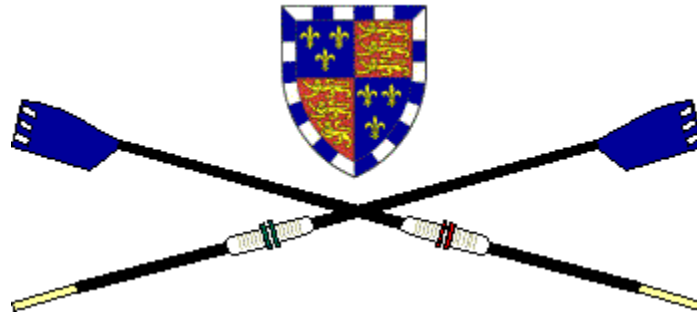


Christ's College Boat Club



AMAL CLUBS BUDGET APPLICATION 2009-2010

FINANCE, ADMINISTRATION AND FUNDRAISING DETAILS

PLEASE ADDRESS ALL COMMENTS
REGARDING THIS DOCUMENT TO:

PATRICK BREEN
TREASURER CCBC
PJB81@CAM.AC.UK

CONTENTS:

3-9	EXPLANATION OF THE BOAT CLUB
3	BACKGROUND
4	BOAT CLUB IN COLLEGE
5	ADMINISTRATIVE STRUCTURE
6-7	RESOURCES
8	FUNDING
10-23	FINANCIAL OVERVIEW
11-16	CURRENT ACCOUNT
17-24	CAPITAL ACCOUNT
25-27	OFFICERS OF THE BOAT CLUB

BACKGROUND

Christ's College Boat Club is the largest student society in college, involving over 50% of the student body at some stage in their time in college. This year over 90 people have enjoyed rowing or coxing for the college, with over 45 people novicing. We have also had over 18 alumni rowing and coxing this year.

The aim of this document is to describe the role of the boat club within college, and to explain the financial, administrative and fundraising aspects of the club. It is hoped that this document will create a sense of openness and accountability in dealings with the Boat Club.

The Boat Club is one of the few college societies to manage its own finances. The major source of funding is from the AMAL clubs, but through the hard work of current and former members this is now supported by funds from sponsors, alumni and individual members of the club. To run efficiently financial decisions should be made on a long-term basis. This means planning budgets over a number of years – the Boat Club currently works to a five year plan, which is regularly updated.

The day-to-day running of the Boat Club is undertaken by students. They are supported by a 'Steering Committee', consisting of student members, alumni, college fellows and sponsors representatives. The non-student members of the committee are able to guide decision-making by students, and are able to take a long-term view when making decisions. This avoids problems caused by the committee changing every year.

The funds controlled by the club are split into two accounts: a capital account and a current account. The current account is for payments essential for the day-to-day running of the club: insurance; ARA affiliation; navigation fees for the Conservators of the Cam; race entries, coaching costs and so on. The capital account is for major equipment purchases and large cost maintenance of equipment.

THE BOAT CLUB IN COLLEGE

The Boat Club receives a large amount of money from the AMAL Clubs funds. In return the college community receives many benefits.

- Membership is open to all members of College: undergraduates, postgraduates and fellows. This provides a unique opportunity for all members of college to interact in an informal setting.
- Every year the club introduces over fifty members of college to the sport of rowing. With the long tradition of rowing at Cambridge many members of college want give it a go during their time in Cambridge. While some will do it for only one term, many choose to go on and row for the college again.
- Rowing is an activity that few will have the opportunity to try elsewhere. It is important that the College is able to provide a high quality introduction to those who wish to try rowing.
- The novice program run by the Boat Club is particularly important for Freshers. Many will have left home for the first time, and it can be difficult to settle in. The novice program has an important social function: it carries on beyond the Fresher's Week activities for an entire term. This helps people to settle in, and to meet others outside of an alcoholic social setting. That said, the Boat Club has many social functions, which are usually enjoyed by most Freshers. This includes the Boat Club 'Social' during Michaelmas term, and termly dinners.
- The size of the boat club makes it quite unique amongst college societies. More than half of all students will row during their time in college.
- Many of the people who take up rowing at Cambridge will not be those who had a sporting background at school. Rowing is a great way of staying fit while at the same time having a lot of fun.
- Rowing is made affordable to all members of the college due to the low subscriptions charges made by the club. Cambridge town rowing clubs are required to charge approximately £300-400 per year for membership in order to pay the essential costs of running a boat club, were the club to charge this much for subs it would inevitably discourage a large proportion of the students from rowing. It is hoped that in time this generosity will be repaid by the members contributing to the Blades Scheme.
- This year the facilities of the boat club (the gym and rowing machines) have been available to all college members at no cost. There has been a good usage particularly of the gym facilities.
- Rowing is a very good activity for reducing exam term stress allowing students to get away from their work, this complements the many activities organized by the JCR.
- The boat club provides a good link to the college for students after they graduate, with many alumni coming back to boat club dinners and coming to watch races. This year we have had two alumni crews competing in the Fairbairn's races at the end of Michaelmas term.

ADMINISTRATIVE STRUCTURE

The Student Officers

The day-to-day management of the club is by student officers. At the top of the hierarchy there is a Men's Captain and a Women's Captain, one of whom is the Captain of Boats and has ultimate responsibility for the day-to-day running of the Boat Club. The two Captains represent the club at the Cambridge University Combined Boat Clubs meetings, and are responsible for any communication between the Boat Club and any external bodies.

The roles of the Treasurer, Secretary, Sponsorship secretary and Social Secretary are self-explanatory. We are the only club in the College to have the post of Sponsorship Secretary, to make sure both our interests and those of our sponsors are carefully looked after, and to promote this relationship now and into the future.

The Men's and Women's Lower Boats Captains and Vice-Captains of Lower Boats predominantly look after the recruitment and training of novices

The Steering Committee

The Steering Committee was set up to look after the Boat Club and to provide continuity to counteract the annual changes of the student officers. Many of the alumni on the committee bring significant financial, legal and practical expertise to the committee through their careers in the city and elsewhere. It meets at least once a term, and must approve both budgets and additional expenditure from the capital account.

RESOURCES

Boat House Manager

The Boat House Manager is employed by the college, and as such is responsible both to the college authorities and the Captain of Boats. The Boat House Manager's salary is paid by the college in the same manner as all other college staff, and is not the responsibility of the Boat Club. The official job description is:

Boat House Manager:

- Workshop Manager, responsible for rigging and maintaining equipment, minor repairs to plastic boats and organising (but not carrying out) major repairs.
- Administrator, dealing with day-to-day running and maintenance of the Boathouse.
- Health and Safety, both of the Boathouse itself and the boats under the relevant guidelines.
- Enforce a code of good practice amongst the students with regard to use and care of the boathouse, and Club equipment.
- Liaising with the College Maintenance Department regarding the state of the Boathouse.

Primary Coach:

- Relieve student officers of substantial parts of coaching and logistical burden.
- Improve coaching and management continuity both on and off the river.
- Teach good training technique, not only to improve performance but reduce chances of injury to students.
- Raise standards within the Club, leading to both better results and higher morale, in order to: reduce the drop-out rate, increase membership, reduce wastage, increase asset utilisation and provide better value for money from the Amalgamated Clubs fund.

The Boat House Manager is a practical source of continuity from year to year. The Boat House Manager and the Captains need to work closely together to ensure the smooth running of the club and the Boat House Manager's experience and advice is an invaluable resource for the Captains each year. It is worth noting that part of the role of the Boat House Manager is to relieve the administrative and coaching burden on student members. With a club as large as the Boat Club this is often a major issue. It is important that such positions should not interfere with a student's academic performance.

Although coaching is part of the Boathouse managers role, additional coaching is required as rowing occurs outside the normal working hours that the Manager is employed. This is unavoidable due to the nature of the club. The amount of coaching the Manager is able to provide is further limited by her other roles.

Boathouse

The Boathouse site is owned by the college, which is responsible for the care and maintenance of the Boathouse. Maintenance is carried out by both the Boat House Manager and the College, depending on the nature of the work. The Boat Club would expect to be involved in raising the funds necessary for any major developments or changes to the Boathouse. Any such fundraising would need to be carried out in close conjunction with the college. Funds for any development would be from Boat Club fund raising or gifts from Old Members, but NOT from AMAL Clubs funds.

Equipment

The equipment used by crews is owned, paid for and maintained by the Boat Club. The equipment required is unfortunately expensive and has a limited life. That said, the Boat Club has achieved incredible use, if not over-use from some equipment – some of it is past its useful lifetime, yet still in service. To avoid getting to the stage where much of the equipment needs replacing it is essential for the club to ensure a regular program of replacement and maintenance. Spares are not always available, so we are looking to slowly replace older boats with newer equipment.

This problem has been compounded by size of the club. For the May bumps in 2008 the club fielded six crews: in 2009 we expect to have nine crews, which last happened in 2005. The extra wear and tear on these boats is very noticeable, especially in the case of the women's third boat and the novice men's boat, which has severe problems with its shell and rudder and heavy-use by novice rowers.

Funding

Sponsorship

The Boat Club has renewed its sponsorship agreement with PricewaterhouseCoopers for the next year at £3000. Each year Christ's has to reapply for this funding, so this is not secure. Furthermore PwC have said they will not increase the amount with inflation, so in real terms the level of sponsorship will fall.

College clubs without sponsorship suffer greatly from a lack of funding and corporate support, and in a time when corporate sponsorship is not easy to find, we are fortunate to have secured such a good arrangement for the club.

Old Members and the Blades Association

The Blades is a social organisation for former member of the Boat Club. Its purpose is to organise social events, including an annual dinner and drinks at Henley Royal Regatta. While many members have given donations to the Boat Club, it is mainly a social organisation.

The Blades was set up to provide a regular source of income to the Boat Club. Members pay a subscription of at least £25 pounds per annum. At present alumni provide and income of just over £8500 per annum. Anyone who rows at college automatically becomes a (non-fee paying) member of the Blades, which is a great way to keep in touch with peers and the college.

It is important to remember that the money from Old Members and the sponsors is not intended to cover the day-to-day running costs of the club, but to fund major new equipment purchases. This source of income would be likely to disappear if it were thought to be a replacement for, rather than a supplement to, AMAL Clubs funding.

Amalgamated Clubs and Societies

The AMAL Clubs contribution is vital for the running of the Boat Club, maintenance and the purchase of equipment. Without such a contribution, the Boat Club can not even subsist and in a few years would probably not exist. Even at current levels of funding, the Boat Club is becoming ever more reliant on funding from alumni and utilising kit well beyond its natural life expectancy.

Whilst it is accepted that the Boat Club usually takes up a large percentage of the available money from the AMAL Clubs Funds, the Boat Club is a highly expensive club to run, with expenses that stretch far beyond those seen in the other college sports clubs. However, it is worth noting, that we are the club with the largest membership in college, and the only club to teach from scratch the majority of our members. Unlike most other clubs maintenance and insurance costs have to be met by the club, rather than through the College itself.

Current Members

Individual members of the Boat Club are expected to contribute to the finances. Subscriptions are currently set at what is felt to be an affordable in order that money is not a barrier to participation. In addition to the subscription fees, members face various other costs related to rowing which add to the overall burden.

Subscription fees: These are currently £20 per term, but £10 for the first term of rowing/coxing.

Kit: Members are expected to buy their own rowing kit both for racing and training, as it is not supplied by the Boat Club

ARA membership: For races outside Cambridge, ARA (Amateur Rowing Association) membership is required, currently priced at £27 per year.

Transport to races: Whilst the boat club pays for transporting the boats to off Cam races, rowers must pay for themselves. This can be extremely costly due to high train ticket prices.

Accommodation: Training camps are held in Cambridge for a week before the start of each term. Participation for these is high and students are required to pay for their accommodation in Cambridge for this period totalling approximately £200 for the year.

Finance Overview:

Christ's College Boat Club has two accounts:

1. Current account – This account is administered by the student treasurer of the boat club and pays for the day-to-day expenses of the club.

Amount requested: £10,771.00

2. Capital account – This account is administered by the chairman of the finance sub-committee (a former member of college) acting in consultation with the boat club's steering committee of current students, members of college administration and former members of college. This account enables the club to renew and purchase new items of capital equipment.

Amount requested: £6,000

2009-10 Requested Funds:**Current Account:**

Requested amount: £10,771.00

CURRENT ACCOUNT £		08-09	1st September 2008- 31st August 2009	
ACTUAL Opening Balance	413	198	413	177.7
	YTD	Projected	Total	Budget 09-10
INCOME				
Club subs	1,696	1,040	2,736	3000
Equipment hire	3,474	2,098	5,572	2000
JCR contribution	6,650	0	6,650	
Ents	1	0	1	0
Cash Correction	427	0	427	0
Grant from capital	5,470	1,530	7,000	7000
Interest from period	0	0	0	1
Total	17,718	4,668	22,386	12,001
EXPENDITURE				
Insurance	3,064	0	3,064	3150
Membership	972	0	972	1150
Race Entry	2,357	1,130	3,487	3750
Transport	1,018	-353	666	1000
Training Costs	415	0	415	750
Coaching	3,954	2,640	6,594	6500
Fines	105	65	170	300
Misc	83	17	100	200
Ents	0	0	0	150
Kit	222	-224	-2	0
Maintenance	4,687	1,413	6,100	5000
Freshers Costs	724	0	724	500
Training Camp	330	0	330	500
Total	17,933	4,689	22,621	22,950
NET CASHFLOW	-214	-21	-235	-10,949
ACTUAL Closing Balance	198	178	178	-10771

Over the past two years there has been a need to update the boat club facilities and increase the level of maintenance, incurring a large cost. Also CCBC has hired out more equipment, such as racks, the gym, ergs and boats, gaining money and coaching for this. This is far from ideal since it decreases the availability to Christ's students. Furthermore in order to prolong the lifetime of a boat, it must be well maintained adding to the maintenance costs of the club.

Major Changes from previous year:

- Equipment hire will decrease, since this has been an exceptional year for hire of equipment and this cannot be relied upon in the future as hires may go elsewhere.
- Cash correction will not occur as this has been worked out of the accounts.
- Membership costs are expected to increase again.
- Transport is higher since it is expected that the boat club may travel to more off-cam events, which it didn't this year, due to weather.
- Training costs show a significant increase, since the Steering committee has made it policy that all people wishing to use small boats go through a capsizing drill first and it is expected that more training off cam will occur.
- Fines are budgeted at the same level as the previous year.
- Miscellaneous items have increased due to being significantly more than expected. Any recurring item which is over £50 will gain its own column.

Appendix to current account:

Details of Income items

Club Subs:

Amount received from Club subs, which are at present £20 a term (£10 for first term of rowers/coxes).

Equipment hire:

CCBC hires out rack space for single sculls as well as use of the rowing machines and the gym. The second and third type of hire can be detrimental to the boat club as it stops Christ's students accessing the equipment occasionally. Furthermore other boats are hired out to town clubs on an ad hoc basis and not to interfere with possible training times of members. This year has had exceptional income from this source of income and cannot be relied upon to continue in the future, especially as equipment becomes older- this year we lost one of our main hirers (SSBC). This hire also increases maintenance, due to extra wear and tear on the equipment and cleaning costs.

JCR Contribution:

Amount received from the AMAL Clubs fund.

Ents:

Any profit derived from Entertainments is shown here.

Cash Correction:

This is a one-time only build up of cash in the current account, which should not appear again due to greater visibility through internet banking.

Grant from Capital:

This shows the income required to keep the day to day running of the boat club possible, due to insufficient funding.

Interest from Period:

This is cash generated by transferring money in the current account into an interest bearing account. This however is a low sum due to the limited time funds spend in the current account due to the lumpy cash flow of the boat club (income is usually received as it needs to be used on expenditure).

Details of expenditure items

Insurance:

Insurance is a critical expenditure of the club without which the participants would not be insured for 3rd party or member-to-member liability against damage to equipment or persons.

Membership:

Membership charges are critical to the function of the club and comprise payments to the Amateur Rowing Association (ARA) and Conservators of the Cam. Without membership of these organisations the club would not be allowed to compete in any races and would not be legally allowed to row or keep boats on the Cam at all. These costs have risen significantly this year and are expected to rise again next year.

Race Entry:

The critical amount necessary for the club to compete in the major end of term events is £953 (Fairbairns, Clare novices and bumps entries in 2008-9) and represents the absolute

minimum level of competition which would justify the level of the club. This money has been provided in the past by the JCR.

Other race entries including off-Cam races are provided for by the high level of subscriptions the boat club charges its members (£20 per term (£10 for novice rowers)). Donations from alumni have covered racing at Henley Royal Regatta as a special case.

Transport:

This expenditure relates mainly to the cost of towing boats to regattas and races off the River Cam. With the rising price of petrol and increased trend for Cambridge colleges to race off Cam this expenditure is set to increase. This sum also covers petrol costs incurred by the boathouse manager in her duties for the club and transport for coaches both to get to Cambridge and for training off Cam.

Training Costs:

This expenditure covers the cost of putting people in small boats through capsizing drills before they can use a small boat (a boat club policy which is necessary to ensure the safety of members of the boat club). The cost of hiring additional boats which the club does not have capability for at present (e.g. 2x) and additional boats if required due to more crews than at present can be capacitated by the current fleet of boats. Furthermore this also includes lake hire for training off Cam, which helps develop and increase the standard of rowing at the boat club.

Coaching:

Paid for coaching is a necessary expense in order to increase the performance of the top boats for the club. Furthermore it allows more than one boat to be coached at a time, which is a necessity, as many boats belonging to the club train at the same time due to restrictions on daylight hours and workloads of the members, which cannot be worked around.

Fines:

This expenditure relates to fines imposed on the club by Cambridge University Combined Boat Clubs (CUCBC) for infringements regarding college boat clubs' use of the river and bumps racing. While fines regarding misuse of the river are very avoidable and should not be incurred, fines incurred during bumps racing are an unavoidable and normal part of racing. These fines are often given very subjectively and are not in the club's power to control. The club now charges members for foul and abusive fines, clearly avoidable.

Miscellaneous

This is to cover all costs which do not fall under any of the previous categories, which are likely considering the vast range of purchases the club needs to make.

Entertainments:

This amount covers costs such as producing menus for the boat club dinners and any deficit in club ents such as the Boat Club cocktails (intended to break even).

Maintenance:

The sum allocated for maintenance is based on a detailed projection carried out by college employed boathouse manager (previously circulated to JCR treasurer) and represents the minimum amount required to keep the club's equipment serviceable and safe to use. Should somebody be injured due to inadequate status of equipment then the club could be liable. Wear and tear, minor damages not covered by insurance all require money to fix or replace. These costs have also increased due to increased hire of Boat Club facilities. This money comes from the current account. This sum should also include amounts to cover boat refurbishment, however this at present due to underfunding of the club is being covered by alumni in the Capital account.

Replacing and purchasing boats, ergs etc. is spent from the Capital account.

Freshers Costs:

This is the cost required to recruit freshers to the boat club and then subsequently train them over Michaelmas term.

Training Camp:

This expenditure allows the boat club to train off Cam before Lent Term, when the weather may stop a pre term training camp from going ahead. This expense allows the boat club to train in a more controlled environment and thus increase the performance of its boats.

Capital Account:

Requested amount: £6,000

The capital account allows the club to renew its capital equipment such as blades and boats as they wear out. Boats need to be retired after 15-20 years. This necessitates buying a new men's boat every 3 years and a new women's boat every 5 (retiring the oldest boat in the fleet and moving each boat down a crew each purchase).

The capital account should have around £16,000 in as a reserve at any time against loss of a boat in an uninsurable way. A lower balance than this leaves the boat club in a precarious position.

Major Changes from previous year:

- Boat refurbishment is expected to be used, as it has been in the current account this year, due to greater than expected income from equipment hire, however this cannot be expected to be the case in future years.
- Other new kit was changed to contingency this year, but is expected to be used next year.
- Boathouse work has increased as stage two of the installation of sliding racks is expected to occur.
- The contingency has increased in size to better cover the loss of an item by a non-insurable means.
- Boathouse project is entering its final stages at present, where the architects are drawing up final plans and the final payments are required.
- Training camp has been formally added, before this has been done on an ad hoc basis.
- There is no expected fundraising push this year, so the endowment fund has not been added to.

CAPITAL ACCOUNT £ 08-09 1st September 2008- 31st August 2009

ACTUAL Opening Balance	34,446	43,330	34,446		19,750
	YTD	Predicted	Total		JCR Budget 09-10
INCOME					
JCR contribution	4,250	0	4,250		6,000
PWC Sponsorship	3,000	0	3,000		3,000
Blades Subs	0	0	0		0
Other donations	7,545	1,000	8,545		16,000
Endowment Income	1,470	0	1,470		750
Total	16,265	1,000	17,265		25,750
EXPENDITURE					
Bank Charges	8	0	8		0
Coaching	1,818	0	1,818		0
Boat refurbishment	0	0	0		3,300
New blades	0	0	0		0
New boats	0	0	0		0
New Ergs	0	0	0		0
Other New Kit	0	0	0		1,100
Boathouse work	0	2,000	2,000		4,000
Contingency	0	1,000	1,000		2,000
Henley	0	300	300		330
Signage	85	250	335		275
Alumni costs	0	500	500		550
Boathouse project	0	4,000	4,000		15,000
Training Camp	0	0	0		1,000
Grant to Current	5,470	1,530	7,000		7,000
Transfer to Endowment Fund	0	15,000	15,000		0
Total	7,381	24,580	31,961		34,555
NET CASHFLOW	8,884	-23,580	-14,696		-8,805
CLOSING BALANCE	43,330	19,750	19,750		10,945

Please note that the Boathouse project costs are entirely self funded from alumni donations and AMAL clubs fund money will not be used on this project.

Appendix to Capital account:

Details of Income items

JCR Contribution:

Amount received from the AMAL Clubs fund.

Sponsorship:

Amount received from our sponsors PWC. Despite requests this is unlikely to increase and we have been lucky to keep this vital source of income in the current unstable financial period unlike other boat clubs.

Blades Subscriptions/ Other Donations:

Money from Alumni, due to the nature of the college held account, this is difficult to separate out, as not all money is accounted for by the college initially, however corrections occur periodically. This money is donated for the purpose of buying new equipment and not to plug any holes in the current account budget gap. These have seen a decline in the current financial downturn, affecting the capital accounts future significantly.

Endowment Income:

Money received from the endowment fund the boat club is setting up to secure the long term future of the boat club. This is in the fledgling stages at present and is not expected to provide a significant amount of money to the boat club for over 10 years. In the current financial difficulties, this is expected to provide less than initially anticipated.

Details of expenditure items

Bank Charges:

These are charges issued by the bank due to cheques being cancelled and are not expected to occur often.

Coaching:

This has been moved to the current account for FY 08-09. These charges are from cheques issued in FY 07-08, but cashed in FY 08-09. This item will not appear after FY 08-09.

Boat Refurbishment:

This expenditure is to be used to refurbish boats to make them last longer and for FY 08-09 has been carried in the current account due to better than expected equipment hire, but this is not likely to happen in FY 09-10.

New Blades/ Boats/ Ergs:

Infrequent large capital expenditure items, bought when determined by the five year plan, none detailed for FY 09-10.

Other New Kit:

This expenditure covers the purchasing of other capital equipment not included under the titles of boats, blades or ergs. This includes gym equipment (eg. weights, mats, etc) and other coaching necessities, such as coxboxes, video cameras and megaphones.

Boathouse Work:

This expenditure is for work required on the boathouse which college will not finance such as the installation of sliding racks (phase two is still yet to be undertaken).

Contingency:

This expenditure is not expected to be used, but is within the budget in case of a major non-insurable claim for equipment.

Henley:

This is to cover all costs for sending crews to the Henley Royal Regattas.

Signage:

This amount covers costs for painting the honours board and 1st may crew boards.

Alumni Costs:

The sum allocated for Alumni costs is to be used to increase awareness of the boat club to alumni and to further fundraising efforts, to increase alumni donations.

Boathouse Project:

This covers the costs of getting architects plans for significant improvements to the boat house and is entirely self-funded by the boat club from alumni donations.

Training Camp:

This expenditure allows the boat club to train off Cam before Lent Term, when the weather may stop a pre term training camp from going ahead. This expense allows the boat club to train in a more controlled environment and thus increase the performance of its boats.

Grant to Current:

This is to finance the day-to-day running of the boat club. Without this grant the current account would become insolvent.

Transfer to Endowment Fund:

Amounts transferred to help build the endowment fund for the long term future of the boat club.

Long-term requirements

Based on:

- Inflation of costs of 5% per annum
- Large increase in donations of at least £2K for every two years (80 new blades members at £25)
- Start boat buying according to replacement and retirement principles of 3 years for men and 5 years for women (age of retirement 15 years - driven by required numbers of boats)
- Adding a significant contingency instead of the current practise of always keeping at least £16,000 in the account at all times)
- Assume greater sponsorship opportunities needed.

Also included is a model based on a fundraising push over two years beginning in 2011, and how the desired returns would affect the Boat Club longer term finances. Even with this push being successful (which is unlikely given the current financial environment), the Boat Club would only just keep a healthy bank balance of over £16,000. This amount is significant, since this represents the cost of replacing a VIII, if one is lost in an uninsurable manner.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
INCOME	32,651	41,522	42,001	44,814	45,667	48,563	49,503
Sponsorship	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Current Income	8,736	5,001	5,251	5,514	5,789	6,079	6,383
JCR (Capital)	4,250	6,000	6,000	6,000	6000	6000	6000
JCR (Current)	6,650	10,771	11,000	11,550	12,128	12,734	13,371
Donations	8,545	16,000	16,000	18,000	18,000	20,000	20,000
Endowment Income	1,470	750	750	750	750	750	750
EXPENDITURE	47,582	50,565	42,241	75,866	45,284	53,536	71,193
Current Expenditure	22,621	22,950	24,098	25,302	26,567	27,896	29,291
Coaching	1,818						
Maintenance							
Boat Refurbishment		3,300	3,630	3,993	4,392	4,832	5,315
New Blades			4600			5400	
New Boats				36000			20000
New Ergs							
Boathouse Work	2,000	4,000	4,400	4,840	5,324	5,856	6,442
Other Kit		1,100	1,210	1,331	1,464	1,611	1,772
Henley	300	330	363	399	439	483	531
Sinage	335	335	335	335	366	403	443
Alumni Costs	500	550	605	666	732	805	886
Boathouse Project	4,000	15,000					
Training Camp		1,000	1,000	1,000	1,000	1,000	1,000
CONTINGENCY	1,000	2,000	2,000	2,000	5,000	5,250	5,513
Endowment	15,000						
Balance	19,515	10,472	10,233	-20,820	-20,438	-25,411	-47,101
Net cashflow	-14,931	-9,043	-239	-31,053	382	-4,973	-21,689
Endowment (delivers 5% income in interest)		15,000	15,000	15,000	15,000	15,000	15,000

Model with Fundraising push beginning in 2011 for two years

Amount Raised		10,000	50,000	90,000			
Transferred to Endowment			20,000	80,000			
Extra Endowment Income			1,000	5,000	5,000	5,000	
Balance			20,233	20,180	35,562	35,589	18,899
Net Cashflow			9,761	-53	15,382	27	-16,689

MENS BOATS

1	Bill W	Bill W	Bill W	M2011	M2011	M2011	M2014
2	CH5	CH5	CH5	Bill W	Bill W	Bill W	M2011
3	Sir Hans	Sir Hans	Sir Hans	CH5	CH5	CH5	Bill W
4	MMS	MMS	MMS	MMS	MMS	MMS	CH5
5	Nick E	Nick E	Nick E	Nick E	Nick E	Nick E	Nick E

WOMENS BOATS

1	PMB	PMB	PMB	W2011	W2011	W2011	W2011
2	Beagle	Beagle	Beagle	PMB	PMB	PMB	PMB
3	Lady K	Lady K	Lady K	Beagle	Beagle	Beagle	Beagle

Clearly the boat club account cannot yet support the level of spending desirable. An increase in funding from all sources is necessary. This plan shows the levels of funding required, but clearly raising sufficient income still presents a challenge. Overall the Boat Club relies on both the AMAL clubs and Alumni funding for its continued existence. Without increasing funding from all sources, the Boat Club would quickly become unviable. Each year the Boat Club (through the Steering Committee) works hard to ensure that it uses its' money wisely and efficiently. This is a year which happens to be one where we can afford not to buy any major pieces of kit and we would not want the JCR to take a one year view and leave the club in trouble in the next couple of years when it does need to make some major equipment purchases, such as new boats and blades.

Officers of the Club 2008-9:

CCBC COMMITTEE CONTACTS 2008-2009

Men's Captain

Duncan Bull
Chalk Hill Cottage,
Chalk Hill,
Stow-on-the-Wold,
Cheltenham,
Glos., GL54 1HB
Home: 01451 870337
Mobile: 07900 815433
Email: drb46@cam.ac.uk

Women's Captain

Penny Thuesen
Penny Thuesen
72 Macclesfield Road,
Prestbury,
Cheshire, SK10 4BH
Home: 01625 820278
Mobile: 07866 410942
Email: pt303@cam.ac.uk

Secretary

Simon Martin
36 St. Barnabas Road,
Cambridge, CB1 2BY
Home: 01223 358639
Mobile: 07799 592249
Email: sm664@cam.ac.uk

Treasurer

Patrick Breen
Old Place House,
Aldwick Road,
Bognor Regis,
West Sussex, PO21 3RW
Home: 01243 264961
Mobile: 07863 114043
Email: pjb81@cam.ac.uk

Social Secretary/Webmaster

Charles Heron
Lakeside Cottage,
81 Clea Lough Road,
Killyleagh, Downpatrick,
Co. Down, BT30 9SZ
Northern Ireland
Home: 02844 828559
Mobile: 07921 668956
Email: cmh78@cam.ac.uk

Sponsorship Secretary

Vin Shen Ban
10 Lorong Cavendish,
Off Jalan Kampar,
30250 Ipoh,
Perak Malaysia
Home: +6052533870
Mobile: 07804 787523
Email: vsb23@cam.ac.uk

Men's LBC

Chris Cheel
18 Margaret Road,
Harborne,
Birmingham, B17 0EU
Home: 01214 275789
Mobile: 07890 596140
Email: cpc36@cam.ac.uk

Men's VLBC

Scott Furey
75 Comber Road,
Killyleagh, Downpatrick,
Co. Down, BT30 9PA
Northern Ireland
Home: 02844 828285
Mobile: 07729 067631
Email: srf33@cam.ac.uk

Men's VLBC

James Harper
90 Craven Gardens,
Wimbledon,
London,
SW19 8LU
Home: 02085 404624
Mobile: 07729 946221
Email: jfh43@cam.ac.uk

Women's LBC

Lizzy Trevor
Wyvern Place,
Pilgrims Close,
Westhumble,
Dorking,
Surrey, RH5 6AR
Home: 01306 742036
Mobile: 07786 952264
Email: et293@cam.ac.uk

Women's VLBC

Hannah Massey
6 Wade Court Road,
Havant,
Hants, P09 2SU
Home: 02392 484226
Mobile: 07910 481598
Email: hm348@cam.ac.uk

Women's VLBC

Nicola Norman
Savoy House,
Foxes Lowe Road,
Holbeach,
Spalding,
Lincolnshire, PE12 7PA
Home: 01406 420120
Mobile: 07845 459481
Email: njn31@cam.ac.uk

STEERING COMMITTEE:

Chairman

Robin Kerr
3 Lansdown Place East,
Bath, BA1 5ET
Home: 01225 311549
Mobile: 07767 788366
Email: robin.sarahkerr@uwclub.net

President

Dr Nick Gay
Christ's College,
Cambridge, CB2 3BU
Home: 01223 334976
Email: njg11@mole.bio.cam.ac.uk

Boatman

Kat Astley
Mobile: 07968 391711
Email: kma35@cam.ac.uk

Domestic Bursar

Geoffrey Payne
Christ's College,
Cambridge, CB2 3BU
Home: 01223 335072
Email: gsp26@cam.ac.uk

Deputy Development Director & Steering Committee Secretary

Dr Maša Amatt
Christ's College,
Cambridge, CB2 3BU
Home: 01223 766710
Email: mm294@cam.ac.uk

Blades rep

Dan Eves
4 Felstead Road,
Wanstead,
London, E11 2QJ
Mobile: 07769 977998
Email: dan.eves@gmail.com

PwC (Sponsorship)

Christina Kerr
PricewaterhouseCoopers LLP,
Embankment Place,
London, WC2N 6RH
Mobile: 07990 576551
Email: christina.kerr@uk.pwc.com

Fellows' rep

Dr Luke Skinner
Department of Earth Sciences,
University of Cambridge,
Downing Street,
Cambridge, CB2 3EQ
Home: 01223 3649132
Email: luke00@esc.cam.ac.uk

JCR Treasurer

Adrian Wallis
Christ's College
Cambridge, CB2 3BU
Email: apw56@cam.ac.uk

Finance Officer & Chairman of Finance Sub-Committee

Shilen Patel
4 Connaught Road,
London, N4 4NS
Home: 02072 727420
Mobile: 07811 200976
Email: shilen@marinate.co.uk

Old Members

Stefan Dixon
The Maltings Barn,
Royston Road,
Litlington,
Herts., SG8 0RJ
Home: 01763 853571
Mobile: 07749 801619
Email: Stefan_Dixon@Hotmail.com

Daniel Lanyi
25 St Mary's Avenue,
Finchley,
London, N3 1SN
Home: 02083 491377
Mobile: 07980 805414
Email: daniel.lanyi@hsbcib.com

Arthur Darby
Mobile: 07710 722018
Email: abdarby@cantab.net