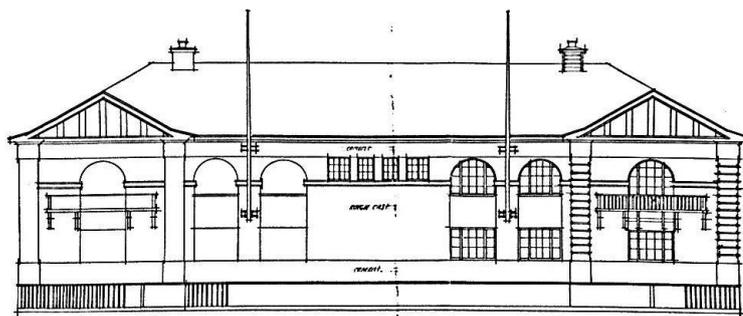


## FEASIBILITY STUDY COMPLETE

Just before Christmas, the consultants completed their submissions and the study documents were submitted to the project funders, the Heritage Lottery Fund and the Architectural Heritage Fund. Both funders are pleased with the outcomes and eagerly anticipate the next stage of the project. The clubs met with GBPT on 20<sup>th</sup> January to discuss the next stages and to review the content of the study, which is summarised below.

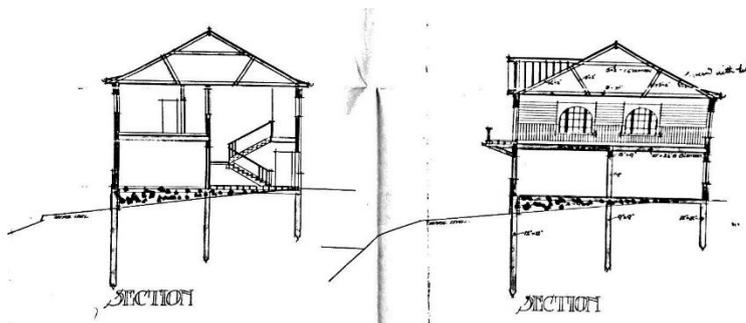
### Heritage Assets and Activity Potential Report

This document provides background to the clubs and the boathouse, with a summary history of the structure, assessment of the main areas of significance, description of the effort of the clubs to widen appreciation of their sporting heritage and summary of the wealth of ideas to take this forward.



Archive drawings showing Architectural Style

The report describes the firmness, commodity and delight required of a successful building, describing the sophisticated architectural style of the building, the structure that has survived on the riverbank setting, the functionality of the original design that has endured, the rarity of the building type and the continuity of its use.



Original Sections showing the timber structure

The report confirms that the rowing community have demonstrated an admirable tradition of understanding their own heritage, volunteering and bringing together people from a diverse range of backgrounds. In particular, the report notes the 'exceptional' activity the club volunteers have proactively undertaken as part of the Feasibility Study with enthusiasm and energy – standing them in good stead as the project develops (notably the long-list of potential heritage activities, undertaking the trial pits, engagement with local groups, providing building tours and installing the heritage window panels).



Activity Workshops during the Heritage Session

It is important that the clubs continue this momentum by undertaking the Oral History Project in the short term.

## Repair and Development Options Appraisal

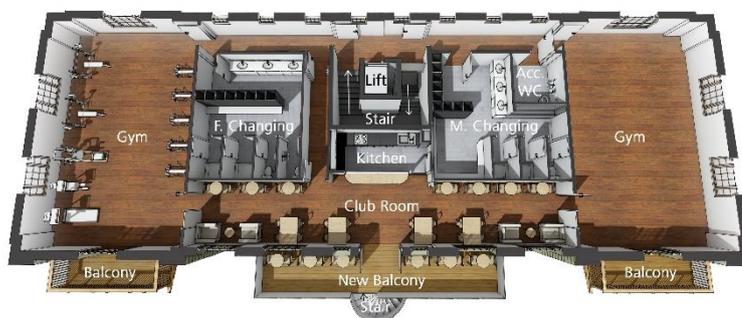
This document records the existing condition of the building, schedules the repair required and provides an assessment of the condition of the timber framed structure. The strategy concludes that the building requires extensive repairs including:

- Replacement of timber foundations with new concrete mini-piles and ground beams
- Repair and replacement of low level timber structure and improve connections to foundations
- Local repairs required to superstructure
- New manholes to be installed to drainage system
- External masonry and render cladding to be removed and replaced with flexible render
- Renewal of roof finish
- Repairs to all external windows
- Kitchen, changing rooms, showers and toilet arrangements to be renewed entirely
- Building services to be renewed.

The Options Appraisal considers the importance of the building, options for its development and the costs associated with those options.

The West Boathouse is the grandest surviving building of its type and is possibly unique in Scotland and this is recognised by its Category B Listing. The conservation significance is level B – Considerable, with national importance and that the conservation policy should be to 'reveal, maintain and enhance significance but some adaptation and supplementary construction may be considered to accommodate future compatible uses.

The options for development took into consideration the condition of the building, compliance with building regulations and the potential for redevelopment whilst still meeting the primary function of a boathouse for two rowing clubs. Two options were progressed: Option A - Essential Upgrading maintaining Status Quo and; Option B - Accessible and Enhanced Facilities (shown). Option A represents minimal intervention beyond repair. Option B looks to improve compliance with building regulations and provide flexible shared spaces with provision of an external stair as a second means of escape.



Option B Upper Floor Plan

The Indicative Costs highlight repair costs to the building (before any alterations) of £1.2m. This confirms the extent of work required in repairs. The minimal upgrading required for Option A would have a total works cost of £1.25m, with Option B costing £1.45m. These costs do not include professional fees, heritage activities or other project costs. Total project costs of £2.16m are set out in the Business Case.

## **Business Case Report**

The Business Case sets out the financial capacity of the clubs to undertake the management of the building, how they propose to share the building and their involvement in the project along with a funding strategy.

Discussions with Glasgow City Council confirmed their support for the building to be developed as a Glasgow Building Preservation Trust project, with the clubs being assigned a long-term lease on completion of the works.

The clubs undertook an exercise to model the anticipated costs of a full maintenance regime and sinking fund for long term renewal items and maintenance. The clubs developed 5 year financial plans to demonstrate affordability.

The clubs considered options on how they would share the building and favoured a lead tenant and secured sub-tenant arrangement on the basis that it provides clarity of responsibility with a single party responsible for maintenance and security of tenure for the smaller club whilst also providing a simple governance option without the need for an umbrella organisation and governance which that entails.



*Section through new stair and shared club room*

The lease from GCC will be with Clydesdale ARC and Clyde ARC will be a secured sub-tenant with rights to assume the lease in event of Clydesdale defaulting on obligations as lessor. The sub-tenancy agreement between the clubs will include 5 yearly review, flexibility to vary the share of costs if not 50/50, clauses on viewing access to sinking fund accounts and maintenance costs for the sub-tenant, dispute resolution. An operational agreement will be developed to confirm the management of the building, how space is used and allocated.

Professional VAT advice confirmed that the project does not qualify for VAT relief, being a listed building. It is proposed that GBPT 'opt to tax', enabling them to recover VAT on the construction costs on the basis that VAT will be charged on the assignation of the lease to the clubs. The cost of the assignation of the lease to the clubs is based on the valuation of the completed building – confirmed at £200k, meaning that the clubs will pay £250k when VAT is included. Clydesdale ARC has pledged to raise £150k and Clyde ARC have pledged to raise £100k.

The clubs will not be expected to contribute any further funds to the project until the building work is completed by GBPT. Individuals who are club members may wish to contribute to a Public Appeal and further information on this will developed.

## What happens next?

Glasgow Building Preservation Trust and both club committees have now (April '16) confirmed agreement for GBPT to develop the project in line with the outcomes of the feasibility study around Design Option B. Over the coming months, GBPT will be applying for funding and developing project proposals in advance of a Round 1 Project Development Application to the Heritage Lottery Fund for a Heritage Grant. It is hoped that this application can be submitted in June with a decision expected in September.

GBPT will undertake procurement of project consultants, so that consultants can be appointed and the design can be developed as soon as development funding is confirmed.

If successful in September, GBPT will work with the clubs to develop the project over the following 9 months – year until it is 'shovel-ready'. This will include work on:

- Community engagement and consultation
- Development of Heritage Activity Plan
- Development of Management and Maintenance Plan
- Development of a Business Plan
- Develop an Equality Plan
- Development of proposed lease and sub-tenancy agreements
- Development of Design Proposals
- Undertake extensive survey work on building and riverbank
- Obtaining Statutory Consents
- Prepare submission for Round 2 Project Delivery application in 2017.

If successful at Round 2, the construction works and project activities would commence later in 2017 with completion in 2018. Glasgow Building Preservation Trust would deliver the project and manage all of the consultants on the clubs behalf. The clubs will be expected to participate and contribute to the development of the project and be actively involved in the activities during the delivery of the project – beyond practical completion to ensure that the objectives and anticipated outcomes of the funders are achieved and engrained within the activities of the rowing clubs.

## How can you get involved?

If the club memberships continue to show the engagement, enthusiasm and energy demonstrated during the feasibility study then this will be a very successful project. There will be lots of opportunities for you to volunteer time in assistance of the project. Both clubs will identify lead contacts who should be your first point of contact. Otherwise, GBPT can be contacted by emailing: [andrew@gbpt.org](mailto:andrew@gbpt.org)

*In the development of the feasibility study, the rowing clubs thank the Heritage Lottery Fund for their Start Up Grant and the Architectural Heritage Fund for their Project Viability Grant.*

*The Repair and Development Options Appraisal was prepared by LDN Architects, Elliot & Co Structural Engineers and Morham & Brotchie Quantity Surveyors.*

*The Business Case was developed by Stephanie Robertson.*

*The Heritage Report was prepared by Emma Griffiths of Building Learning.*

*Glasgow Building Preservation Trust provided project co-ordination services.*