools
- Quality water with the capacity to absorb more activity
- Coaching and leadership capacity to generate growth
- Financial resources from within the clubs and from local partners.

5.4. Development Hub- Aberdeen

5.4.1. The Aberdeen site on the River Dee is in effect functioning already as a Development Hub with good quality facilities available for the senior club, schools and universities.

5.4.2. Three priorities exist to complete the effective development of this Hub. The first is for Aberdeen Schools Rowing Association to complete the proposed extension to give them the capacity to attract even more participants.

5.4.3. The second is for the two universities to discuss how best to meet the needs of student rowers possibly by redeveloping one of the two university boathouses into a modernised facility.

5.4.4. Thirdly, while good co-operation exists on the site, even more impact might be realised from the combined provision on the site if there could be a shared vision and more effective partnership working.

5.5. Development Hub – Glasgow

5.5.1. The challenges being faced by the clubs around Glasgow Green are identified in the audit at **Appendix 2**. The mix of senior clubs, a schools association and two university clubs should provide the ideal basis for growth and development but the lack of fit for purpose facilities or even facilities which will survive for another year or two, is a major challenge for the sport.

5.5.2. Discussions to resolve the problem have been on going for over 15 years but the need for a resolution is now especially urgent because at least two of the organisations involved, Glasgow University and Glasgow Schools Rowing Association must expect to lose the use of their facilities shortly because of the physical dilapidation of the boathouse they share.

5.5.3. Developing a new boathouse on the Clyde in Glasgow Green for up to 5 separate organisations was never going to be an easy exercise especially because of the size of the boat storage needed and the design quality required for Glasgow's most historic park. Various options have been considered and Glasgow City Council architects have now developed an excellent design for a shared facility. At £4.5m, the proposed development appears expensive but given the site constraints and the size of the boat fleet to be accommodated, the architects believe it to be the most cost-effective solution.

- 5.5.4. At the time of writing this strategy, EKOS Consultants were producing the latest business plan for the proposed facility for the Glasgow Boathouse Trust and their draft conclusions confirm the challenges of finding the resources for the size of development required.
- 5.5.5. The challenge here is the capital sum involved. Some of the clubs have been making provision for investment and the universities are also aware of the need to support the initiative. It is unlikely that the total sum available from the club partners would exceed £0.75m, a relatively small component of the capital cost.
- 5.5.6. Both Glasgow City Council and **sportscotland** are aware of the proposals but, at the time of writing, no formal approach had yet been made to either organisation.
- 5.5.7. There is the potential for a major impasse here that could lead to rowing ceasing on the north bank of the Clyde in Glasgow. Options for a lower quality building have been discounted on the proposed site and therefore the only viable alternative would seem to be for the clubs involved to relocate to facilities at Strathclyde Park, Castle Semple and Loch Lomond. None of these alternatives would be ideal and it is hard to see how they would allow rowing to maximise its impact in Glasgow.
- 5.5.8. The absence of a “Plan B” for Glasgow Green is concerning. While the clubs involved are committed rightly to the major redevelopment project, if it proves impossible to find the resources needed then they may need to try again to come up with more modest alternatives.
- 5.5.9. The conclusion of this strategy is that the development of the Glasgow Green boathouse should be a major priority for Scottish Rowing and for its funding partners and that once the new business plan has been fully considered, urgent discussions should take place amongst the main partners to find a way ahead. In addition to the need for funding from the Council and **sportscotland**, attempts should also be made to find other charitable sources that might support the development.
- 5.5.10. One final important issue on which to comment would be the position of Glasgow Rowing Club which has its facility on the South bank of the Clyde. That Club has an excellent facility and it is important to recognise the contribution they would continue to make to a Development Hub on the Clyde and to include them as part of the cluster of activity at that location.

5.6. Development Hub - Edinburgh

- 5.6.1. As is discussed in the Club audit at **Appendix 2**, St Andrew Boat Club has been preparing plans for the redevelopment of their facilities for some time. More recently, British Waterways and Edinburgh Leisure, the trust that runs Edinburgh City Council’s sports facilities, have brought the rowing and canoe clubs based on the canal together to discuss the creation of a community sports hub for water sports at the Meggetland site.
- 5.6.2. Presently St Andrew, Edinburgh University and George Watsons and George Heriots Schools are all based near to each other on the canal and, despite the significant limitations of the canal, this is seen as an important Development Hub location for the sport.
- 5.6.3. The British Waterways (BW) proposal for the water sports centre is estimated at £2.5m and BW have indicated a financial commitment of the order of £500k towards the project. Discussions with senior officials at Edinburgh City Council indicate that it would be extremely unlikely indeed for the City Council to make any major financial contribution.
- 5.6.4. It is nonetheless vital for Edinburgh to be a Development Hub location and this strategy proposes, if the major facility fails to attract sufficient funding, that the Hub be achieved by the more modest redevelopment of the St Andrew boathouse and improved co-operation among the clubs around the canal site.

5.7. Future Development Hubs

- 5.7.1. The three proposed Development Hubs plus the Scottish Rowing Centre recognise the present locations that meet the Development Hub criteria. These four locations do not however provide complete coverage of the major population centres of the country and it would be useful in the long term to look to establish further development hubs in the Perth/Dundee area and to see Inverness move on, hopefully from being a Development Club, to create a Development Hub on the excellent waters of the Caledonian Canal once the University of the Highlands and Islands Campus is fully established.
- 5.7.2. Initial moves by St Andrews University to build dedicated facilities on the Perth Sailing Club site could be a useful first step towards the creation of an open club in the Perth/Dundee area and in this could, in the longer term provide the base for a Development Hub.

5.8. Development Club Criteria

- 5.8.1. The basic aim of this strategy is to encourage all clubs not in Development Hub clusters to commit themselves to the development of the sport in their area and, where necessary to look to develop their facilities to that end. It will be up to clubs to opt in to the Development Club category when they are able to meet the criteria for Development Clubs.
- 5.8.2. The following criteria have been identified for Development Club Centres:
- Single club venues
 - Clear catchment area
 - Quality water with the capacity to absorb more activity
 - Coaching support
 - Working with local schools
 - Club organisational capacity and commitment
 - Financial resources from within the club and from local partners.

5.8.3. The following table shows an analysis of the present club network outside the proposed Development Hubs and, where relevant, their proposals for development.

CLUB	Facility Status	Estimated Cost
Castle Semple Rowing Club	The club is very well advanced with its plans to work with other water users to develop a centre to cope with the growth in activity generated. Some partner funding is already in place.	£680k
Inverness Rowing Club	With the link road route now identified, the club has a great opportunity to work with British Waterways, Highland Council and other partners to develop their facilities to include changing, social and indoor training provision.	No specific plans exist yet but based on similar developments elsewhere a budget allowance of £750k would be wise.
Loch Lomond Rowing Club	The club urgently needs to move from or modernize its semi-derelict facilities. Discussions about the creation of a water sports community hub are on going with the hope that detailed plans for the facility may be developed by 2013.	Detailed work still to be done.
Nithsdale Rowing Club	This club already has well-maintained facilities which meet their needs and no further major investment is required.	Nil
St Andrews University Boat Club	The club is planning the building of boat storage at Perth Sailing Club so that they can expand their activities and develop a community outreach programme.	Planned at £80k
Stirling Rowing Club	The club needs to be able to store its boats above the floods and to do this requires the purchase of a small piece of land and the building of boat storage. No specific plans exist yet and the club has some concerns about planning consent.	No specific costing yet identified

6. Implementation and Investment Planning

6.1. Implementation Support

6.1.1. Implementation of this strategy will require significant commitment from clubs, Scottish Rowing and their partners but it is exciting to note the number of developments at hub sites and clubs that are already in train.

6.1.2. Scottish Rowing stands ready, in partnership with **sportscotland**, to provide further advice and guidance for clubs on the technical, funding and developmental aspects of proposed developments to secure the implementation of this strategy.

6.2. Identifying Priorities

6.2.1. One of the key features of this strategy is that it recognises that Scottish Rowing does not have an excess of locations at which the sport can develop because of the limited availability of suitable water and, in consequence, all existing rowing facilities in Scotland need to be brought up to modern standards to realise the performance and participation development possible.

6.2.2. In the context of restricted availability of public funding, prioritisation will to an extent be opportunistic, driven by the commitment of clubs and the interests of local partners. The track record of the clubs involved in actually achieving development will also be a significant factor. Taking these factors into consideration and recognising the state of existing plans and the urgency of the need for development it is possible to group the identified developments into two priority groups and these are summarised in the tables below:

6.2.3.

KEY PRIORITIES	JUSTIFICATION	COMMENTS
Aberdeen Development Hub	Aberdeen Schools Rowing Association has a tremendous track record of development and has identified further potential for growth. Aberdeen is one of the centres for the Performance Programme	The existing ASRA proposal has been supported and it is ready for implementation and further discussion take place with the universities to identify options for the development of their facilities.
Castle Semple Rowing Club	This club has an outstanding track record of self-help and development and the plans for the new club facility are well advanced.	This project has already secured some partner commitment and will deliver future development.
Edinburgh Development Hub	Edinburgh is another secure location for the growth of the sport that lacks modern facilities and the mix of school and university clubs alongside St Andrew Boat Club provides a good platform for the future. Edinburgh is one of the centres for the Performance Programme.	The challenge here is identifying which scale of project should be supported. At present the larger Community Water Sports Hub, though desirable, may simply be beyond the bounds of available funding. The more modest St Andrew proposals may therefore be a more pragmatic option.
Glasgow Development Hub	This project is now at a crucial stage and without it there is the real danger of the rowing clubs involved having to move away from the Clyde. The potential for growth in Glasgow is significant and if the clubs can genuinely come together to drive this project forward then increase in participation will be delivered.	The major funding difficulties are recognized but there are no real cheaper options available and it is now time for the partners to come together to do their best to make this development happen.
Scottish Rowing Centre	In order to get the optimum benefit from the facilities for the whole sport and to maximize the impact of the Centre for the performance of Scottish rowers, changing the operation of the indoor facilities to give priority to rowing, building additional storage and considering a boat provision programme are all essential developments. Strathclyde Park is one of the centres for the Performance Programme.	The redevelopment of the Scottish Rowing Centre is a project that will need to be promoted by Scottish Rowing directly in partnership with sportscotland and North Lanarkshire Council.

SECONDARY PRIORITIES	JUSTIFICATION	COMMENTS
Inverness Rowing Club	With some of the best water in the country in a unique geographical location and in a growing city, Inverness offers the potential for significant growth for the sport. The obstacle of the decision on the route of the new link road has now been removed and the time is right for planning new facilities.	The challenge here will be for the club to find committed volunteers to drive forwards a new initiative. Inverness is an important venue for team trials and camps.
Loch Lomond Rowing Club	The key justification for this project is the current dilapidation of the existing club facilities.	This is an extremely small club that has declined in recent years. Being part of a larger water sports environment in the proposed new hub should regenerate rowing in the West Dunbartonshire area.
St Andrews University Boat Club	This relatively modest development could lead to a club and then hub development which would fill a major gap in the Scottish Rowing structure.	It will be important for Scottish Rowing to work closely with the University in establishing effective community outreach programmes.

7. Further Recommendations

7.1. Adaptive Facilities

7.1.1. It was noted throughout the audit process that only a limited number of clubs have made provision for disabled rowers and clubs should be encouraged to look further at the potential of attracting and supporting disabled rowers.

7.2. Potential New Locations

7.2.1. As has been indicated previously, the sport is constrained by the lack of available water in Scotland suitable for the sport. Implementing the developments proposed in this strategy should be sufficient for Scottish Rowing and its partners over the next 10 years without looking to develop further new locations. However, it might be useful to note that the Caledonian Canal at the Fort William end was suggested as being as high a quality piece of water as that in Inverness. While this may not presently be a priority, it is important that the potential be noted.

Appendix 1 – Steering Group Membership

Mike Morrice – President Scottish Rowing

Amanda Cobb – Development Manager Scottish Rowing

Lee Boucher – High Performance Coordinator Scottish Rowing

Lorraine Jones - sportscotland

Appendix 2 – Clubs Audit

Aberdeen Boat Club

Facilities	Extremely attractive double A framed building built in the 70's with adequate storage, bar and social facilities which double as indoor provision and showers and toilets.				
Condition	Very well maintained				
Water	River Dee – 1.6-3.5 km depending on tide. Access to the Dee is granted by Aberdeen Harbour Board. Racing on the Dee is managed by the Committee of the Dee which offers a forum for all the Aberdeen rowing clubs. Jetty launching.				
Aspirations and Challenges	The club has the space to expand if necessary but with the other clubs on site, the present facilities meet their needs				
Boat Stock²	Singles	Pairs	Quads	Eights	Tubs/Trainers
	4	3	4	4	2
Membership (Clubs Figures)	Seniors 100+				

Aberdeen Schools Rowing Association

Facilities	Modern boathouse with good storage, social, indoor and changing. Opened 2000.				
Condition	Excellent				
Water	River Dee – 1.6-3.5 km depending on tide. Access to the Dee is granted by Aberdeen Harbour Board. Racing on the Dee is managed by the Committee of the Dee which offers a forum for all the Aberdeen rowing clubs.. Jetty launching.				
Aspirations and Challenges	The Association has just been successful with a bid to double the size of their facility to meet growing demand. (£650k) (A number of boats are stored off-site)				
Boat Stock	Singles	Pairs	Quads	Eights	Tubs/Trainers
	11	11	12	3	
Membership (Clubs Figures)	Juniors 200+				

Aberdeen University Boat Club

² Figures provided by clubs.

Facilities	This is the original ABC facility and provides good storage, changing and limited storage.										
Condition	The building is maintained by the University Estates Department and is in a reasonable condition										
Water	River Dee – 1.6-3.5 km depending on tide. Access to the Dee is granted by Aberdeen Harbour Board Racing on the Dee is managed by the Committee of the Dee which offers a forum for all the Aberdeen rowing clubs.. Jetty launching.										
Aspirations and Challenges	The club is growing and therefore the facilities are limiting. There has been talk of a shared boathouse with RGU.										
Boat Stock	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Singles</th> <th style="width: 15%;">Pairs</th> <th style="width: 15%;">Quads</th> <th style="width: 15%;">Eights</th> <th style="width: 15%;">Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">7</td> <td style="text-align: center;">5</td> <td></td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	3	2	7	5	
Singles	Pairs	Quads	Eights	Tubs/Trainers							
3	2	7	5								
Membership (Clubs Figures)	Senior 168 and growing										

Robert Gordon's University Boat Club

Facilities	This building was originally used by RGIT to store lifeboats for offshore training and provides very limited storage because of its length.				
Condition	The building is maintained by the University Estates Department and is in a reasonable condition				
Water	River Dee – 1.6-3.5 km depending on tide. Access to the Dee is granted by Aberdeen Harbour Board Racing on the Dee is managed by the Committee of the Dee which offers a forum for all the Aberdeen rowing clubs.. Jetty launching.				
Aspirations and Challenges	The boathouse is very limiting and some boats are stored by AUBC. Redevelopment of the 2 university facilities has been discussed.				
Boat Stock	Singles	Pairs	Quads	Eights	Tubs/Trainers
	1	2	3	3	
Membership (Clubs Figures)	Senior 30 and increasing				

Inverness Rowing Club

Facilities	Essentially a boat storage facility on the banks of the Caledonian Canal with two changing rooms a toilet but with no electricity. Land is owned by British Waterways with whom they have excellent relations. Built in 1992.				
Condition	The facilities have been well maintained by the club members but the facilities are very limited and limiting growth.				
Water	Caledonian Canal is recognised as some of the best rowing water in Scotland – 5km above the swing bridge and 1.3km below.				
Aspirations and Challenges	Development of the club's facilities has been hampered by the discussions about the Inverness Northern Link road that have been on going since 1979. Highland Council has just announced its plans for the road and this should now allow the club to progress its plans for the future.				
Boat Stock	Singles	Pairs	Quads	Eights	Tubs/Trainers
	6	7	5	1	2
Membership (Clubs Figures)	All ages –c 35				

Dundee University Boat Club

Facilities	Boat storage shed owned by the University on the banks of the River Tay between about 20 minutes from Dundee. The club also has the use of a basic leased anglers' bothy that has changing toilets and a shower.										
Condition	The boat store is in good condition and has been recently been extended. The bothy is wind and watertight but very basic provision.										
Water	The River Tay is challenging water and its roughness means that it is only rowable about 60% of the times the club want to use it.										
Aspirations and Challenges	Like all university clubs, the main challenge is boat transportation to events. The club welcomes non-student members.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>5</td> <td>12</td> <td>5</td> <td>2</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	7	5	12	5	2
Singles	Pairs	Quads	Eights	Tubs/Trainers							
7	5	12	5	2							
Membership (Clubs Figures)	Senior – 74 of whom 85% are novices										

St Andrews University Boat Club

Facilities	Shared facilities with Perth Sailing club under the Friarton Bridge.										
Condition	Presently the club only has use of outdoor storage and use of the Sailing club changing and social facilities in the summer season										
Water	River Tay and reasonably sheltered from the prevailing wind – some problems with traffic making its way to Perth Harbour										
Aspirations and Challenges	The University has plans to build dedicated storage on the site and wants also to develop a community access programme which might lead to the creation of an open club.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>3</td> <td>2</td> <td></td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers			3	2	
Singles	Pairs	Quads	Eights	Tubs/Trainers							
		3	2								
Membership (Clubs Figures)	Seniors - 69										

George Watsons School Rowing Club

Facilities	Wooden boathouse on the Union Canal is in very poor condition and boats are also stored in a range of nearby club facilities. Sports pavilion used for indoor training. Boathouse has no toilet provision										
Condition	Roof of boathouse badly damaged in recent gales and it cannot be considered fit for purpose.										
Water	Union canal – 1.5km but extremely narrow limiting activity considerably.										
Aspirations and Challenges	The school makes the best use it can of a variety of storage facilities and new shared provision on the canal would be welcome.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td colspan="5">No information provided</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	No information provided				
Singles	Pairs	Quads	Eights	Tubs/Trainers							
No information provided											
Membership (Clubs Figures)	Juniors – c100										

George Heriots School Rowing Club

Facilities	Wooden boathouse on the canal.
Condition	Externally appears to be in much better condition than the neighbouring George Watson's facility but with no running water or toilet facilities
Water	Union canal – 1.5km but extremely narrow limiting activity considerably.
Aspirations and Challenges	Water space is limited but good relations between the clubs make it workable even if timetabling is difficult
Boat Stock	Singles Pairs Quads Eights Tubs/Trainers
Membership (Clubs Figures)	Athletes are solely made up of the student body who row as part of a games period and/or extra-curricular activity.

Edinburgh University Boat Club

Facilities	Wooden boat storage built in 1988 with changing and showers on the north bank of the Union Canal. Dedicated indoor provision is in the University's main sports centre. (21 ergs)										
Condition	Facility in very good condition maintained by the University Estates Department but also use Auchinstarry and Strathclyde Park where some boats are stored.										
Water	Union canal – 1.5km but extremely narrow limiting activity considerably.										
Aspirations and Challenges	No plans for development of the canal site										
Boat Stock	Singles Pairs Quads Eights Tubs/Trainers										
<ul style="list-style-type: none"> • Canal • SPRC 	<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">3</td> <td style="width: 15%;">3</td> <td style="width: 15%;">9</td> <td style="width: 15%;">5</td> <td style="width: 40%;"></td> </tr> <tr> <td></td> <td>2</td> <td>2</td> <td></td> <td></td> </tr> </table>	3	3	9	5			2	2		
3	3	9	5								
	2	2									
Membership (Clubs Figures)	Senior – 80-100 but can have up to 100 novices each year										

St. Andrew Boat Club

Facilities	Brick and concrete double garage type building built in 1984 with small unheated changing facilities x2 each with a shower but no indoor or social provision. The club has come to a financial arrangement with Boroughmuir Rugby Club to use their facilities for indoor and social activity when available										
Condition	Building is in a fair condition but suffers from vandalism and is in need of investment. Insufficient storage for the club's boats.										
Water	Union canal – 1.5km but extremely narrow limiting activity considerably. Club does not see the canal as a limiting factor but are using Auchinstarry on an increasing basis.										
Aspirations and Challenges	The club has been planning to redevelop its facilities for some time and is now participating in the community sports hub project with other partners. Have a pending application with sportscotland.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>8</td> <td>9</td> <td>2</td> <td>2</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	5	8	9	2	2
Singles	Pairs	Quads	Eights	Tubs/Trainers							
5	8	9	2	2							
Membership (Clubs Figures)	Senior 100; Junior 50										

Heriot Watt Boat Club

Facilities	Boats are stored at the Scottish Rowing Centre at Strathclyde. Excellent indoor dry provision, changing and rowing tank. Also use Riccarton indoor facilities.										
Condition	See SPRC below										
Water	International standard rowing course.										
Aspirations and Challenges	Main concerns are the sustainability, management and costs of the SP facilities. Club has investigated the possible development of a facility on the Riccarton Campus and would like their own provision either there or at Strathclyde Park. They are unlikely to be involved in the Community Sports Hub project at Meggetland because they see the water there as too limiting.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>3</td> <td>3</td> <td>2</td> <td></td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	4	3	3	2	
Singles	Pairs	Quads	Eights	Tubs/Trainers							
4	3	3	2								
Membership (Clubs Figures)	Senior 43 and growing										

Strathclyde Park Rowing Club

Facilities	Based at the Scottish Rowing Rowing Centre with their own storage facilities and access to all the other indoor provision of the Scottish Rowing Centre.										
Condition	Generally good but leaks in the roof of the storage bay are causing concern.										
Water	International rowing course										
Aspirations and Challenges	The club needs more space storing boats. Issues about the management of access to the loch are the main concerns of the club.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>13</td> <td>6</td> <td>5</td> <td></td> <td>2</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	13	6	5		2
Singles	Pairs	Quads	Eights	Tubs/Trainers							
13	6	5		2							
Membership (Clubs Figures)	Senior – 23; Junior -23										

Glasgow Rowing Club

Facilities	Modern facility built in 1997 with good changing, storage and social provision. Indoor training in the boat store. On the South bank of the Clyde.										
Condition	Generally in excellent condition but has suffered recently from some subsidence. Some problems with vandalism.										
Water	3.5-5 km of River Clyde. Main issue is maintenance of the banks and trees.										
Aspirations and Challenges	The club's development is now limited by the available space for boats. Initial discussions about expansion but no detailed plans.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>9</td> <td>7</td> <td>6</td> <td>2</td> <td>4</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	9	7	6	2	4
Singles	Pairs	Quads	Eights	Tubs/Trainers							
9	7	6	2	4							
Membership (Clubs Figures)	Seniors and Juniors - 70										

Clydesdale Rowing Club

Facilities	Club founded in 1857 and established in the present boathouse which is shared with Clyde, in 1905. Storage, changing and social facilities/indoor training are all extremely limited. Very small female changing was only added in mid 80s. Building is timber framed and brick. Ownership of the present facility is uncertain.										
Condition	Building is in a very poor condition made worse by the recent gales. The whole environment does nothing to encourage growth. The building is essentially 'done' and some parts, like the balcony are dangerous.										
Water	3.5-5 km of River Clyde. Main issue is maintenance of the banks and trees.										
Aspirations and Challenges	The club is an active partner in the planning of the new boathouse facility on Glasgow Green.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>7</td> <td>6</td> <td>2</td> <td>3</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	6	7	6	2	3
Singles	Pairs	Quads	Eights	Tubs/Trainers							
6	7	6	2	3							
Membership (Clubs Figures)	120 active members (senior and juniors) plus a number of social members. Club believes it has the potential to grow if facilities issues addressed.										

Clyde Rowing Club

Facilities	The west half of the boathouse shared with Clydesdale with social, changing and storage and limited indoor training provision.										
Condition	As Clydesdale										
Water	3.5-5 km of River Clyde. Main issue is maintenance of the banks and trees.										
Aspirations and Challenges	Club believes the present capacity of the existing facility meets its needs but is also part of the Glasgow Green project.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>5</td> <td>5</td> <td>1</td> <td>2</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	7	5	5	1	2
Singles	Pairs	Quads	Eights	Tubs/Trainers							
7	5	5	1	2							
Membership (Clubs Figures)	Seniors 45 but no juniors										

Glasgow University Boat Club

Facilities	Club shares the brick built boathouse owned by Glasgow City Council with Glasgow Schools Rowing Association. Club has adequate storage space and first floor accommodation used for changing indoor training and social activity.
Condition	This building is in a poor condition and the University authorities have advised students against using the upper floor. The building is falling into the Clyde and is supported by external timber buttresses. Stepped water access is also in a poor condition.
Water	3.5-5 km of River Clyde. Main issue is maintenance of the banks and trees.
Aspirations and Challenges	The club is desperate to move to a new boathouse and wants to be part of the new boathouse development.
Boat Stock	Singles Pairs Quads Eights Tubs/Trainers
	No information provided
Membership (Clubs Figures)	Senior 50-60 ranging from novices to elite rowers

Strathclyde University Boat Club

Facilities	A 'Marley' type building providing adequate boat storage. No changing or toilets. Adjacent to the Glasgow Schools and Glasgow University facility.
Condition	Shed is in acceptable condition and meets the storage needs of the club.
Water	3.5-5 km of River Clyde. Main issue is maintenance of the banks and trees.
Aspirations and Challenges	Club want to be part of the new boathouse development.
Boat Stock	Singles Pairs Quads Eights Tubs/Trainers
	3 6 2
Membership (Clubs Figures)	Senior -50 of whom 25 are novices

Glasgow Schools Rowing Club

Facilities	This is the other half of the building shared with Glasgow University and provides boat storage and a toilet when the water is working.										
Condition	See Glasgow University Boat Club comments. The Association needs to consider very carefully the use of this building by young people. In the short-term in particular, urgent consideration needs to be given to finding alternative changing and toilet facilities – perhaps using the Glasgow Green Football Centre.										
Water	3.5-5 km of River Clyde. Main issue is maintenance of the banks and trees.										
Aspirations and Challenges	The Association attracts schools from both the local authority and private sectors and has the potential to grow participation in both areas. They want to be part of the new boathouse project.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5</td> <td>7</td> <td>1</td> <td></td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	5	5	7	1	
Singles	Pairs	Quads	Eights	Tubs/Trainers							
5	5	7	1								
Membership (Clubs Figures)	No information provided										

Loch Lomond Rowing Club

Facilities	Brick and concrete building constructed in 1974 adjacent to the River Leven which provides adequate storage and limited changing and social/indoor facilities.										
Condition	The building is in poor condition and has suffered greatly from recent winters and water damage. It is unlikely to be sustainable without major investment.										
Water	Unlimited water on Loch Lomond, 1km up the river.										
Aspirations and Challenges	The club desperately needs new facilities and is part of a project to develop a water sports hub near Loch Lomond Shores. West Dunbartonshire Council is involved.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>7</td> <td>5</td> <td>1</td> <td>2</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	6	7	5	1	2
Singles	Pairs	Quads	Eights	Tubs/Trainers							
6	7	5	1	2							
Membership (Clubs Figures)	Senior – 6; Junior -14										

Castle Semple Rowing Club

Facilities	Purpose built facility on the shores of Lochwinnoch built in 1971 with storage, changing and indoor training/ social facilities.										
Condition	Excellent throughout and a credit to the hard working club.										
Water	2km of buoyed water. Some problems with other water users but generally these are managed well.										
Aspirations and Challenges	The club is quite far advanced in working with other sports and partners to build a new multi-sport facility (£680k). A considerable amount of that funding is already in place from Renfrewshire Council, LEADER and charitable trusts.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>4</td> <td>4</td> <td>2</td> <td>7</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	7	4	4	2	7
Singles	Pairs	Quads	Eights	Tubs/Trainers							
7	4	4	2	7							
Membership (Clubs Figures)	Senior -100; Junior -50 and growing significantly										

Stirling Rowing Club

Facilities	Striking building built on the banks of the Forth in 1906. Provides adequate storage and changing facilities and good social facilities that are also used by the local community. Club is also used by Stirling University.										
Condition	Building is maintained in fairly good condition but the lower level boathouse, gymnasium and changing rooms/toilets area is totally flooded regularly requiring urgent evacuation of the boats, and a subsequent month of major clean up before the facility can be re-used each time.										
Water	Minimum 1.3km on the River Forth when tide is out. Tidal fall of 3.6m is a challenge										
Aspirations and Challenges	The club is buying the land that the wholly owned clubhouse sits upon plus has applied to purchase a further adjacent 10m of land to enable them to build boat storage, changing rooms plus winter training gymnasium facility above the possible flood level. Purchase is agreed & legal arrangements are being worked through currently. Funding is in place and the purchase is expected to complete by November 2012 latest.										
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Singles	Pairs	Quads	Eights	Tubs/Trainers							
6	4	6									
Membership (Clubs Figures)	Senior – 35; Junior-24										

Nithsdale Rowing Club

Facilities	Purpose built facility owned by the club built in the 70s with adequate storage and good changing, showers and social/indoor provision.										
Condition	Excellent throughout										
Water	Good water immediately adjacent on the River Nith c 1.5km										
Aspirations and Challenges	The present facilities meet the needs of the club.										
Boat Stock	<table border="1"> <thead> <tr> <th>Singles</th> <th>Pairs</th> <th>Quads</th> <th>Eights</th> <th>Tubs/Trainers</th> </tr> </thead> <tbody> <tr> <td>12</td> <td>8</td> <td>7</td> <td>2</td> <td>2</td> </tr> </tbody> </table>	Singles	Pairs	Quads	Eights	Tubs/Trainers	12	8	7	2	2
Singles	Pairs	Quads	Eights	Tubs/Trainers							
12	8	7	2	2							
Membership (Clubs Figures)	40 Junior and senior										

