



**NATIONAL SMALL-BORE RIFLE ASSOCIATION**

Registered in England No. 76008  
Charity Registration No. 215468 Code 920

**ANNUAL  
REPORT**

**2016**

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the one-hundred-and-thirteenth ANNUAL GENERAL MEETING of the members of the National Small-bore Rifle Association will be held at Lord Roberts Centre, Bisley Camp, on Saturday 29 July 2017 at 12.00 noon.

### AGENDA

1. To receive the Report of the Board of Management and Statement of Accounts to 31 December 2016.
2. To elect two Treasurers.  
Mr R V Watchorn retires in accordance with Article 28A of the Articles of Association of the N.S.R.A.
3. To elect members of the Board of Management.  
  
3A to re-elect Mr J O Lloyd  
who retires in accordance with Article 28B of the Articles of Association of the N.S.R.A.  
  
3B to re-elect Mr R B Loughridge  
who retires in accordance with Article 28B of the Articles of Association of the N.S.R.A.  
  
3C to re-elect Mr M J Chapman  
who retires in accordance with Article 28B of the Articles of Association of the N.S.R.A.  
  
3D to elect Mr M J Arnstein  
in accordance with Article 26E of the Articles of Association of the N.S.R.A.
4. To authorise the Board of Management to appoint the Auditors for the ensuing year and to determine their remuneration.

Lord Roberts Centre,  
Bisley Camp,  
Brookwood,  
Woking,  
Surrey,  
GU24 0NP

R V Watchorn  
Company Secretary

27 May 2017

## APPOINTMENT OF PROXY

In accordance with Article 20 of the Articles of Association, Members who wish to appoint a proxy should complete the instrument below and arrange for it to be lodged with the Secretary at Headquarters by 10.00 a.m. on Friday 28th July 2017.

I . . . . .  
of . . . . .  
in the County of . . . . . being a (+ . . . . . )  
Member of the above named company

Hereby appoint;\* . . . . .  
or failing him the chairman of the meeting as my proxy to vote for me on my behalf at the annual general meeting of the company, to be held on Saturday the 29th day of July 2017 and at any adjournment thereof.

Please indicate with an X in the appropriate space below how you wish your votes to be cast. If no such indication is given the proxy may vote as he thinks fit or abstain from voting.

	For	Against
<b>Resolution No. 1</b> Report and Accounts	.....	.....
<b>Resolution No. 3A</b> to re-elect Mr J O Lloyd who retires in accordance with Article 28B of the Articles of Association of the N.S.R.A.	.....	.....
<b>Resolution No. 3B</b> to re-elect Mr R B Loughridge who retires in accordance with Article 28B of the Articles of Association of the N.S.R.A.	.....	.....
<b>Resolution No. 3C</b> to re-elect Mr M J Chapman who retires in accordance with Article 28B of the Articles of Association of the N.S.R.A.	.....	.....
<b>Resolution No. 3D</b> to elect Mr M J Arnstein in accordance with Article 26E of the Articles of Association of the N.S.R.A.	.....	.....
<b>Resolution No. 4</b> to authorise the Board of Management to appoint the Auditors for the ensuing year and to determine their remuneration.	.....	.....

Signed this . . . . . day of . . . . . 2017.

Signature . . . . .

+ Insert Life, Annual, Representative, Nominated, as applicable.

\* Unless you insert the proxy's name in the space provided you will be deemed to have appointed the Chairman of the meeting.

Lord Roberts Centre,  
Bisley Camp,  
Brookwood,  
Woking,  
Surrey,  
GU24 0NP

R V Watchorn  
Company Secretary

27 May 2017

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## ANNUAL GENERAL MEETING - 29.7.2017

### CANDIDATES FOR THE BOARD OF MANAGEMENT

#### **MR J O LLOYD**

A former company director and Civil Engineer, now in independent practice as a consultant in the construction industry. A prone SB rifle shooter in the mid-sixties but took up handgun disciplines in the mid-seventies.

Joined Blackburn RPC in 1983 becoming a Committee member, 1986-2013, Chairman from 1997 to 2010, and Vice chairman 2010-2013. Now a life member. Assisted in the development of four additional indoor ranges and oversaw considerable investment in the Club's redesign to meet the future. For six years was the Club Shop Manager and RFD.

Promoted target shooting as a sport in northern Scout counties for over thirty years. Is a Life Vice President of the County of Lancaster STSA. Joined the Pistol, Airgun and Crossbow Committee in 2006, is currently Chairman of the Committee and has been a member of the NSRA Board of Management since 2007.

Is actively involved with the promotion of target shooting for all disabilities and Blind/VI in particular. Is responsible for initiating Acoustic Sport Crossbow, Acoustic Air Pistol and Acoustic SB rifle for Blind/VI usage.

Has represented GB in 50m Free Pistol. Is qualified as an NSRA county coach and RCO. Is also a member of MLAGB and the Welsh Airgun Association.

In 2016 re-located to his county of origin in Pembrokeshire and is now a member of Haverfordwest TSC. Currently is coaching with three clubs in the area including an acoustic rifle group. The scouting connection continues with the promotion of air pistol, air rifle and sport crossbow in West Wales. A disused Scout building is being refurbished prior to becoming a dedicated range for airgun and sport crossbow use.

#### **MR R B LOUGHRIDGE**

Honorary Solicitor to the Association, an advisor to Disability Target Shooting Great Britain (now part of British Shooting) and a member of the British Shooting International Working Group. A member of the Kingsgate, Andover, Appleton and Black Hawk Rifle and Pistol Clubs. Previously Committee Member of Anfield Rifle Club and Member of the County of Lancaster and Hampshire Association Committees. Has represented Northern Ireland. ISSF A Judge in Rifle, Pistol, Electronic Scoring Targets, Shotgun and Running Target. Has been a member of the NSRA Board of Management since 1987 and a Vice-Chairman since 2000.

#### **MR M J CHAPMAN**

Retired Chief Engineer of an international copper cable manufacturer. Former consultant to the UK copper industry on climate change legislation and energy efficiency. Director of NSRA Ltd and BSW Ltd. President of Middlesex SBRA and Secretary of the Home Counties Co-ordinating Committee. Member of Rifle and Referees Committees, and an Administrative Member of the Shooting Council.

#### **MR M J ARNSTEIN**

A pharmacology/biochemistry graduate of Liverpool University, has worked in the pharmaceutical industry for more than 30 years and was the project manager at AstraZeneca for several successful multi-million dollar products. Since 2010 Mike has been working on short term contracts as a project management consultant with a special interest in Risk Management. Mike's key skills include:

- Proven track record of delivery

- Innate ability to engender trust in team members and work collaboratively
- Ability to build long lasting relationships with colleagues from many cultures
- Capability to coach teams and individuals to increase efficiency and effectiveness
- Pragmatic approach to problem solving and skilled in decision making processes

Mike's shooting achievements include:

Qualified ISSF A Judge (2017); National Judges Licence (2009/10); Jury (50m) ISCH Hannover (2012 to date); National Technical Officer (World Cup, Olympics & Paralympics ) 2012;International Paralympic Committee Junior Referees Licence (2011); Secretary to numerous shooting organisations (Cheshire County, Altrincham RPC, Liverpool S2S League, University); Committee member Appleton Rifle Club and ESSU; Competed in numerous Championships both in the UK and abroad; Representative Honours Royal Navy (Captain), ESSU, Cheshire and North Wales.

**NATIONAL SMALL-BORE RIFLE ASSOCIATION**

**REPORT OF THE TRUSTEES  
WITH THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2016**

(This report includes matters required to be given in a report of Directors under the Companies Acts)

**REFERENCE AND ADMINISTRATIVE DETAILS:**

<b>FULL NAME</b>	National Small-bore Rifle Association
<b>GOVERNING DOCUMENT</b>	Memorandum and Articles of Association
<b>CHARITY REGISTRATION</b>	215468
<b>COMPANY REGISTRATION</b>	76008
<b>ADDRESS</b>	Lord Roberts Centre Bisley Camp Brookwood Woking Surrey GU24 0NP
<b>LEGAL STRUCTURE</b>	The National Small-Bore Rifle Association (NSRA) is a company limited by guarantee of its members and incorporated under the Companies Acts on 8 January 1903.
<b>ORGANISATION</b>	The trustees are the Directors of the Association who form the Board of Management, which is the ultimate governing body. Life or Annual Members of the Association are appointed to the Board of Management by the membership.
<b>CHARITABLE OBJECTS</b>	The Association is required by Charity Law to act within the charitable objects set out in the Memorandum of Association.
<b>OFFICIALS</b>	
<b>PATRON</b>	H M The Queen
<b>VICE PRESIDENTS</b>	Mr W G Doe Mr G D Pound Mr Hugh Smythe BA LLD Mr J Wheatley CBE Mr F Whitaker Mr R J Wingrove (Dec'd 13 July) Mr B A Woodall
<b>EX-OFFICIO VICE PRESIDENTS</b>	Lord Lieutenants in the United Kingdom

**The BOARD of MANAGEMENT**

Chairman  
 Vice-Chairmen  
 Honorary Treasurer  
 Members

(being the Directors and Trustees of the Charity who served during the year to 31 December 2016)

Mr R W Newman  
 Mr R B Loughridge  
 Mr K I Nash  
 Mr R V Watchorn  
 Mr C E Blow  
 Mr I Burton  
 Mr M J Chapman  
 Mrs J A Coleman  
 Mr E Kendall  
 Mr J O Lloyd  
 Mr R J Monksummers (to 30 July)

**SUB-COMMITTEES  
of the Board of Management**

Mr D Brigden (a)  
 Miss Z Bruce (c)  
 Mr M J Chapman (r), (ref)  
 Mr W J Dallimore (int)  
 Mr R Evered (c)  
 Mr M Gault OBE (pac)  
 Mr R R Green (pac) (Dec'd 15 August)  
 Mr A Gregory (pac)  
 Mr R Heath (ref)  
 Dr P Holdstock (ref)  
 Mr E Kendall (c), (r)  
 Mr G Lawson (a)  
 Mr J O Lloyd (pac)  
 Mr D A M McIntosh (int)  
 Mr P M Mann (r)  
 Mr R J Monksummers (pac)  
 Mr I Morris (pac)  
 Mrs K Morris (pac)  
 Mr D A D Mottram (a)  
 Mr K I Nash (r), (ref)  
 Mrs J Nicholl (a)  
 Mr C Powell (ref)  
 Mr D Poxon (pac), (r)  
 Mr P L Ralph (a)  
 Mr P C Scanlan (int)  
 Mr R Styles (pac)  
 Mr H C Taylor (r), (c)  
 Mrs E J Twyford (pac)  
 Maj P F C Underhill (int)  
 Mr M Woodhead (c)

## Key:

a Special Awards Committee  
 c Coaching & Development Committee  
 int International Committee  
 pac Pistol, Airgun & Crossbow Committee  
 r Rifle Committee  
 ref Referees Committee

**SHOOTING COUNCIL**  
(attendance in 2016 shown in [ ])

**Administrative Members**  
(with year of election)

being the Board of Management and:

Mr M J Chapman (2015) [0]  
Mr A N Gibbons (2015) [2]  
Mr R R Green (2015) [0] (Dec'd 15 August)  
Mrs A J Millar (2014) [2]  
Mr K I Nash (2014) [3]  
Mr P Jones (2016) [1]

**County Association Representatives**

Aberdeenshire	Mr J Latimer [0]
Ayrshire	Mr C Fox [0]
Bedfordshire	Mr A Mann [1]
Berkshire	Mr P G Strong [2]
Buckinghamshire	Mrs J Nicholl [3]
Caithness	Mr H Simpson [0]
Cambridgeshire	Mr D A D Mottram [3]
Cheshire & North Wales	Mr H C Taylor [3]
Cornwall	Mr P L Ralph [3]
Cumbria & Northumbria	Mr G A Lawson [3]
Derbyshire	Mr S Favell [0]
Devon	Mr D Lemon [3]
Dorset	Mr A Motson [2]
Durham & Cleveland	Mr B Lamb [1]
Essex	Mr B Allsop [2] (Dec'd 19 November)
Fife & Kinross	Mr I Henderson [2]
Forth & Clyde	Mr R R Simpson [1]
Gloucestershire	Mr E Hatcher [3]
Hampshire	Dr C J Gadsden [3]
Herefordshire	Mr T Horsfield [3]
Hertfordshire	Mr K I Nash [3]
Isle of Man	Mr B T Jones [1]
Jersey	Mr G Huelin [0]
Kent	Mr Z Virjee [0]
Lancashire	Dr P Holdstock [3]
Lincolnshire	Miss K Andrews [1], Mrs V Blow [1]
Lothian	Mr J R Buchanan [2]
Middlesex	Mr M Phipps [3]
Norfolk	Mr R Broscob [0]
Northamptonshire, Leicestershire & Rutland	Mr D Poxon [2]
Northern Ireland West	Mr S Kelly [0]
Nottinghamshire	Mr S Bett [1]
Oxfordshire	Mr J Sims [2]
Perthshire	Mr I G Gray [0]
Scottish Southern Counties	Mr T F Hodgson [0]
Shropshire	Mr R S Heath [2]
Somerset	Mr S D Jones [1]
Staffordshire	Mr M B P Willcox [3]
Suffolk	Mr W H Bond [3]
Surrey	Mr D Brigden [3]
Sussex	Mrs E Twyford [3]
Ulster Counties (East)	Mr R R Green [0] (Dec'd 15 August)
Warwickshire	Mr M F Doble [2]
Wiltshire	Vacant
Worcestershire	Mr D Hargreaves [3]
Yorkshire	Mr J R Osborn [1], Mr E Kendall [1]



**Invited Observers  
Service Organisations**

RNRMTRA	LAET R Brown [0]
ARA	Sqn Ldr A Fox [0]
RAFSAA	Sqn Ldr P Upham [2]
TARA & CCRS	Maj S Fraser [0]
HQ Universities & ATC	Wg Cdr M Eveleigh [0]
SCC	Lt Cdr B Madden [0]

**Civilian Shooting Organisations**

British Pistol Club	Mr D Levene [3]
Civil Service SCTSA	Mrs L D Martin [1]
Disability Shooting GB	Mrs M Pankhurst [2]
English SSU	Mr M T White [0]
Police Sport UK	Mr D A D Mottram [3]
Prep Schools RA	Mrs M Eveleigh [0]
Scottish SRA	Mr J R Buchanan [2]

**PRINCIPAL PROFESSIONAL ADVISERS**

Auditors	Rouse Audit LLP 55 Station Road Beaconsfield Bucks HP9 1QL	
Bankers	Bank of Scotland plc Pentland House 8 Lochside Avenue Edinburgh EH12 9DJ	National Westminster Bank plc 15 Bishopsgate London EC2P 2AP
Insurance Brokers	Perkins Slade Ltd 3 Broadway Broad Street Birmingham B15 1BQ	
Solicitors	Knights Regency House 25 High Street Tunbridge Wells Kent TN1 1UT	Barlow Robbins Sydenham Road Guildford Surrey GU1 3SR
	DMH Stallard 1st Floor, Wonerh House The Guildway Old Portsmouth Road Guildford Surrey GU3 1LR	

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### TRUSTEES' ANNUAL REPORT WITH THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2016

(This report includes Directors Report under the Companies Acts and Strategic Report)

The Trustees present their report and the audited financial statements of the group for the year ended 31 December 2016. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

#### THE ASSOCIATION'S STRUCTURE

The Association is a registered charity. It has three wholly owned subsidiaries. NSRA Limited owns Lord Roberts Centre from which it provides shooting and other sporting and social facilities and a shop selling shooting equipment; Bisley Sports Wholesale Limited sells mainly imported shooting equipment to the retail trade; and Franko Rosso Limited imports shooting equipment. The results of these subsidiaries for the year can be seen in Note 10 of Notes to the Financial Statements.

#### MANAGEMENT STRUCTURE

The Association is controlled by its members through the exercise of democratic voting rights as individuals or as representatives of affiliated clubs, associations and other groups to elect a Board of Management, one third of who retire annually in rotation. Members of the Board serve in an honorary capacity and are the directors of the company and the charity trustees. A separate Shooting Council, which draws its members from County Associations, meets to determine rules and conditions for the conduct of shooting in competition in a safe and disciplined manner. The Shooting Council elects annually one member of the Board of Management, the Chairman and one of the two Vice-Chairmen. The Board delegates responsibilities for administering to the needs of its members to sub-committees of unpaid volunteers elected annually by the Shooting Council, supplemented by annual appointments by the Board to achieve a balance of skills and experience in the committees. The day-to-day business administration and implementation of Board policies and decisions is controlled by the Association's senior staff in conjunction with designated Board members. In 2016 there was an average of 35 paid employees (11 of whom were part time and 2 casual) including those employed in the two trading subsidiaries.

The Association continues to derive benefit from many hours of unpaid work by volunteers who serve on the Board of Management and its committees, the Shooting Council, and in other capacities in the pursuance of its charitable objects. The Association's thanks are due to them, and to the NSRA staff, for their hard work during 2016.

#### OBJECTIVE & ACTIVITIES

The Association's main objective is to promote target shooting of small-bore cartridge rifles, pistols, airguns, and match crossbows. In particular the trustees consider how planned activities will contribute to the aims and objectives they have set. The Association supports these objects by:

- Acting as the governing body for small-bore shooting;
- Instructing shooters of all ages, through a structured coaching scheme, in the proficient use of firearms and airguns;
- Organising competitions and championships to foster marksmanship skills;
- Providing a shooting supplies service to clubs and their members;
- Supporting the youth movement;
- Facilitating the provision of small-bore ranges and maintaining its own ranges at Bisley and Aldersley for the use of shooters;
- Developing shooting equipment.

The Association is the governing body for target-shooting activity with firearms under .23in. calibre, airguns and cross-bows. In the course of promoting target shooting activity the Association also achieves the charitable purposes of:

- Educating young persons in the safe handling and lawful and proficient use of firearms and airguns; and
- Improving the quality of life of the disabled by providing the means for attainment of skills and achievement in competition.

The private ownership of firearms and ammunition in the United Kingdom is regulated by law. The legal formalities and restrictions on the possession of firearms and ammunition, especially as regards young persons, are inhibiting factors in the pursuance of the Association's objects. The promotion of target shooting activity with airguns is the prime means of introduction for youth groups and the Association offers a training programme for leaders and a proficiency scheme for participants. Shooting skills learned with equipment of one kind are easily transferred to equipment for other shooting disciplines as shooters make progress and our youth development programme is our best means of introducing the greatest numbers of newcomers to target shooting.

The Association offers an extensive programme of summer and winter competitions for club and county teams on a postal basis, individual postal competitions and championship meetings. Competitive target shooting has always served as the basis for evaluating marksmanship skills and shooting has featured in the Olympic Games since 1896. Despite the restrictions placed on pistol shooting in Great Britain a range of pistol courses of fire and related competitions is available for air pistols and a number of types of small-bore cartridge pistols, whilst centre-fire cartridge pistol shooting is still available to shooters in Northern Ireland, the Channel Islands and the Isle of Man.

The Association continued to work as a member of *British Shooting* on matters connected with participation in international level competition. The Association's CEO is a member of the *British Shooting* Board. *British Shooting* is concerned with athletes of the highest level of ability and those identified as strong candidates for progress to that level. *British Shooting* is also concerned with British representation at the Olympic Games and the events leading to Olympic participation, such as the World and European Championships and World Cups. It works in close co-operation with the Home Countries, which receive separate funding and have their own Squads and programmes of international matches. The NSRA's direct role in such activities is therefore very limited, although the athletes in the rifle and pistol disciplines within these structures are drawn from the Association's individual members.

Members of the General Public, Youth Organisations including Schools, Scouts and Cadet Corps, Disabled persons including blind and Regular and volunteer forces of the Armed services will benefit from Association's work.

## **STRATEGIC REPORT**

The Association's purpose is to fit Her Majesty's subjects for the defence of the Realm by the advancement of skill in rifle and other shooting by provision of skilled instruction and opportunity to practise and, in furtherance of such objects, to exercise lawfully powers to promote the formation and maintenance of rifle and pistol clubs, to furnish or afford facilities for the acquisition of rifles, pistols, ammunition, shooting equipment and suitable apparatus, and to offer, provide and contribute to prizes for skill in shooting. During the year the Association kept achieving its objectives and the following activities were in response to the needs and have influenced the association's development:

- ❖ Organisation and sponsorship of competition to promote skill in marksmanship and to encourage greater participation in target shooting and membership of the charity. This was achieved through organising different competitions.
- ❖ Provision of programmes to improve and widen the support and guidance available to participants in the sport and for the introduction of the newcomers. This was achieved by increasing the number of members, coaches and instructors and through course development.
- ❖ To promote greater co-operation with the national governing bodies for the other areas of shooting sports. The Association has a direct role in programs run by British Shooting with other shooting organisations for the development of sport.
- ❖ To ensure that there is a sound financial structure to provide the income to achieve the strategic aims.
- ❖ Provision of schemes and courses for qualification in coaching and safety. Achieved through the availability of more coaching and courses and through new and revised publication of new laws, rules and regulations.
- ❖ Provision of range facilities for the use of target shooters. The activity level increased during the year by providing support to clubs and associations to develop ranges locally.

- ❖ Representation of the needs of target shooters to outside regulatory agencies such as BSSC, UK Sport/Sport England (via British Shooting) and other bodies.

The Association's main objective for next year is to pursue a strategy of financial stability with the aim to generate a surplus to reduce its level of indebtedness and cutting costs rationally. The Association will continue to work more closely with other major target shooting organisations. The NSRA will continue to work with British Shooting ensuring opportunities for the development of international shooters are maximised and that government funding is used in the most appropriate way to ensure the aims and objectives of British Shooting are achieved.

The Association will improve communication with clubs, counties and individual members to increase the number of people taking part in the sport and joining the Charity as a member. The Association will encourage and assist the affiliated organisations to improve their facilities and services to their members. New websites will be introduced along with a new membership system, which will be outward facing, and better serve the needs of members and affiliated clubs.

The Association will ensure its governance arrangements are appropriate and effective by continuing annual training of trustees and encouraging them to become more involved in establishing policies for the effective running of the charity.

## ACTIVITIES DURING THE YEAR

### Organisation and Staffing

There was only one change in organisation staff; Pippa Pugsley joined the Membership Department in February.

With regard to NSRA Limited Doug Waring retired in March. Elaine Johnson left in October. Gary Cox joined as BSW Manager in March and Ruth Mansell joined in July.

### Membership

There were no changes made to the affiliation structure for clubs and other organisations and the membership arrangements for individuals. There was a net decrease in the number of affiliated organisations compared with the previous 12 months but a net increase in the number of individual members.

Affiliated Organisations	2016	2015	% Change
UK Clubs A	902	906	-0.4
UK Category B, C, D, & E Association	126	127	-0.8
Overseas Clubs & Associations	6	7	-1.4
Totals	1,034	1,040	-0.6

Individual Members	2016	2015	% Change
Life	435	439	- 0.9
Annual	3,897	3,817	+2.1
Associate	866	868	- 0.2
Totals	5,198	5,124	+1.4

### Shooting

The training and selection of shooters to represent Great Britain in rifle and pistol at international level now largely rests with British Shooting and Home Country Federations. This particularly applies to World Cups, European Championships and Olympic games; however it is still the case that the shooters taking part in these events will be members of the association.

In the International Postal matches we won Dewar, Wakefield and the Randle. In the Drew matches South Africa again had a clean sweep across all three Competitions. This year Great Britain did field teams in all three competitions which is positive. The Drew Match has been moved to the Junior International Championship to allow the best possible team selection.

For the Five National Meetings the aggregate number of competitors was slightly lower than last year. The National Meeting at Bisley had approximately the same number of entries as 2015. The Scottish entry was 200 which was lower than 2015. The International 50 Metres meeting entry was approximately the same as last year. The Pistol Championships in September draws a very small number of Competitors but this was the same entry as last year.

There were 287 competitors at the British Open Air Gun Championships in February, 21 down on the previous year. Katie Gleeson won the Women's Air Rifle Championship, Ken Parr won the Men's Open Championship, Georgina Geike and Kristian Callaghan won the Open Air Pistol Championships.

The British International 50 Metre Rifle Championships was again held in June. There were 131 entries, a decrease of 10 on 2015. Ken Parr won the Men's Prone, Dean Bale won the Men's 3P, Sian Corish won the Women's 3P, and Lina Jones won the Women's Prone.

The Scottish Meeting was held in Lauder. The entry was 200, 3 entries up on the previous year. The weather was mostly good but we did get some rain during the later part of the week. The Scottish Prone Champion was Mr K Greenaway of the St Andrews RC.

The National Meeting at Bisley was again hampered with the parking situation which the NRA imposed on us and has, we have been told, led to a decreased entry. The entry numbers for Bisley in 2016 was 545 competitors. This is 40 Competitors down on 2015 where the entry numbers were 585. Over the last 5 years the entry has dropped by approximately 20%. The disabled parking was again on the range to the side of the tented area. R H Wilson (765) won The British Prone Championship, D Beere Waldram (758) was second and D Cowen (754) was third. M Man won the leading Junior Award in The British Prone Championship.

The Pistol Meeting was held on its normal weekend in September. The total number of entries was 93, the same as 2015 but even with this number the meeting still made a loss. The Gallie which has historically been shot during the Channel Islands Open has now moved to the Pistol Championships and was won by David Owen (268) on count back from Paul Leatherdale. The Allies British Short Range Championship was won by W. Mickiewicz and David Owen won the British 50M Pistol Championship.

The number of entries in all competitions is declining which impacts on their viability because all but two of the events operate at a loss. The Competitions Department and Association generally is reviewing the Competitions and Events Programme to it is both relevant and viable.

The Competitions Department continued to use email correspondence as its main communication to clubs and individuals and also started to compile lists of addresses so that emails can just be sent to the relevant correspondents. This is an ongoing task and we will hopefully be able to communicate with specific groups rather than everybody. In terms of Postal Events results were arriving back at the clubs approximately two weeks after the last date for shooting, although this was extended if the Competitions Department was involved in other activities or if other external factor influenced the department's workload.

### **Scorers Course**

Scorer's courses are continuing with the current number of qualified scorers being 1073 from 98 courses held. Several counties are now using the course to underpin their own locally scored leagues.

### **Review of Regional and GB Junior Squads**

All of the original recommendations agreed by the Board as part of the Squad Review show signs of progress. The squads have been rebranded as the GB Talent Squads and are moving to "business as usual". Following on from performance assessments 17 shooters have been selected for the Rifle squad and 6 for the Pistol Squad. The Head Coach to the Rifle Squad has been appointed and has identified his team of coaches. The Head Coach to the Pistol Squad was appointed but has since resigned due to ill health and other commitments. Another Head Coach is being sought for this Squad.

Discussion took place with parents mainly on shooters who did not make the 'cut' for the new squads. This included the role of regional squads and some more performance orientated clubs and the need for shooters/parents to be prepared to cooperate in the process.

The new squads did not attend the Junior International or Oldenburgh events as a matter of course – this was in alignment with the repositioning of the squad in performance terms. Instead teams of shooters attended Intershoot and Pilsen competitions. A Rifle Squad Training Camp also took place in Jersey. The event was fairly high-profile and was visited by local radio and the island's Sport Minister.

### **Regional Squad Development**

Some time ago the NSRA received a sum of money from British Shooting to support Regional Squads. Since then a system to benchmark the squads against a set of national standards has been put in place and once the squads have reached that standard they can put forward a plan to access some of the funds (up to £500 per squad). The first squad to achieve the standard was the Eastern Regional Shooting Squad who submitted a plan which included

the purchase of new equipment and coach development. The plan was accepted and the squad received the award.

### **Club Support**

Support has continued for NSRA affiliated organisations. Examples include:

- Reepham Moor Rifle Range and North Cotes Butts including support for the Lincolnshire County Development Officer.
- Value Independence Shooting Club - a new club has been formed in Wales with a specific interest in disability shooting.
- 21st Romsey Scout Group has expanded its shooting activity and set up an Air Rifle Shooting Club and is intending to promote air rifle shooting to all – not only members of the Scout movement.
- Maidenhead Target Shooting Club – having difficulty with the renewal of their lease.

### **Running Target**

Following the meeting with representatives of the British Sporting Rifle Club about the development of Running Target Shooting, a workshop took place at LRC to train NSRA staff and others in the use and maintenance of the Sius Ascor equipment and on basic Running Target technique.

Representatives from the British Sporting Rifle Club led the workshop which was well received and since then have provided a basic manual on technique for the attendees. This can now form the start of the NSRA Running Target Module to be used as an add-on to the current NSRA Club Instructor Airgun Course. The inclusion of Running Target as a sweepstake event at the Surrey and British Airgun Championships is also being discussed.

### **Document Development**

The development of documents to support clubs and associations has continued with NSRA Gender Reassignment and NSRA Whistle blowing Policies. These have been approved by the Board and uploaded to the NSRA website. These documents whilst fitting the specific requirements of NSRA clubs and associations are in alignment with those produced by British Shooting. The next document to be produced will be on Bullying and Harassment.

### **Republic of Ireland**

Following discussions with Mike Folan, 2 RCO courses were organised over the week-end of the 2-3 Dec for University College Dublin Rifle and Pistol Club. These were delivered by a County Coach from the UK. It is hoped that the club will now take on the NSRA Coaching Scheme starting with Club Instructor Courses. This in turn may lead to further involvement with clubs in the Republic of Ireland.

### **NSRA Rules**

Following the changes discussed and ratified at the Shooting Council the NSRA Rules have been updated and submitted for inclusion on the NSRA website. The proposed changes to the LSR Rules will be a subject of further discussion at the meeting of the Shooting Council.

### **Shooting Futures**

Surrey County Association hosted another Shooting Futures event at Bookham Rifle Club in October 2016. This time the event included a broader group of people from the South East from clubs and other organisations. Those present received presentations on Club Development, British Shooting Development, the Target Shooting School, SCATT electronic training and Shooting Well in the Wind. The event was well received and provided plenty of opportunity for discussion, questions and answers and networking. One outcome of the meeting is discussion on how stronger links can be formed between the Talent Network, the Regional Squad and the clubs and counties in the Region.

### **Target Sprint**

A draft manual to support the development of Target Sprint has been produced to be used in conjunction with the NSRA YPS Scheme. Copyright issues for the use of images for the NSRA Target Sprint Manual have been resolved and the final draft version is being circulated to people involved in the development of the event.

### **County Development Plans**

The NSRA is supporting the development of County Development Plans. Following the Lincolnshire County Development Plan Warwickshire and Devon are currently in the process of drafting their versions. Not only will this help the direction of development in the individual counties but will also help develop a National Plan in the future.

### **Safeguarding**

The NSRA is continuing to develop its safeguarding systems alongside British Shooting. British Shooting is currently working towards intermediate level of the Safeguarding Standards – completion of this process is a requirement of both UK Sport and Sport England. The Basic Level of Safeguarding has already been achieved and is based around systems and documentation. The Intermediate Level however is more about how the standards are implemented – this can only really be evidenced via the governing bodies systems.

Improvements in information sharing between NGBs and training are being discussed. Within NSRA an overhaul in the way DBS checks are handled is required. To this end changes are being made to the DBS Check forms and the data collected. Also a form is to be produced to send to clubs to encourage them to identify the contact list they need for safeguarding in their area.

British Shooting has also provided a list of "Time to Listen" basic safeguarding courses available across the country. These have been uploaded to the NSRA website.

### **British Shooting Development Group**

The NSRA continues to be represented on the England Development Group.

### **Disability Hub Club Workshop**

The British Shooting Disability Hub Club Workshop took place over the weekend of 15th and 16th October at Stoke Mandeville. 21 people representing 12 Clubs across the country attended the event. The workshop gave the opportunity for the people who are already engaged in disability shooting to share their experiences, learn from one another and form informal links. Also available was the opportunity to meet people from the DSGB Club and their coaches to gain further knowledge and experience.

### **Olympic Games**

Apart from British Shooting's obvious successful involvement in the Olympic Games in Rio other initiatives took place over the period. They introduced the #IGOBeyond campaign which involved the use of various forms of media to promote participation level activity centred on "how does shooting make you feel..."

Also shooting was represented at some of the Olympic Fanzones. Examples include the Bristol Fanzone where members of the East Bristol Club manned the stand in Millennium Square. At the Olympic Fanzone in Plymouth, over 170 people had a go at laser shooting. Leaflets and promotional materials were provided to British Shooting to promote the NSRA.

### **British Shooting Planning**

In preparation for the new round of Sport England Funding planning started early in 2016 to enable British Shooting to access support for the next 4 year cycle. Following the Scoping Meeting between British Shooting and Sport England a firm of consultants Sporting Structures was recruited to gather information and start to put together the "insight" for the next British Shooting Plan to Sport England. The lead on this project has been provided with information on numbers of participants, clubs members etc. to support the plan from a small-bore perspective as well as opportunities to conduct interviews with shooters at WMRTSC and Sutton Coldfield clubs.

### **British Shooting Next Generation Talent Coach**

In 2016 British Shooting was looking for coaches who have the potential to develop into high quality talent development coaches. The programme focuses on coaches who want to develop athletes within the Olympic disciplines across pistol, rifle and shotgun to become world leading performers.

Successful candidates will follow a learning programme which will support them in developing the skills to bring out the best in others and to develop medal winning talent. This programme is not intended as an alternative to NGB coaching qualifications but to supplement qualification and further development.

### **Home Countries**

The British Shooting Development Group meeting in October included representatives from the Home Nations. The meeting discussed the Development Group's role and the inclusion of Home Nations going forward including the overall vision, what are the priorities, growing the sport, integrated inclusion, talent development and identifying areas of common interest. It was agreed that the meeting was useful, and it should be repeated annually with key topics/discussion points to base the meeting around. A Home Nations Talent Focused working group is also to be set up.

### **British Shooting Talent Network Hubs**

British Shooting is helping to set up Talent networks as part of a collective approach to talent development. It is proposed to set up, "A network of connected learning environments and people that enable the next generation of aspiring shooters to be the best they can be". In discussing this with British Shooting they see the Hubs not as alternatives to the Regional Squads or any other structures but groupings of people whose networking and connections make them collectively a hub for talent development. British Shooting assured that the NSRA Regional Squads were recognised by them as an integral part of the talent pathway but not the only route a shooter might take.

Four locations for Talent Network Hubs have been identified by British Shooting; these being Surrey, Hampshire, West Midlands and the North East/Scotland. Meetings have taken place in the first three of these regions and currently the West Midlands Network is proving to be the most active. A web based

network group has been set up and the West Midlands Network Talent Coach Development day has taken place. The event was well received and hopefully will lead to more networking in the region.

### **British Shooting Schools Pistol Champs**

161 competitors, from 50 different schools, from across the South of England and Wales took part in the Southern Schools Championships. This is 30 more than last year's event. The competitors came from schools and youth groups (such as Scouts, Pony Club, Guides etc.). The workforce included British Shooting coaches, BPC and local club members who staffed the range. During the event teachers, parents and leaders were encouraged to become more involved. Social media, sports presentation and info before/post event was provided on the British Shooting website. An email is to be sent to all the competitors including the results, website links etc. to the BPC, ESSU, and NSRA etc.

The next stage of the competition was the Northern Event at Ellesmere School, Shropshire in November. This was a smaller event. The National Final was at Sport Wales, Sophia Gardens, and Cardiff in January 2017 on a fully electronic range. Individual Finalists from the other events were invited as well as teams.

### **Commercial**

Commercial activity during 2016 has primarily focused on the development of the Association's marketing communications, with a particular emphasis on ensuring our membership recruitment and retention rates were improved and membership revenues maximised. To this end, a regular membership recruitment advertising campaign ran through 2016 in a number of key shooting press titles.

The retention of existing members is a key objective within an increasingly competitive business environment. It is widely accepted that without pro-active marketing the NSRA will lose market share and cease to be a serious player in the shooting sports sector.

Over the past three years the NSRA 'brand' has been successfully defined and made far more visible in the marketplace. This has been achieved through consistent branding and a combination of press advertising, member's magazine, on-line communications and a new website creative platform.

While membership marketing is crucial to our core retention and recruitment strategy, the charity also needs to be financially underpinned by the Limited business elements of the organisation. To this end, a sustained advertising programme has been in place across the shooting press over the past 3 years, promoting the NSRA Shop and our wholesale business, BSW Limited.

A totally re-designed website was launched for the NSRA Shop in 2015 and this continues to be well received, with accolades from the shooting press for ease of use, functionality and clear navigation across the site. As with all websites, the NSRA Shop site has been subject to ongoing improvements in terms of both content and presentation through 2016. The new shop branding is now well established in the target shooting sector.

In order to create increased demand and visibility for Bisley Sports Wholesale as a 'brand', a new website was re-designed and launched during the latter part of 2016. A regular press advertising campaign has promoted the wholesale business in shooting trade publications through the year.

The re-designed Lord Roberts Centre website has been operating since 2014 with the intention of driving demand and bookings to the Centre and to increase the commerciality of the operation.

Unfortunately and in spite of active marketing, commercial bookings for the LRC have dropped through 2016. Efforts are underway to create new interest in this crowded market. After some analysis it is widely accepted that some traditional sources of regular business have dried up. There has also been a fundamental shift in the marketplace. These factors need to drive and influence our actions through 2017.

### **Charity website and database development:**

During 2016, considerable development and planning was undertaken to move us forward with these major projects. While the two projects are distinctly separate, they are also inextricably linked, in that future website functionality has to be allowed for within the systems architecture for on-line transactional purposes for use by both membership and competitions.

Progress has been reported on a monthly basis to the NSRA Board and senior management have been kept abreast of achievements against plan. This work has clearly had to fit in with the limited operational resources at our disposal and timings are largely planned around the various troughs and peaks of workload within the membership department. During 2016 great strides were made in identifying the critical areas of work which may require more in-depth discussion and agreement was reached on the phased launch into the marketplace.

Phase 1 comprises a re-designed 'front end' website with increased functionality, easier navigation paths and improved data. Within this phase it was agreed not to incorporate the more complex on-line transactional functionality. Phase 1 of the website is due to launch in July 2017.



Phase 1 of the membership system is planned for launch by the end of July 2017. This is subject to further in-house user testing and final approval before go-live.

The fully integrated Charity website and business system will follow in 2017 once all potential issues have been identified and resolved.

Phase 2 will incorporate full on-line transactional capability and in time Competitions entry and communications opportunities once these have been fully scoped.

The benefits to both our members and our administrative staff resulting from this work will be considerable. The day to day access to information and the ability to join / renew memberships on-line will free up administrative workload and allow better use of staff time and resource. These developments will also present a far more up-to-date image of the NSRA to the membership base in the form of a modern, efficient membership organisation, with up-to-date communications and a clean, modern image in the marketplace.

#### **Exhibitions & Events:**

The NSRA exhibited at the inaugural Northern Shooting Show in May 2016. With over 11,000 visitors over the two days, this proved to be a successful event and as a result of the estimated turnout, the Association has also booked a stand in 2017. The NSRA will be exhibiting in Hall 2 as before at the Harrogate Exhibition Centre.

The key objectives for the NSRA will be to further promote the benefits of membership, raise awareness of the Association and generally create interest in small-bore, air and pistol target shooting sports.

During the latter part of 2015, it was decided that due to the ever increasing and unsupportable cost of attending the British Shooting Show, the Association would no longer attend this event as the return on investment would be nominal.

#### **Members Magazine – ‘On Target’, incorporating The Rifleman:**

With effect from Spring 2016, issue number 797, the title of the members magazine changed from ‘*The Rifleman*’ to become ‘*On Target*’ incorporating *The Rifleman*. The change in title has been well received generally as it is more encompassing and therefore more relevant to the shooting sports covered by the NSRA. The magazine branding will be reviewed again at some point in the future, at which time we may decide to drop the sub title, ‘*incorporating the Rifleman.*’

‘*On Target*’ magazine achieved timely publication dates each quarter during 2016 and continued to carry a broader editorial coverage, geared to the interests of all members and proportionally covering all small-bore shooting disciplines.

The magazine continues to strive to accommodate the needs and expectations of all members and at some point in the future (pending the launch of the ‘Members Only’ area on the new website); will also be posted on-line in page-turning form for those members who wish to receive this format.

#### **NSRA Collateral / Booklets & Publications:**

Promotional materials, booklets and manuals continue to be produced to a single, recognisable design standard. The current documentation is all available on-line in pdf format, with a number of booklets / guides obtainable in hard copy form on request to NSRA Membership.

#### **New Member Benefits:**

The NSRA Member Benefits programme was launched in early 2015 and take up levels to the offers was monitored during 2016. Unfortunately response has been minimal to the majority of offers and with our limited membership numbers it is not easy to develop affinity marketing partnerships with third parties. There is also a requirement to observe the Charity Commission rules in terms of benefits relating to membership of a charitable body. These guidelines are being followed.

During 2016, member offers have been made available from affinity partners such as the Automobile Association, Hoseasons, Cottages4you and Vision Express. The MBNA credit card affinity scheme was also re-launched in 2016, however this was cancelled by MBNA in December due to a zero take up level.

Further discussions have taken place in 2016 with other third party organisations such as vehicle leasing providers and a health care organisation with the intention of increasing the spread and type of offer available to members.

### **Commercial Department Staffing:**

Ruth Mansell joined the Commercial team in the role of Marketing Executive in July 2016. This new appointment brought much needed skills and experience to the marketing department from July and rapidly helped to make a significant contribution in all areas of the NSRA's marketing activities. In particular, improvements in website management and social media have facilitated a much improved marketing communications platform for the Association, providing 'real time' news and information via web updates and e-communications.

Ruth also takes a key role in the collation and production of the quarterly member's magazine, '*On Target*', as well as being involved in all aspects of the marketing mix. As a result of this appointment we are now better resourced to face the challenges going forward into 2017.

It is clear that the new charity website and business system could not be delivered without key skills in these important areas.

### **Range Safety**

It has been a busy year for range visits, inspections and certification of club ranges and for the provision of general advice to clubs and organisations on range safety issues. It is encouraging to find that many clubs are continuing to take a conscientious attitude towards range safety and the condition of their indoor and outdoor ranges and facilities. Many clubs are using the inspection templates contained in the NSRA range manual to assist in producing an audit of regular and detailed range inspections and maintenance programmes within the clubs.

It is now some ten years since the MOD ceased issuing range safety certificates, after which the National Governing Bodies assumed responsibility for the inspection and certification process. Many clubs are reviewing their indoor and outdoor ranges to ensure that they comply with current regulations and once the internal audit is complete, clubs are requesting an inspection and the issue of an up to date range safety certificate from the NSRA. Those clubs yet to complete an internal range safety audit are encouraged to do so and to seek advice from the NSRA if they are unsure of the process.

The increase in requests for range visits, inspections and certification, is due in part to clubs wishing to expand the types of shooting available on their ranges in order to offer additional disciplines to existing members and to attract new members. Combined with the use of Section 11(4) exemption, many clubs are working hard to make their premises more attractive to new members and to host many more opportunities for the public to attend taster sessions.

It is encouraging to find that in addition to the increase in the number of clubs that have completed a range safety audit and refurbishment, a number of new ranges are being commissioned across the country. A number of commercial shooting clubs have been established and provide an excellent introduction to the sport; many commercial ranges refer those individuals who wish to participate in shooting on a regular basis to an established club. Furthermore, many clubs threatened with loss of premises are being offered land and assisted funding to establish the club ranges in a different location. The NSRA has provided assistance to some of the project leaders and architects in order to ensure that the club has at least the same type of ranges in the new location.

The NSRA range manual is proving to be a great success and is a considerable improvement on previous publications. The manual is popular with clubs and many are using it as the reference guide for internal range safety inspections. The latest version of the manual with amendments is due for publication in January 2017 and is available from the NSRA shop or can be ordered online.

### **Visits and Inspections**

The NSRA has provided advice to over 350 clubs and organisations which has assisted clubs in bringing their ranges to an acceptable standard and has advised the clubs on how to make optimum use of their range facilities. Currently there are approximately 20 active club projects in progress. It is becoming increasingly obvious from points raised during range visits, that a number of clubs have taken a unilateral decision to alter their club ranges either physically or by altering the way a range is used. It is useful for clubs to be aware of the type of alteration which may affect the safety of the range and the associated insurance cover.

Clubs may, without realising the safety implications decide to include additional types of shooting on club ranges or to include additional target types, such as duelling trees, onto the range. Unfortunately, many of the additional types of shooting contravene the conditions of the range safety certificate and in turn may invalidate the insurance cover for the range. Many of the traditional target shooting indoor and outdoor ranges are designed for static shooting from fixed distances using recognised positions and any deviation from these conditions may have significant implications to the ballistic safety of the range. Before altering the use of the range, clubs are advised to contact the NSRA for advice.

A number of ranges do have capacity to include additional disciplines and firearm types, however as the majority of club ranges are designed on the principle of No Danger Area, many do not. It can be as simple as a club, whose

range is certified 'prone only', permitting benchrest shooting or shooting from the seated prone position, in each case the conditions of the safety certificate would be exceeded and more importantly the ballistic safety of the range may be compromised. The same can be said for clubs who establish intermediate target lines on the indoor or outdoor range when these have not been included in the original ballistic inspection of the range. It is the responsibility of the club committee to ensure that the use of ranges comply with the conditions of the range safety certificate.

### **Range Certification**

Recently, during visits, it has been realised that critical information is being misinterpreted with the result that ranges are being used incorrectly. Specifically, it is sometimes unclear on the paperwork for indoor and outdoor ranges with multiple shooting distances, whether the firing line is static with multiple target lines or if there is a single target line with multiple firing lines. This makes a significant alteration to the safety of the range. All range safety certificates issued by the NSRA specify exactly what the conditions for shooting on the range are. The NSRA is working with clubs to ensure that the conditions of use are understood and applied.

All ranges must hold a valid range safety certificate. The certificate is supported by a comprehensive inspection report and both documents act as the evidence for Home Office Approval and can be used as evidence in the event of an incident or accident on the ranges. The range safety certificate is a summary of the conditions of range use and the inspection provides the detail of the construction of the range and limitations on the use. It is vital that the information contained in both documents is understood and applied. Clubs must ensure that they hold copies of both documents as part of their range management audit.

The NSRA holds the original range file, which in some cases includes type drawings for target shooting ranges across the country. If clubs are in doubt on any aspect of range safety, they should contact the NSRA.

### **RESULTS FOR THE YEAR**

The Trustees present their report and the audited financial statements of the charity for the year ended 31 December 2016. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

### **Incoming Resources**

Total gross income for the NSRA and its subsidiaries reduced by £39,320 in the year (1.5%). The four main elements of income generation are membership and affiliations, ranges, supply services and competitions. Membership includes clubs' affiliation fees as well as individual members' subscriptions and the tax refunds on them paid under gift aid, and the net increase in the year of £11,027 is due partly to an increase in club affiliations and in subscription income by £23,511 and due to a decrease in tax refunds on gift aid by £12,485. Also included here is the income of selling the On Target to non-members and of advertising revenue and these increased by £767. Ranges Income reduced by £22,412 in the year (10.1%), this is partly due to a closure of Wakefield range and partly due to a reduced level of range usage this year. 10M range income increased by £846 (3.4%) this year but a decrease in hiring of the 50 metre and 25 metre ranges was seen. Competitions income increased by £3,959 (1.9%) with the overall number of entrants slightly reducing, but overall revenue increased slightly due to increases in entry fees.

Supply Services, which is the sale of goods and services mostly through the trading companies reduced by £42,617 (2.7%) because of decreases in one of the trading subsidiary's sales and in LRC services. Subletting during the year of office space and services to CNC, the police department which guards strategic sites in the UK, was again of significant importance to the Association's finances, but reduced in the year by £41,501 (23.8%). The overhead costs of keeping up Lord Roberts Centre are unlikely to be met out of income derived from purely shooting activities and so it is vital that the Centre facilities are used for other income generating activities to the fullest extent possible.

External donations and sundry income increased in the year by £6,684 and £5,128 and rent received decreased by £2,239.

### **Resources Expended**

As a registered charity, the Association manages three different types of fund; restricted, unrestricted but designated and general. The restricted funds may only be used for the purpose for which they were created, the designated funds may be used for other purposes if deemed appropriate, and the general fund is everything else, which includes all trading and costs and income from the normal operation of the Association. The Statement of

Financial Activities and supporting notes shows the movements on these three types of fund and analyses them over the core activities.

Apart from the Lottery Grant Fund the movements on the restricted funds are relatively small – see Note 17 to the accounts. As in previous years £93,888 has been taken out of the Lottery Grant Fund and set off against the depreciation on the fixed assets for the year, which totalled £130,904. The difference was charged to General Fund. In all, the aggregate balances of the restricted funds reduced by £92,802 (2015: £92,871 reduction).

The designated funds increased by £2,877 in the year (2015: £13,727 increase) mostly due to an increase in the Blind Shooting Fund – see Note 20 to the accounts.

The General Fund decreased by £22,290, which is the group operating loss for the year after tax (2015: £13,194 profit).

Total resources expended in the year increased by £6,945 (0.3%). All direct and staffing costs and other overheads are allocated to the main core activities on a consistent basis. Membership, which includes members' insurance and Rifleman costs, was decreased by £1,757 (0.4%). Ranges costs, which includes the Aldersley range complex, decreased by £11,995 (5.0%) due to a reduced level of range usage.

Supply Services increased by £7,490 (0.5%). This was mainly due to a worsened exchange rate of the pound against the euro which increased the overall cost of stocks purchased. Competitions costs increased by £12,291 (4.0%) of which £8,945 was the increased costs of the Bisley Rifle Championship. As always, the intention has been that each competition recovers all its direct costs but again it did not happen this year. Development costs rose by £916.

Governance costs include the audit fee as well as other legal and professional fees.

#### **Reserves**

The operating loss of £22,290 incurred in the year has increased the debit (overdrawn) balance on the General Fund to £511,902 at the year end. It is important that this be returned to credit as soon as possible, although it is acknowledged that this may take many years.

The Association continues to be funded to a considerable extent by loans from the membership and trustees which totalled £884,447 at the end of the year (2015: £831,447). The proportion of this that was lent by the trustees and close associates was 56%.

#### **TRUSTEES' RESPONSIBILITIES**

The trustees who are also directors of National Small-Bore Rifle Association for the purposes of company law are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **RISK ASSESSMENT**

Trustees are also required to undertake a risk assessment of the Association's activities and this process has been carried on by the review of risks related to existing activities and identifying risks connected with new activities and facilities.

### **WORKING WITH OTHER CHARITIES**

The governing body for target shooting with firearms of calibres larger than .23in. is the National Rifle Association (NRA). It was formed some 41 years earlier than the NSRA and its charitable purpose is allied to support of the armed forces. The work of the two Associations is complementary rather than competitive and there is some overlap of membership. The two Associations collaborate in matters of common purpose such as relationships with supervisory or regulatory bodies and both are represented on BSSC and *British Shooting*.

Disability Target Shooting Great Britain (DTSGB) is also a member of *British Shooting*. Its activities in elite training are in NSRA disciplines of small-bore and air rifle and pistol and many of its athletes and coaches are individual members of the NSRA.

### **PLANS FOR THE FUTURE**

The Trustees' plans for the future centre on two principal objectives:

- The provision of the range of services needed by its members and affiliated clubs and organisations in the pursuit of their sport.
- The financial stability of the group.

In particular the Trustees will seek to:

- maximise income through the use of its premises by those both within and outside the sport;
- reduce the level of financial indebtedness;
- expand the availability of coaching and other courses, guidance and other resources designed to raise the standard of achievement and quality of experience in its member clubs;
- maintain links and co-operate with other National governing bodies on matters of mutual interest and benefit, in particular with the NRA and CPSA, through *British Shooting*, in delivering the interventions contained in the Sport England 2013-17 funding programme agreement.

### **STATEMENT OF DISCLOSURE TO AUDITOR**

So far as the trustees are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the trustees have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

**Approved by the Board of Management on 27 May 2017 and signed on its behalf:**

R W Newman, Chairman

R V Watchorn, Joint Hon Treasurer

**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS AND TRUSTEES OF THE NATIONAL SMALL-BORE RIFLE ASSOCIATION**

We have audited the financial statements of The National Small-Bore Rifle Association for the year ended 31 December 2016 which comprise Group and Parent Statement of Financial Activities, the Group and Parent Summary Income and Expenditure Account, the Group and the Parent Charitable Company Balance Sheet, the Group and the Parent Charitable Company Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Emphasis of matter – going concern**

In forming our conclusion, which is not qualified, we have considered the adequacy of the disclosures made in note 1.15 of the financial statements, in respect of the continued dependence on the bondholder's funds, the timing of any repayments and the income initiatives being undertaken which indicate the existence of a material uncertainty which may cast significant doubt on the charity's ability to continue as a going concern. The validity of the going concern basis depends on the Group being able to operate within its current working capital facilities which requires the assumption that the bondholders will not recall these liabilities. The financial information does not contain any adjustments that might result from this funding being withdrawn. Our conclusion is not modified in respect of these material uncertainties.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2016, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (applicable to smaller entities); and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Leighton Bower (Senior Statutory Auditor)  
For and on behalf of Rouse Audit LLP**

.....

**Chartered Accountants  
Statutory Auditor**

55 Station Road  
Beaconsfield  
Bucks  
HP9 1QL

Rouse Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Statement of Financial Activities for the Group For the year ended 31 December 2016

Income and endowments from:	General funds	Restricted funds	Endowment fund	Group	
				Total 2016	Total 2015
	£	£	£	£	£
<b>Charitable Activities</b>					
Membership	627,704	-	-	<b>627,704</b>	616,677
Ranges	198,866	-	-	<b>198,866</b>	221,278
Supply services	1,524,976	-	-	<b>1,524,976</b>	1,567,593
Competitions and meetings	204,644	6,715	-	<b>211,359</b>	207,400
Development	7,229	-	-	<b>7,229</b>	5,725
<b>Donations and legacies</b>					
Donations and legacies	19,268	-	-	<b>19,268</b>	12,584
<b>Other Income</b>					
Sundry income	11,528	-	-	<b>11,528</b>	6,400
Rent received	18,722	-	-	<b>18,722</b>	20,961
Commission & Royalty	1,855	359	-	<b>2,214</b>	2,568
<b>Total Income and endowment</b>	<b>2,614,792</b>	<b>7,074</b>	<b>-</b>	<b>2,621,866</b>	<b>2,661,186</b>
<b>Expenditure on</b>					
<b>Charitable Activities</b>					
Membership	473,275	-	-	<b>473,275</b>	475,032
Ranges	132,873	93,888	-	<b>226,761</b>	238,756
Supply services	1,665,162	-	-	<b>1,665,162</b>	1,657,672
Competitions	320,292	5,988	-	<b>326,280</b>	313,989
International participation	5,940	-	-	<b>5,940</b>	5,940
Development	36,663	-	-	<b>36,663</b>	35,747
	<b>2,634,205</b>	<b>99,876</b>	<b>-</b>	<b>2,734,081</b>	<b>2,727,136</b>
<b>Total Expenditure</b>	<b>2,634,205</b>	<b>99,876</b>	<b>-</b>	<b>2,734,081</b>	<b>2,727,136</b>
<b>Net income/(expenditure)</b>	<b>(19,413)</b>	<b>(92,802)</b>	<b>-</b>	<b>(112,215)</b>	<b>(65,950)</b>
<b>Net movement in funds</b>	<b>(19,413)</b>	<b>(92,802)</b>	<b>-</b>	<b>(112,215)</b>	<b>(65,950)</b>
<b>Reconciliation of Funds</b>					
Total fund balances at 1 January 2016	(458,900)	2,566,282	-	<b>2,107,382</b>	2,173,332
<b>Total fund balances at 31 December 2016</b>	<b>(478,313)</b>	<b>2,473,480</b>	<b>-</b>	<b>1,995,167</b>	<b>2,107,382</b>

The statement of financial activities and income and expenditure account has been prepared on the basis that all operations are continuing operations. The statement of financial activities includes all gains and losses recognised during the year and it also complies with the requirements for an income and expenditure account under the Companies Act 2006.



## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Statement of Financial Activities for the Charity For the year ended 31 December 2016

Income and endowments from:	General funds	Restricted funds	Endowment fund	NSRA	
				Total 2016	Total 2015
	£	£	£	£	£
<b>Charitable Activities</b>					
Membership	627,704	-	-	<b>627,704</b>	616,677
Ranges	42,766	-	-	<b>42,766</b>	52,632
Supply services	227,505	-	-	<b>227,505</b>	230,272
Competitions and meetings	204,644	6,715	-	<b>211,359</b>	207,400
Development	7,109	-	-	<b>7,109</b>	5,725
<b>Donations and legacies</b>					
Donations and legacies	19,268	-	-	<b>19,268</b>	12,584
<b>Other Income</b>					
Sundry income	11,164	-	-	<b>11,164</b>	5,085
Rent received	11,913	-	-	<b>11,913</b>	9,112
Commission & royalty	1,855	359	-	<b>2,214</b>	2,568
<b>Total Income and endowment</b>	<b>1,153,928</b>	<b>7,074</b>	<b>-</b>	<b>1,161,002</b>	<b>1,142,055</b>
<b>Expenditure on</b>					
<b>Charitable Activities</b>					
Membership	504,823	-	-	<b>504,823</b>	517,050
Ranges	75,539	-	-	<b>75,539</b>	83,707
Supply services	218,067	-	-	<b>218,067</b>	219,038
Competitions	327,768	5,988	-	<b>333,756</b>	324,079
International participation	5,940	-	-	<b>5,940</b>	5,940
Development	36,982	-	-	<b>36,982</b>	36,137
	<b>1,169,119</b>	<b>5,988</b>	<b>-</b>	<b>1,175,107</b>	<b>1,185,951</b>
<b>Total Expenditure</b>	<b>1,169,119</b>	<b>5,988</b>	<b>-</b>	<b>1,175,107</b>	<b>1,185,951</b>
<b>Net income/(expenditure)</b>	<b>(15,191)</b>	<b>1,086</b>	<b>-</b>	<b>(14,105)</b>	<b>(43,896)</b>
<b>Net movement in funds</b>	<b>(15,191)</b>	<b>1,086</b>	<b>-</b>	<b>(14,105)</b>	<b>(43,896)</b>
<b>Reconciliation of Funds</b>					
Total fund balances at 1 January 2016	115,946	49,700	-	<b>165,646</b>	209,542
<b>Total fund balances at 31 December 2016</b>	<b>100,755</b>	<b>50,786</b>	<b>-</b>	<b>151,541</b>	<b>165,646</b>

The statement of financial activities and income and expenditure account has been prepared on the basis that all operations are continuing operations. The statement of financial activities includes all gains and losses recognised during the year and it also complies with the requirements for an income and expenditure account under the Companies Act 2006.

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Summary Income and Expenditure Account For the year ended 31 December 2016

	Note	Group		NSRA	
		2016	2015	2016	2015
		£	£	£	£
<b>Turnover</b>					
Total income of continuing operations		<b>2,621,866</b>	2,661,186	<b>1,161,002</b>	1,142,055
Less Incoming Restricted & Endowment Fund	17	<b>7,074</b>	10,540	<b>7,074</b>	10,540
Less Incoming Designated Funds	20	<b>9,976</b>	24,045	<b>9,976</b>	24,045
		<u><b>2,604,816</b></u>	<u>2,626,601</u>	<u><b>1,143,952</b></u>	<u>1,107,470</u>
<b>Administration and operating expenses</b>					
Total expenditure of continuing operations		<b>2,734,081</b>	2,727,136	<b>1,175,107</b>	1,185,951
Less Outgoing Restricted & Endowment Fund	17	<b>99,876</b>	103,411	<b>5,988</b>	9,523
Less Outgoing Designated Funds	20	<b>7,099</b>	10,318	<b>7,099</b>	10,318
		<u><b>2,627,106</b></u>	<u>2,613,407</u>	<u><b>1,162,020</b></u>	<u>1,166,110</u>
<b>Excess of income over expenditure for the year</b>		<b>(22,290)</b>	13,194	<b>(18,068)</b>	(58,640)
Balance of General Funds at 1 January 2016	20	<b>(489,612)</b>	(502,806)	<b>85,234</b>	143,874
Balance of General Funds at 31 December 2016		<u><b>(511,902)</b></u>	<u>(489,612)</u>	<u><b>67,166</b></u>	<u>85,234</u>

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Balance Sheet As at 31 December 2016

	Notes	Group		NSRA	
		2016	2015	2016	2015
		£	£	£	£
<b>Fixed assets</b>					
Investments	10	-	-	<b>248,003</b>	248,003
Intangible assets	12	<b>11,073</b>	17,740	<b>5,609</b>	11,609
Tangible assets	13	<b>2,858,901</b>	2,952,771	<b>251,176</b>	236,483
		<b>2,869,974</b>	2,970,511	<b>504,788</b>	496,095
<b>Current assets</b>					
Stock	14	<b>434,247</b>	385,929	<b>39,145</b>	37,752
Debtors	15	<b>143,199</b>	169,149	<b>892,578</b>	877,167
Cash at bank and in hand		<b>54,007</b>	93,810	<b>13,608</b>	59,917
		<b>631,453</b>	648,888	<b>945,331</b>	974,836
<b>Current liabilities</b>					
Creditors: falling due within one year	16	<b>1,506,260</b>	1,512,017	<b>1,298,578</b>	1,305,285
<b>Net current assets/(liability)</b>		<b>(874,807)</b>	(863,129)	<b>(353,247)</b>	(330,449)
<b>Net assets</b>		<b>1,995,167</b>	2,107,382	<b>151,541</b>	165,646
<b>Funds</b>					
Restricted funds	17	<b>2,473,480</b>	2,566,282	<b>50,786</b>	49,700
Unrestricted funds	20	<b>(478,313)</b>	(458,900)	<b>100,755</b>	115,946
<b>Total funds</b>	21	<b>1,995,167</b>	2,107,382	<b>151,541</b>	165,646

The financial statements were approved and authorised for issue by the Board of Management on 27<sup>th</sup> May 2017

Signed on behalf of the board of trustees:

.....  
R.W.Newman

.....  
R.V.Watchorn

Notes on pages 24 to 34 form part of these accounts

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Statement of Cash Flows For the year ended 31 December 2016

		Group	
		2016	2015
	Notes	£	£
<b>Net cash flow from operating activities</b>	24	<u>(18,260)</u>	<u>90,490</u>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		(37,034)	(24,156)
Commission received		2,214	2,568
Investments		-	-
<b>Net cash flow from investing activities</b>		<u>(34,820)</u>	<u>(21,588)</u>
<b>Corporation tax paid</b>		<u>(8,779)</u>	<u>(4,541)</u>
<b>Cash flow from financing activities</b>			
Repayment of bonds		(86,000)	(3,000)
Receipts from issue of new bonds		139,000	26,000
Repayment of loans		(102,000)	(89,000)
Receipt from issue of new loans		102,000	89,000
Interest Paid		(30,944)	(27,485)
<b>Net cash flow from financing activities</b>		<u>22,056</u>	<u>(4,485)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<u>(39,803)</u>	<u>59,876</u>
<b>Cash and cash equivalents brought forward</b>		93,810	33,934
<b>Cash and cash equivalents carried forward</b>		<u>54,007</u>	<u>93,810</u>

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2016

### 1. Accounting Policies

The National Small-bore Rifle Association constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in United Kingdom (FRS 102) the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity's activities, together with achievements and performance, and a financial review of those activities, are set out in the trustees' report.

The charity adopted SORP (FRS 102) in the current year and financial statements are prepared on a going concern basis.

The financial statements are presented in sterling which is the functional currency of the company and rounded to the nearest £.

#### 1.1 Basis of Accounting

The financial statements have been prepared under the historical cost convention and include the results of the Association and its subsidiary companies, namely NSRA Limited, Franko Rosso Limited and Bisley Sports Wholesale Limited, using the acquisition accounting method. Inter-group transactions and balances have been eliminated on consolidation.

#### 1.2 Income Recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met. Incoming resources represent the income of the Association, excluding VAT, from the activity of promoting target shooting in the United Kingdom. Income is accounted for on a receivable basis.

Grants are recognised in full in the Statement of Financial Activities when the conditions for the receipt of the grant have been fulfilled.

#### 1.3 Expenditure Recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Governance costs relate to legal and professional costs and any costs related to the statutory duties of the charity.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

#### 1.4 Depreciation

Depreciation is calculated to write off the cost of fixed assets over their estimated useful lives. Depreciation has been provided on freehold buildings but not on the cost of freehold land. All other assets are being depreciated on a straight line basis as follows:

Freehold buildings - 2% on cost  
Ranges and equipment - 4%, 10% & 20% on cost  
Furniture, fixtures and fittings - 10% on cost  
Computer and office equipment - 20% on cost

#### 1.5 Stock

Stocks are valued at the lower of cost and net realisable value, after making allowance for obsolete and slow moving items. In some instances the records of original cost of goods for resale may have been updated to current replacement cost, but any difference is not considered to be significant.

#### 1.6 Foreign Currencies

Assets, liabilities, revenues and costs expressed in foreign currencies are translated into sterling at rates of exchange ruling on the date on which the transactions occur.

## **NATIONAL SMALL-BORE RIFLE ASSOCIATION**

### **Notes to the Financial Statements For the year ended 31 December 2016**

#### **1.7 Support Costs Allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the object of the charity.

Costs are apportioned on the basis of what is considered reasonable with regard to the proportion of staff time spent on each activity.

#### **1.8 Operating Leases**

Rentals under operating leases are charged to the profit and loss account as incurred.

#### **1.9 Pensions**

The Association contributes to a group personal pension scheme on behalf of its employees. Contributions are charged to the Statement of Financial Activities as incurred. An auto enrolment pension scheme is also provided to employees of the group and complies with the regulations of the Pension Regulation Authority.

#### **1.10 Funds**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally investments. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund. Investment management charges and legal advice relating to the fund are charged against the fund.

#### **1.11 Investments**

Investments in subsidiary undertakings are included at cost.

#### **1.12 Finance Leases**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over the shorter of the lease term and their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

#### **1.13 Goodwill**

Positive purchased goodwill is capitalised and classified as an asset on the balance sheet. This acquired goodwill will be written off in equal annual instalments over its estimated economic life. For the purposes of these financial statements goodwill is written off straight line over a period of five years.

#### **1.14 Intangible Assets**

Intangible assets acquired separately from a business are recognised at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over the useful economic life of the asset. Website and database has been capitalised under computer equipment as it's an add to the already existing hardware.

#### **1.14 Going Concern**

The charity continues to rely on funding from loan and bondholders. The trustees have considered this in light of the going concern basis and see the continuation of this funding as an important factor. They have also noted that the charity has significant regular income from memberships and supply services and that this is expected to continue. They have also sought guarantees from the largest lenders that these funds will not be recalled or withdrawn within less than one

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

year from the date of approval of the financial statements. They also believe that the bondholders will not withdraw their support. Therefore the trustees have a reasonable expectation that the charity will continue in operational existence for the foreseeable future. Accordingly they have adopted the going concern basis in preparing the report and financial statements.

The financial statements do not included any adjustments that would result from a withdrawal of the funding by the bondholders.

#### 1.15 Accounting Estimates

The following judgements (apart from those involving estimates) have been made in the process of applying the accounting policies that have had the most significant effect on amounts recognised above in the financial statements.

#### Going Concern

The key assumption in preparing the financial statements is that bondholders will not withdraw support for the charity for a period of 12 months from the signing of the financial statements. Please see accounting policy note 1.15

#### 2. Income from donations and legacies

	Group		NSRA	
	2016 £	2015 £	2016 £	2015 £
Donations	19,268	12,584	19,268	12,584
<b>Total</b>	<b>19,268</b>	<b>12,584</b>	<b>19,268</b>	<b>12,584</b>

Income from donations was £19,268 (2015: £12,584) of which all was attributable to unrestricted funds.

#### 3. Income from charitable activities

	Group		NSRA	
	2016 £	2015 £	2016 £	2015 £
Membership	627,704	616,677	627,704	616,677
Ranges	198,866	221,278	42,766	52,632
Supply services	1,524,976	1,567,593	227,505	230,272
Competitions and meetings	211,359	207,400	211,359	207,400
Development	7,229	5,725	7,109	5,725
<b>Total</b>	<b>2,570,134</b>	<b>2,618,673</b>	<b>1,116,443</b>	<b>1,112,706</b>

Income from charitable activities was £2,570,134 (2015: £2,618,673) of which £2,563,419 (2015: £2,608,503) was attributable to unrestricted funds and £6,715 (2015: £10,170) was attributable to restricted funds.

#### 4. Other Income

	2016 £	2015 £
Sundry income	11,528	6,400
Rent received	18,722	20,961
Commission & royalty	2,214	2,568
<b>Total</b>	<b>32,464</b>	<b>29,929</b>

Other income was £32,464 (2015: £29,929) of which £32,105 (2015: £29,559) was attributable to unrestricted funds and £359 (2015: £370) was attributable to restricted funds.

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

#### 5. Net Income / (Expenditure) for the year

Net income / (expenditure) is stated after charging

	2016 £	2015 £
Depreciation of tangible fixed assets	130,904	132,923
Amortisation of intangible assets	6,667	6,800
Cost of stock recognised as an expense	831,723	770,931
Operating lease rental	9,160	9,160

#### 6. Charitable activities resources expended

Membership subscriptions relates to the annual benefits derived from being a member of the NSRA, whereas ranges and competitions income is primarily based on fees for use of the shooting ranges and entry into national competitions run by the NSRA. Supply income is generated principally from activities undertaken at the Lord Roberts Centre and the sale of goods for these activities.

Charitable activities	Direct £	Staffing costs £	Support £	Group	
				Total 2016 £	Total 2015 £
Membership	189,757	85,791	197,727	473,275	475,032
Ranges	134,776	29,342	62,643	226,761	238,756
Supply	906,943	277,851	480,368	1,665,162	1,657,672
Competitions	184,946	74,756	66,578	326,280	313,989
International match participation	5,940	-	-	5,940	5,940
Development	-	34,386	2,277	36,663	35,747
<b>Total</b>	<b>1,422,362</b>	<b>502,126</b>	<b>809,593</b>	<b>2,734,081</b>	<b>2,727,136</b>

#### 7. Support costs

The group allocates its support costs as shown in the table below and then further apportsions those costs between the charitable activities undertaken (see note 2). Support costs are allocated on a basis consistent with the use of the resource.

Support costs	Membership £	Ranges £	Supply £	Competitions £	Development £	Total £
Staff and admin costs	102,228	32,387	248,357	34,422	1,177	418,571
Establishment costs	82,575	26,161	200,612	27,804	951	338,103
Financial costs	12,924	4,095	31,399	4,352	149	52,919
	<b>197,727</b>	<b>62,643</b>	<b>480,368</b>	<b>66,578</b>	<b>2,277</b>	<b>809,593</b>
<b>Governance costs</b>	-	-	-	-	-	30,973

Governance costs relate to the general running of the charity and are not associated with either generating funds or charitable activities.

Auditors remuneration for the group amounted to £11,000 (2015: £11,000) for audit and no other services.



## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

#### 8. Staff costs

The average number of employees engaged by the Association and its subsidiaries during the year was 35 (2015: 34).

Emoluments in excess of £60,000.	No of Employees
Between £60,000 - £70,000	1
	1

The costs shown in the financial statements are made up as follows:

Staff costs	Group		NSRA	
	2016 £	2015 £	2016 £	2015 £
Wages and salaries	669,414	657,147	411,357	406,924
Social security costs	54,228	53,734	34,434	34,702
Other pension costs	10,113	16,043	10,113	12,074
<b>Total</b>	<b>733,755</b>	<b>726,924</b>	<b>455,904</b>	<b>453,700</b>

#### 9. Directors' and key Management emoluments

Members of the Association's Board of Management are directors for the purposes of the Companies Act 2006 as defined by the constitution of the Association and are the trustees of the charitable activities of the Association. Their appointments are honorary and they may claim reimbursement of out of pocket expenses incurred in the performance of various duties. The aggregate amount of expenses for travel and subsistence and remuneration of key management was £89,799 (2015: £86,541) drawn by 10 trustees and member of key management (2015: 12 trustees and member of key management) out of which £13,401 was donated back to the charity. Indemnity insurance is in place to cover trustees, which is covered by the general insurance policy of the Association.

#### 10. Fixed asset investments

The results of the Association's 100% owned trading subsidiaries have been consolidated in these financial statements.

Fixed asset investments	Group		NSRA	
	2016 £	2015 £	2016 £	2015 £
At 1 January 2016	-	-	248,003	248,003
Additions in the year	-	-	-	-
Disposal in the year	-	-	-	-
Diminution of investments	-	-	-	-
<b>At 31 December 2016</b>	<b>-</b>	<b>-</b>	<b>248,003</b>	<b>248,003</b>

Investments in group undertakings are stated at cost.

The results of the consolidated subsidiaries for the year ended 31 December 2016 are summarised below:

Profit/(loss) and net assets	NSRA	Bisley Sports	Franko Rosso
	Limited £	Wholesale Ltd £	Limited £
Turnover	1,570,849	292,819	-
Cost of Sales	(930,298)	(216,677)	-
Gross profit	640,551	76,142	-
Administration Expenses	(646,319)	(72,291)	-

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

Gross Profit/(loss)	(5,768)	3,851	-
Taxation	(1,616)	(689)	-
Net Profit/(loss)	<u>(7,384)</u>	<u>3,162</u>	-
The aggregate of the assets, liabilities and funds was:			
Assets	2,918,941	484,922	-
Liabilities	(3,328,898)	(411,491)	-
Net assets/(liabilities)	<u>(409,957)</u>	<u>73,431</u>	-

The subsidiaries are used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the SOFA.

No provision has been made against the Association's investment in its subsidiaries as the losses to date are expected to be recovered from future profits.

NSRA Limited, a 100% owned subsidiary incorporated in England and Wales, provides shooting facilities at the Lord Roberts Centre, Bisley.

Bisley Sports Wholesale Limited, a 100% owned subsidiary incorporated in England and Wales, supplies mainly imported shooting merchandise to the retail trade.

Franco Rosso Limited, a 100% owned subsidiary of NSRA Limited (a 100% owned subsidiary) incorporated in England and Wales, was dormant during the whole of the year.

#### 11. Interest payable and similar charges

	2016 £	2015 £
Loans	18,781	17,951
Bonds	12,163	9,534
<b>Total</b>	<b>30,944</b>	<b>27,485</b>

#### 12. Intangible assets

	Group £	NSRA £
<b>Cost</b>		
At 1 January 2016	34,464	25,000
Additions	-	-
<b>At 31 December 2016</b>	<b>34,464</b>	<b>25,000</b>
<b>Accumulated amortisation</b>		
Amortisation bought forward	16,724	13,391
Amortisation for the year	6,667	6,000
<b>At 31 December 2016</b>	<b>23,391</b>	<b>19,391</b>
<b>Net book value at 31 December 2016</b>	<b>11,073</b>	<b>5,609</b>
<b>Net book value at 31 December 2015</b>	<b>17,740</b>	<b>11,609</b>

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

#### 13. Tangible fixed assets (Group)

	Freehold land & buildings	Ranges & equipment	Furniture, fixtures & fittings	Total
Group	£	£	£	£
<b>Cost</b>				
At 1 January 2016	3,737,233	1,070,971	286,496	5,094,700
Additions	-	-	37,034	37,034
Transfers	-	-	-	-
Disposals	-	-	-	-
<b>At 31 December 2016</b>	<b>3,737,233</b>	<b>1,070,971</b>	<b>323,530</b>	<b>5,131,734</b>
<b>Accumulated depreciation</b>				
At 1 January 2016	1,057,983	911,717	172,229	2,141,929
Charge for the year	70,245	27,799	32,860	130,904
Disposals	-	-	-	-
<b>At 31 December 2016</b>	<b>1,128,228</b>	<b>939,516</b>	<b>205,089</b>	<b>2,272,833</b>
<b>Net book value at 31 December 2016</b>	<b>2,609,005</b>	<b>131,455</b>	<b>118,441</b>	<b>2,858,901</b>
<b>Net book value at 31 December 2015</b>	<b>2,679,250</b>	<b>159,254</b>	<b>114,267</b>	<b>2,952,771</b>
<b>Tangible fixed assets (NSRA)</b>				
	Freehold land & buildings	Ranges & equipment	Furniture, fixtures & fittings	Total
NSRA	£	£	£	£
<b>Cost</b>				
At 1 January 2016	222,956	260,111	56,998	540,065
Additions	-	-	21,782	21,782
Transfers	-	-	-	-
Disposals	-	-	-	-
<b>At 31 December 2016</b>	<b>222,956</b>	<b>260,111</b>	<b>78,780</b>	<b>561,847</b>
<b>Accumulated depreciation</b>				
At 1 January 2016	9,541	249,554	44,487	303,582
Charge for the year	129	1,542	5,418	7,089
Disposals	-	-	-	-
<b>At 31 December 2016</b>	<b>9,670</b>	<b>251,096</b>	<b>49,905</b>	<b>310,671</b>
<b>Net book value at 31 December 2016</b>	<b>213,286</b>	<b>9,015</b>	<b>28,875</b>	<b>251,176</b>
<b>Net book value at 31 December 2015</b>	<b>213,415</b>	<b>10,557</b>	<b>12,511</b>	<b>236,483</b>

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

#### 14. Stock

	Group		NSRA	
	2016 £	2015 £	2016 £	2015 £
Finished goods for resale	<b>434,247</b>	385,929	<b>39,145</b>	37,752
	<b>434,247</b>	385,929	<b>39,145</b>	37,752

All stock held is for trading through subsidiary companies and a small portion of charity badge's stock is held for awarding as prizes in different shooting competitions throughout the year.

#### 15. Debtors

	Group		NSRA	
	2016 £	2015 £	2016 £	2015 £
Trade debtors	<b>41,360</b>	30,384	<b>4,973</b>	3,402
Amounts owed by group undertakings	-	-	<b>790,316</b>	766,676
Other debtors	<b>81,820</b>	74,573	<b>83,206</b>	74,194
Prepayments	<b>20,019</b>	64,192	<b>14,083</b>	32,895
	<b>143,199</b>	169,149	<b>892,578</b>	877,167

#### 16. Creditors: falling due within one year

	Group		NSRA	
	2016 £	2015 £	2016 £	2015 £
Bank overdraft	<b>45,430</b>	39,538	<b>23,161</b>	-
Amounts owed to group undertakings	-	-	-	-
Other loans	<b>884,447</b>	831,447	<b>884,447</b>	831,447
Trade creditors	<b>150,427</b>	141,693	<b>48,166</b>	56,894
Income received in advance	<b>292,247</b>	365,561	<b>292,247</b>	364,196
Taxation and social security	<b>61,927</b>	69,349	<b>12,391</b>	13,531
Other creditors	<b>35,715</b>	31,485	<b>21,866</b>	23,608
Accruals	<b>36,067</b>	32,944	<b>16,300</b>	15,609
	<b>1,506,260</b>	1,512,017	<b>1,298,578</b>	1,305,285

The Lord Roberts Centre has a secured creditor in the form of a charge held over the property by the English Sports Council in the event that the property be sold. This charge is in favour of the original cost of the property, met through the grant in proportion to the current market value; amounting to £4,143,329.

Income received in advance represents the subscription fees paid by clubs and individual members in December for the coming year.

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

#### 17. Restricted funds

	At 1 January 2016 £	Incoming resources £	Outgoing resources £	Group At 31 December 2016 £	NSRA At 31 December 2016 £
<b>Restricted funds</b>					
Lottery Grant	2,516,582	-	(93,888)	2,422,694	-
Gerald Cafferata Award	11,410	359	-	11,769	11,769
British Olympic Appeal	6,962	-	(1,000)	5,962	5,962
Pershing Trophy Match Fund	13,319	1,615	-	14,934	14,934
GB Junior Squad Fund	8,009	5,100	(4,988)	8,121	8,121
Claude Sonley Legacy	10,000	-	-	10,000	10,000
<b>Total</b>	<b>2,566,282</b>	<b>7,074</b>	<b>(99,876)</b>	<b>2,473,480</b>	<b>50,786</b>

#### Information

Lottery Grant	The Association received this grant from the Lotteries Commission in order to construct the Lord Roberts Centre. The grant is being released over the estimated life of the building.
Gerald Cafferata Award	The fund represents a gift to be held as capital, with any income generated, to be awarded annually to a deserving junior.
British Olympic Appeal	The fund is used to support BOA in sending rifle and pistol members of Team GB to the Olympic Games every four years.
Pershing Trophy Match Fund	The fund is used to support the GB team competing for the Pershing Trophy in the USA every eight years.
GB Junior Squad Fund	The fund is used to support the development of junior members to international competition standards.
Claude Sonley Legacy	The legacy is to support the annual Queen Alexandra Cup competition.

#### 18. Contingent liability

As part of the original terms for granting the lottery fund, the Lord Roberts Centre has a secured creditor in the form of a charge held over the property by the English Sports Council in the event that the property be sold. This charge is in favour of the original funds granted by the English Sports Council, as part of the lottery fund, in order to construct the Lord Roberts Centre amounting to £4,143,329. The charge covers any uplift in market value in proportion to the original investment met by the English Sports Council. No provision has been made for the contingent liability as there is no intention to dispose of the property and it continues to be used in accordance with the agreed terms.

#### 19. Financial instruments

Debt instruments measured at amortised cost

	2016 £	2015 £
<b>Financial assets</b>		
Trade debtors	41,360	30,384
Other debtors	81,820	74,573
	<b>123,180</b>	<b>104,957</b>

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

#### Financial liabilities

Bank overdraft	45,430	39,538
Other loans	884,447	831,447
Trade creditors	150,427	141,693
Other creditors	35,715	31,485
	<b>1,116,019</b>	<b>1,044,163</b>

#### 20. Unrestricted funds

	At 1 January 2016 £	Incoming resources £	Outgoing resources £	Transfers	Group At 31 December 2016 £	NSRA At 31 December 2016 £
<b>Designated</b>						
Life Membership	4,500	-	(500)	-	4,000	4,000
Blind Shooting Fund	11,207	9,976	(6,599)	-	14,584	14,584
Range Grants Fund	14,955	-	-	-	14,955	14,955
Museum Fund	50	-	-	-	50	50
	<b>30,712</b>	<b>9,976</b>	<b>(7,099)</b>	<b>-</b>	<b>33,589</b>	<b>33,589</b>
General	(489,612)	2,604,816	(2,627,106)	-	(511,902)	67,166
	<b>(458,900)</b>	<b>2,614,792</b>	<b>(2,634,205)</b>	<b>-</b>	<b>(478,313)</b>	<b>100,755</b>

#### Information

Life Membership Fund The fund is being used to ameliorate life members' costs.

Range Grants Fund The fund represents a special allocation set aside from general funds to provide for distribution when the Association has resources available to make a matching investment.

Blind Shooting Fund Represents funds raised by the Association and distributed to further the participation of blind and partially sighted people in target shooting.

#### 21. Analysis of net assets

	Intangible fixed assets £	Tangible fixed assets £	Net current assets /(liabilities) £	Long term creditors £	Group Total £	NSRA Total £
<b>Restricted</b>						
Endowment funds		-	-	-	-	-
Restricted funds		2,422,694	50,786	-	2,473,480	50,786
<b>Unrestricted funds</b>						
Designated funds		-	33,589	-	33,589	33,589
General funds	11,073	436,207	(959,182)	-	(511,902)	67,166
	<b>11,073</b>	<b>2,858,901</b>	<b>(874,807)</b>	<b>-</b>	<b>1,995,167</b>	<b>151,541</b>

## NATIONAL SMALL-BORE RIFLE ASSOCIATION

### Notes to the Financial Statements For the year ended 31 December 2016

#### 22. Trophies

The value of trophies held by the Association is not reflected in these financial statements.

#### 23. Leasing commitments

At 31 December 2016 the Association and group was committed to making the following payments under non-cancellable operating leases:

Operating leases which expire:	Land and buildings		Others	
	2016 £	2015 £	2016 £	2015 £
In one year	-	-	9,160	9,160
Between two and five years	-	-	6,870	16,030

#### 24. Cash flow from operating activities

	Group	
	2016 £	2015 £
Net Funds before adjustment	(118,290)	(65,950)
Adjusted for:		
Depreciation	130,904	132,923
Amortisation	6,667	6,800
Corporation tax	8,779	4,541
Commission & royalty	(2,214)	(2,568)
Interest paid on Loans and Bonds	30,944	27,485
(Increase)/decrease Inventory	(53,318)	(12,864)
(Increase)/decrease Debtors	25,950	12,172
Increase/(decrease) Creditors	(47,682)	(12,049)
<b>Net cash flow from operating activities</b>	<b>(18,260)</b>	<b>90,490</b>

#### 25. Related party transactions

The following loans are made to the Association by trustees or those closely associated to them:

Loans	At 1 January 2016 £	Additions £	Repaid in the year £	At 31 December 2016 £
Mrs C.Nash (wife of Mr K.Nash)	200,000	-	-	200,000
Mr K. Nash	60,000	102,000	(102,000)	60,000
Sound and Visual Ltd	203,447	-	-	203,447

Interest is paid on these loans at 2.75% above the Bank of England base rate and 5% above Bank of England base rate on the Sound and Visual Ltd loan. Interest for the year on these loans amounted to £18,781.

In addition to those listed above the following trustees are also bondholders:

	£
Mr M.J.Chapman	12,000
Mr E.Kendall	10,000
Mr R.Loughridge	5,000

#### 26. Controlling policy

The charity is controlled by the Board of Trustees.



**National Small-bore Rifle Association**

Lord Roberts Centre

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