

# **NATIONAL SMALL-BORE RIFLE ASSOCIATION**

## **REPORT OF THE TRUSTEES WITH THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020**

(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 B A Woodall
<b>EX-OFFICIO VICE PRESIDENTS</b>	Lord Lieutenants in the United Kingdom

**The BOARD of MANAGEMENT**

(being the Directors and Trustees of the Charity  
who served during the year to 31 December 2020)  
Mr J O Lloyd

Chairman  
Vice-Chairmen

Honorary Treasurer  
Members

Mr R V Watchorn  
Mr C E Blow  
Mr M J Chapman  
Mrs J A Coleman  
Mr E Kendall  
Mr M Arnstein  
Mr N Cole-Hawkins  
Mr R Dowling  
Mr M Guille

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

Mr M Arnstein (r)  
Mr A Bowman (pac)  
Mr D Brigden (a)  
Mr M J Chapman (r), (ref)  
Mr W Cowell (a)  
Mr R Dowling (r)  
Mr A Gregory (pac)  
Mr R Heath (ref)  
Dr P Holdstock (ref)  
Mr E Kendall (r)  
Mr J Kelman (pac)  
Mr G Lawson (a)  
Mr J Leech (r)  
Mr J O Lloyd (pac)  
Mr T Metcalfe (pac)  
Mr P M Mann (r)  
Mr I Malone (r)  
Mrs J Nicholl (a)  
Mr C Powell (ref)  
Mr D Poxon (r)  
Mr K Ridgway (r)  
Mr P L Ralph (a)  
Mr P Strong (r)  
Mr H C Taylor (r)  
Mrs M Thomson (r)  
Mr R Thomson (r)  
Mrs E J Twyford (pac)  
Mr B Vassie (r)

**Key:**

a Special Awards Committee  
pac Pistol, Airgun & Crossbow Committee  
r Rifle Committee  
ref Referees Committee

**SHOOTING COUNCIL**

being the Board of Management and:

**Administrative Members**

(with year of election)

Mr M J Chapman (2020)  
Mr A N Gibbons (2018)  
Mr P Jones (2019)  
Mrs A J Millar (2019)

**County Association Representatives**

Aberdeenshire	Mr J Latimer
Ayrshire	Mr C Fox
Bedfordshire	Mr A Mann
Berkshire	Mr P G Strong
Buckinghamshire	Mrs J Nicholl
Caithness	Mr H Simpson
Cambridgeshire	Mr W Cowell
Cheshire & North Wales	Mr H C Taylor
Cornwall	Mr P L Ralph
Cumbria & Northumbria	Mr G A Lawson
Derbyshire	Mr S Favell
Devon	Mr D Lemon
Dorset	Mr A Motson
Durham & Cleveland	Mr B Lamb
Essex	Mr C Ingram
Fife & Kinross	Mr I Henderson
Forth & Clyde	Mr R R Simpson
Gloucestershire	Mr E Hatcher
Hampshire	Dr C J Gadsden
Herefordshire	Mr T Horsfield
Hertfordshire	Mr K I Nash
Isle of Man	Mr B T Jones
Jersey	Mr G Huelin
Kent	Miss S Norman
Lancashire	Dr P Holdstock
Lincolnshire	Mr A Collick
Lothian	Mrs A Hamilton
Middlesex	Mr M Phipps
Norfolk	Mr R Broscomb
Northamptonshire, Leicestershire & Rutland	Mr D Poxon
Northern Ireland West	Mr S Kelly
Nottinghamshire	Mr S Bett
Oxfordshire	Mr J Sims
Perthshire	Mr I G Gray
Scottish Southern Counties	Mr T F Hodgson
Shropshire	Mr R S Heath
Somerset	Mr S D Jones
Staffordshire	Mr M B P Willcox
Suffolk	Mr W H Bond
Surrey	Mr D Brigden
Sussex	Mrs E Twyford
Ulster Counties (East)	Vacant
Warwickshire	Mr M F Doble
Wiltshire	Vacant
Worcestershire	Mr D Hargreaves
Yorkshire	Mr J R Osborn

**Invited Observers**  
**Service Organisations**

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

**Civilian Shooting Organisations**

British Pistol Club	Mr D Levene
Civil Service SCTSA	Mrs L D Martin
Disability Shooting GB	Mrs M Pankhurst
English SSU	Mr M T White
Police Sport UK	Vacant
Prep Schools RA	Mrs M Eveleigh
Scottish SRA	Mr J R Buchanan

**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	Bluefin Sport 32-36 Victoria Street Bristol BS1 6BX	
Solicitors	DMH Stallard 1st Floor, Wonerh House The Guildway Old Portsmouth Road Guildford Surrey GU3 1LR	Barlow Robbins Sydenham Road Guildford Surrey GU1 3SR

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## TRUSTEES' ANNUAL REPORT WITH THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020

(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 2020. 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 the 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 whom 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 2020 there was an average of 32 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 2020.

### OBJECTIVE & ACTIVITIES

The Association's main objective is to promote target shooting of small-bore cartridge rifles, pistols, air guns, 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 crossbows. 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 new 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

### 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 and also in the number of individual members.

Affiliated Organisations	2020	2019	% Change
UK Clubs A	824	863	- 04.5
UK Category B, C, D, & E Association	115	116	- 00.8
Overseas Clubs & Associations	4	4	- 33.3
Totals	943	983	- 04.1

Individual Members	2020	2019	% Change
Life	355	355	00.0
Annual	3356	3,764	- 10.8
Associate	182	447	- 59.3
Totals	3,893	4,566	- 14.7

### Shooting

Of the five National Meetings only the British Open Airgun Championship was held in 2020 due to the Covid 19 pandemic. An Early Bird discount of 10% off entry fees enticed 122 early entries for the 2020 Scottish Meeting prior to the NSRA offices closing for Lockdown in March 2020. 79 entrants opted to carry their fees forward to the next meeting and 29 entrants were refunded upon their request. The remaining 14 entrants are presumed to carry their entry fees forward but will be contacted to confirm this. The 2020 Bisley Meeting had received 5 entries prior to Lockdown and all entrants opted to carry their fees forward to the next meeting.

There were 206 competitors at the British Open Airgun Championships which were held in February, a decrease of 7 entries. James Paterson (Driffield) won the Men's Air Rifle and Tom Warren (Crewe) won the Junior Men's Air Rifle. Amy Lott (RGSTSC) won the Women's Air Rifle and Bethany Edwards (Crewe) won the Junior Women's Air Rifle. Waldek Mickiewicz (Ham & Petersham) won the Men's Air Pistol and Ayush Chauhan (Sutton Coldfield) won the Junior Men's Air Pistol. Minerva Singh (CURPC) won the Women's Air Pistol and Lucy Evans (Forres) won the Junior Women's Air Pistol.

Postal leagues and competitions were extended for the Winter 19-20 season and completed in November 2021. Individual and county team outdoor postal competitions ran during the Summer 2020 Season, but no leagues. The Winter 20-21 postal season was also affected by the Covid 19 pandemic but the majority of leagues and competitions were set up and run using the Online Results Portal.

Competitions staff were furloughed or working part time from March to December 2020 which hampered the organisation of meetings and postal competitions and may impact on the number of entries for future events.

### Covid 19

The whole of the country has been affected by the Covid 19 Pandemic through the majority of 2020.

On 23 March 2020, the UK went into lockdown. The government imposed a stay-at-home order banning all non-essential travel and contact with other people, and shut almost all schools, businesses and gathering places.

The lockdown was gradually lifted in June–July but local restrictions were gradually re-imposed in all four countries. In both England and Scotland, tiered restrictions were introduced in October and England went into a month-long lockdown during November followed by new tiered restrictions in December.

During this period most shooting activity stopped or was severely curtailed. Many clubs, particularly those that shoot indoors, were closed for any activity. Some clubs made use of the local government grants available to support them during this period.

The NSRA provided guidance to clubs and associations that translated the Government guidance into a target shooting context. This was continually published on the website and social media. Along with this, many clubs contacted the NSRA for direct support around dealing with the restrictions.

Clearly coaching courses and the introduction of new shooters to the sport has been severely restricted. The NSRA has provided further guidance on how these can be handled safely during the pandemic as and when it is allowed.

### **Competitions**

Competition shooting has been severely affected by the Covid 19 Pandemic with many open completions being cancelled. This included the NSRA Bisley and Scottish Meetings and the Pistol Championships. Postal competition has also been affected with shortening of competitions and extensions of shooting times being necessary to accommodate the restrictions caused by the virus.

Following much discussion at the Pistol Airgun and Crossbow Working Group, a different format for the 2021 British Open Air Gun competition is planned to enable it to take place. This will consist of a postal event with a postal final involving an open championships and aggregate in classes. Also a category for any disabled person will be included as well as a Sporter Air Rifle class.

### **Insurance**

Following enquiries from coaches about NSRA insurance provided by individual membership, an upgrade in the cover to include professional coaching activity has been arranged with Blue Fin at no increased cost. This covers coaches who are paid for their services up to a maximum income of £25K whilst they follow NSRA policies and procedures. This does not extend to full commercial activity – such as running a clay shooting ground. A note about this has been placed on the website and social media.

### **Aldersley**

Tony Taylor the Manager of the Shooting Centre at Aldersley has retired after many years of service. A new Manager, Paul Horbury, has been appointed who will take over the role with a remit to further develop the facility.

The NSRA are in talks with British Shooting and Disabled Shooting UK to install electronic targets for squad training at the centre.

### **Crossbow**

The YPS Crossbow manuals have been updated to include information on Crossbow Shooting under the scheme at 6 yards. This includes new targets for use at this distance. This has been done to better enable Scouts and other youth groups to engage with the scheme who often have difficulty in building a full 10m range in their facilities but can generally accommodate a 6 yard range.

### **Benchrest**

The Scoring Guidance for the NSRA BR targets has been upgraded to include advice on the new X Ring gauges. This has been published on the NSRA website. Another publication on general guidance to the NSRA Benchrest Rules is being put together to help shooters better understand the requirements for competition.

### **British Shooting Sports Council**

The NSRA continues to be involved with the British Shooting Sports Council (BSSC). A new representative of the NSRA has been appointed who will not only attend BSSC meetings but help and support members and affiliated clubs with legal matters and other firearms related issues.

One of the current issues that has been highlighted by BSSC is a potential banning of the use of lead in ammunition. This is clearly a threat to target shooting sport and BSSC are starting to collect evidence to support the continuing use of lead.

### **Medical Checks**

Across the country the Police Firearms Departments are insisting on the check that is done at grant of an FAC. This is causing difficulties for some shooters on renewal as there are many doctors refusing to carry out the checks. Furthermore, there is no standard charge for this service resulting in some shooters paying much higher fees than others. Around 3 or 4 phone calls or emails are being received each week from shooter asking for advice on medical checks due to difficulties in their area. The NSRA has continued to work through BSSC to achieve more consistency and a fairer system to be developed.

### **Talent Squads**

Following discussions with British Shooting it was decided to pass on the responsibility for development in this area to them. As a result the NSRA Talent Squads were closed down and new squads run by British Shooting formed to occupy that place in the shooter pathway. This will allow a linear pathway with a clearer route for young people to follow through to British Shooting Academy and ultimately World Class Performance.

The NSRA is considering the development of new squads to support other disciplines including the non-Olympic events.



## **British Shooting**

The NSRA continues to represent small-bore, airgun and crossbow target shooting within British Shooting having places on both the Board and the Engagement Group.

### **Schools Pistol Championships**

Over 650 individual shooters took part in the Schools Pistol Championship

The final at Stoke Mandeville Stadium saw 130 pupils from schools across the UK compete for the title of Schools Pistol Champion 2019 in the junior, intermediate and senior level. There were 78 teams from nearly 350 schools taking part. Gun Trader was partner in the overall event, and the British Pistol Club sponsored the team and disability competitions.

### **Commonwealth Games**

A Commonwealth Archery and Shooting Championships were set to take place in India in 2022 at Chandigarh. The proposal to stage the event was approved by the Commonwealth Games Federation (CGF) Executive Board and was to take place one week after the Closing Ceremony of the Birmingham 2022 Commonwealth Games. However the India shooting authorities have recently taken the decision to cancel this event because of the continuing Covid pandemic.

### **Pistol Coordination Meeting**

A meeting took place at Wigan Target Shooting Club between British Shooting and representatives of organisations involved in the Pistol Pathway. The main points discussed were the critical elements required to develop World Class pistol athletes, coach education and development, talent Identification, working together and the domestic competitions calendar.

## **Commercial**

The year 2020 will be remembered as one of the most difficult and impactful for the NSRA as a result of the effects of Covid-19. The entire commercial operation entered the first lockdown on 20 March and it wasn't until 18 June the Association's trading activities resumed with partial reopening of NSRA Shop and BSW. The Administrative Function operated with a small team of staff either working from home or on selected days in the office. This included Membership, Accounts and Commercial while Competitions remained closed with all events normally scheduled for the Spring and Summer period cancelled.

A further gradual reopening took place as we moved into Autumn although office based working remained limited with Tiered Regional Lockdown restrictions imposed. A second lockdown between 5 November and 2 December exacerbated this situation and although some restrictions were lifted on 2 December original plans to reopen LRC over the Christmas and New Year Holiday period these had to be cancelled when the local area was placed into Tier 4 restrictions.

The company's principal activity during the year continued to be earning a commission of online sales

## **Membership**

The majority of NSRA affiliated Clubs remained closed from March 2020 onwards while Individual Membership renewals slowed reflecting the uncertainty surrounding when Shooting would return. In the meantime work started in 2019 to evaluate online membership systems. This continued into 2020 with a view to providing all our Members and Clubs with the opportunity to manage their own data online at any time of their choosing. This would also be the previously costly and inefficient paper based system.

In June 2020 the NSRA Charity Board decided to invest in the Go Membership online portal with a view to preparing the system to go live in the Autumn. In October we completed an extensive data cleansing programme to prepare the data for transfer from our previous system (Calibre) to Go Membership. In doing so full GDPR compliance was followed and strictly adhered to. In the event our new online portal went live on 2 December. Many Individual NSRA Members were quick to familiarise themselves with the platform and renew early in a number of cases. A late decision was taken to use the previous paper based system for Club re-affiliation for 2021 as it was felt insufficient time was available to provide information and guidance.

## **Marketing Communications and Collateral**

In spite of Covid we took the decision in April to continue publication of On Target even though available content was drastically reduced with Shooting brought to a halt. We reduced pagination from the average 48 or 52 pages to 32 or 36. We now had a lack of shooting news and competition reports and results so we switched emphasis to Covid updates and guidance as well as a number of popular human interest stories. Our priority was to prepare and equip shooters for any eventual return to the sport when restrictions were relaxed.

In July discussions with Future Publications, the incumbent contract publisher, revealed they intended to proceed with a 35% price increase for the continued production and distribution of On Target magazine. Our advanced discussions with an alternative provider, Fellows Media, confirmed we had an attractive alternative not only to reduce our production costs but also agree a 30% commission on all advertising sales secured on our behalf. In time this will also extend to selling advertising on our website and social media platforms. We therefore made the switch in September with the Autumn issue mailed at the beginning of November and the Winter issue going to print before Christmas.

All other marketing collateral has been switched to online to reach a wider audience and reduce production and distribution costs.

### **Sponsorship**

After making real progress in 2019 in building relationships with potential sponsors and securing financial commitment towards future events the impact of Covid in 2020 has set back many of these plans. In the circumstances, with a virtually blank competitions and events calendar, the best that could be achieved was to remain in regular contact with potential sponsors and marketing partners and just keep each other informed about respective developments in our businesses with the aim of resuming previous conversations in 2021.

### **Website and Social Media**

Throughout 2020 we maintained regular news updates on our website and social media platforms. This was a vital point of contact with our membership, most of whom were in Lockdown at home, unable to shoot and in many cases unable to work. During the periods the NSRA Shop was able to trade we ran promotional offers to maintain a modest income stream as well as two prize draws to generate engagement with members. Outline plans have been made to upgrade the Shop website and the main NSRA site has also been upgraded to provide a more interesting and user friendly home page plus easier navigation around the website as a whole.

### **Organisational Change**

In late Summer and Autumn we ran two surveys with the membership and affiliated clubs to gain a better understanding of how all our members would like to see the NSRA change and improve as a National Governing Body. Both were conducted via Survey Monkey in order to achieve quantifiable and qualitative data that could be collated and analysed. In total over 4000 individual members and club administrators responded with results published in On Target and online. Further surveys are planned and will be a vital tool in shaping the future of the NSRA.

## **RESULTS FOR THE YEAR**

### **Incoming Resources**

Total gross income for the NSRA and its subsidiaries has decreased by £1,010,632 in the year (34.5%). Like many businesses Covid19 had a huge adverse impact on the NSRA income and the ranges, shop, and offices were closed due to lockdown imposed by the Government. The four main elements of income generation are membership and affiliations, ranges, commercial trading operations and competitions. Membership includes clubs' affiliation fees as well as individual members' subscriptions and the tax refunds on them paid under gift aid. Overall membership income reduced by £94,855 (16.3%), of which club affiliations were down by £20,031 (10.5%) due to non renewal or closure of some of the affiliated clubs and gift aid receipts were £10,494 lower. Range income decreased by £70,803 (71.6%) in the year and a decrease in all range hire was seen during the year. Competitions income decreased by £144,289 (71.5%) in the year as all competitions after lockdown in March 2020 were cancelled due to Covid19.

Commercial trading operations, which is the sale of goods and services through the trading companies, decreased by £985,001 (53.4%), and the subletting of office space and services during the year decreased by £7,293. The Association's overhead costs of keeping up Lord Roberts Centre are unlikely to be met out of income derived purely from shooting activities and so it is vital that the Centre facilities are used for other income generating activities to the fullest extent possible.

Donations increased in the year by £78,783, almost all of which was due to the donation made by the late Ken Nash's estate. Sundry income increased by £202,919 of which £235,686 was due to government furlough grants received.

### **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 18 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 £133,231. The difference was charged to General Fund. In all, the aggregate balances of the restricted funds reduced by £88,575 (2019: £92,657 reduction).

The designated funds increased by £4,534 in the year (2019: £9,011 increase) mostly due to an increase in the Blind Shooting Fund – see Note 21 to the accounts.

The General Fund increased by £60,449, which is the group operating profit for the year after tax (2019: £54,707 Profit).

Total resources expended in the year decreased by £1,015,078 (34.3%) due to reduced activity. All direct and staffing costs and other overheads are allocated to the main core activities on a consistent basis as shown in Note 6. Membership costs, which includes members' insurance and On Target costs, increased by £78,201. Ranges costs, which includes the LRC and Aldersley range complex, decreased by £76,933.

Commercial trading operations decreased by £797,096 (41.6%). This was due to the decrease in trading during lockdowns. Similarly Competition costs decreased by £202,180 (60.7%) in the year because of the number of competitions and open meetings that were cancelled. As always, the intention has been that each competition recovers all its direct costs but again it did not happen this year. Development costs decreased by £26,715 (41.1%).

### **Reserves**

The operating profit of £60,449 incurred in the year has decreased the debit (overdrawn) balance on the General Fund to £366,092 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 £812,500 at the end of the year (2019: £932,000). The proportion of this that was lent by the trustees was 11.0%.

### **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.

### **POST BALANCE SHEET EVENT**

On 11<sup>th</sup> March 2020 the World Health Organization declared the public health emergency caused by the corona virus

Covid-19 outbreak a global pandemic. The rapid escalation of events in the UK and worldwide has resulted in an unprecedented health crisis that has had an impact on the macroeconomic environment and business community.

At the date these financial statements were authorised for issue it is premature to make a detailed assessment or quantification of the potential impact that Covid-19 will have on the Charity because of the uncertainty over its consequences. The Charity considers these consequences derived from the Covid-19 pandemic to be a subsequent event that does not require any adjustment to the financial statements for the year ended 31<sup>st</sup> December 2020. The Charity is taking appropriate action to deal with the events and minimise their impact, and considers that this is a temporary situation that according to the latest estimates and current cash position will not compromise the Charity's ability to continue as a going concern.

The financial effect of the Covid-19 pandemic on the Charity cannot be reliably estimated at the balance sheet sign off date. The impact on going concern has been disclosed in Note 1.15 of the financial statements.

### **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*.

### **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 8th October 2021 and signed on its behalf:**

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

**Opinion**

We have audited the group and charity accounts of National Small-bore Rifle Association (the 'charity') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020
- and of its 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Emphasis of matter related to going concern**

We draw attention to 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 bondholder 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.

**Other information**

The other information comprises the information included in the annual report, other than the accounts and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the accounts does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Trustees and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts 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.

### **Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees' are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognize non-compliance with appropriate laws and regulations
- through discussions with the Trustees and other management and from our commercial knowledge and experience of the charity sector and small bore rifle target shooting, we identified the laws and regulations applicable to the group and company; and
- focusing on the specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, we assessed the extent of compliance with those laws and regulations identified above through making enquiries of management and inspecting relevant correspondence.

We assessed the susceptibility of the group and the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- the nature and trading activities of the business.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation claims;
- reviewing correspondence with HMRC, relevant regulators and compliance with the required industry standards for cold chain products and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **Use of our report**

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 regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

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

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**Chartered Accountants**  
**Statutory Auditor**

55 Station Road  
Beaconsfield  
Bucks  
HP9 1QL

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Statement of Financial Activities for the Group For the year ended 31 December 2020

Income and endowments from:		Unrestricted Funds		Restricted Funds		Total Funds	
		2020	2019	2020	2019	2020	2019
		£	£	£	£	£	£
<b>Charitable Activities</b>	Note						
Membership	3	485,626	580,481		-	485,626	580,481
Ranges	3	11,769	36,587		-	11,769	36,587
Supply services	3	103,519	75,707		-	103,519	75,707
Competitions and meetings	3	51,638	195,055	5,940	6,812	57,578	201,867
Development	3	6,564	24,469			6,564	24,469
<b>Donations and legacies</b>							
Donations and legacies	2	86,338	7,555		-	86,338	7,555
<b>Other Trading Activities</b>							
Commercial trading operations		858,263	1,843,264			858,263	1,843,264
Ranges		16,272	62,257			16,272	62,257
<b>Other Income</b>							
Sundry income	4	291,146	88,227		-	291,146	88,227
Rent received	4	2,205	7,735		-	2,205	7,735
<b>Investment Income</b>							
Commission & Royalty	4	19	1,717	373	438	392	2,155
<b>Total Income and endowment</b>		<b>1,913,359</b>	<b>2,923,054</b>	<b>6,313</b>	<b>7,250</b>	<b>1,919,672</b>	<b>2,930,304</b>
<b>Expenditure on</b>							
<b>Charitable Activities</b>							
Membership	6	458,180	379,979		-	458,180	379,979
Ranges	6	45,059	121,992		-	45,059	121,992
Supply services	6	147,379	137,734		-	147,379	137,734
Competitions	6	129,663	326,824	1,000	6,019	130,663	332,843
International participation	6	5,940	5,940		-	5,940	5,940
Development	6	38,234	64,949		-	38,234	64,949
<b>Costs of raising funds</b>							
Commercial trading operations		1,023,921	1,821,017	93,888	93,888	1,117,809	1,914,905
<b>Total Expenditure</b>		<b>1,848,376</b>	<b>2,858,435</b>	<b>94,888</b>	<b>99,907</b>	<b>1,943,264</b>	<b>2,958,342</b>
<b>Net income/(expenditure)</b>		<b>64,983</b>	<b>64,619</b>	<b>(88,575)</b>	<b>(92,657)</b>	<b>(23,592)</b>	<b>(28,038)</b>
<b>Net movement in funds</b>		<b>64,983</b>	<b>64,619</b>	<b>(88,575)</b>	<b>(92,657)</b>	<b>(23,592)</b>	<b>(28,038)</b>
<b>Reconciliation of Funds</b>							
Total fund balances at 1 January 2020		(390,597)	(455,216)	2,204,787	2,297,444	1,814,190	1,842,228
<b>Total fund balances at 31 December 2020</b>		<b>(325,614)</b>	<b>(390,597)</b>	<b>2,116,212</b>	<b>2,204,787</b>	<b>1,790,598</b>	<b>1,814,190</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 2020

		Group		NSRA	
		2020	2019	2020	2019
		£	£	£	£
	Note				
<b>Turnover</b>					
Total income of continuing operations		1,919,672	2,930,304	959,547	1,214,763
Less Incoming Restricted & Endowment Fund	18	6,313	7,250	6,313	7,250
Less Incoming Designated Funds	21	10,979	16,803	10,979	16,803
		<u>1,902,380</u>	<u>2,906,251</u>	<u>942,255</u>	<u>1,190,710</u>
<b>Administration and operating expenses</b>					
Total expenditure of continuing operations		1,943,264	2,958,342	845,455	1,185,033
Less Outgoing Restricted & Endowment Fund	18	94,888	99,907	1,000	6,019
Less Outgoing Designated Funds	21	6,445	6,892	6,445	6,892
		<u>1,841,931</u>	<u>2,851,544</u>	<u>838,010</u>	<u>1,172,122</u>
<b>Excess of income over expenditure for the year</b>		<b>60,449</b>	<b>54,707</b>	<b>104,245</b>	<b>18,588</b>
Balance of General Funds at 1 January 2020	21	(426,541)	(481,249)	53,976	35,388
Balance of General Funds at 31 December 2020		<u>(366,092)</u>	<u>(426,542)</u>	<u>158,221</u>	<u>53,976</u>

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Balance Sheet - (Group) As at 31 December 2020

		Unrestricted Funds		Restricted Funds		Total Funds	
	Notes	2020 £	2019 £	2020 £	2019 £	2020 £	2019 £
<b>Fixed assets</b>							
Investments	10	-	-	-	-	-	-
Intangible assets	12	-	5,464	-	-	-	5,464
Tangible assets	13	263,226	289,822	2,047,142	2,141,030	2,310,368	2,430,852
		263,226	295,286	2,047,142	2,141,030	2,310,368	2,436,316
<b>Current assets</b>							
Stock	14	602,835	626,250	-	-	602,835	626,250
Debtors	15	194,197	161,974	-	-	194,197	161,974
Cash at bank and in hand		194,670	130,451	69,070	63,757	263,740	194,208
		991,702	918,675	69,070	63,757	1,060,772	982,432
<b>Current liabilities</b>							
Creditors: falling due within one year	16	1,490,823	1,604,558	-	-	1,490,823	1,604,558
<b>Net current assets/(liability)</b>		<b>(499,121)</b>	<b>(685,883)</b>	<b>69,070</b>	<b>63,757</b>	<b>(430,051)</b>	<b>(622,126)</b>
Creditors falling due after one year	17	89,719	-		-	89,719	-
<b>Net assets</b>		<b>(325,614)</b>	<b>(390,597)</b>	<b>2,116,212</b>	<b>2,204,787</b>	<b>1,790,598</b>	<b>1,814,190</b>
<b>Funds</b>							
Restricted funds	18	-	-	2,116,212	2,204,787	2,116,212	2,204,787
Unrestricted funds	21	(325,614)	(390,597)	-	-	(325,614)	(390,597)
<b>Total funds</b>		<b>(325,614)</b>	<b>(390,597)</b>	<b>2,116,212</b>	<b>2,204,787</b>	<b>1,790,598</b>	<b>1,814,190</b>

As permitted by s408 Companies Act 2006, the Charity has not presented its own Statement of Financial Activities and related notes.  
The Charity's net revenues for the year was £104,245 (2019 : £13,686 expenditure).

The financial statements were approved and authorised for issue by the Board of Management on 8th October 2021

Signed on behalf of the board of trustees

.....  
J.Lloyd

.....  
R.V.Watchorn

Notes on pages 21 to 31 form part of these accounts

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Balance Sheet - Charity As at 31 December 2020

		Unrestricted Funds		Restricted Funds		Total Funds	
	Notes	2020 £	2019 £	2020 £	2019 £	2020 £	2019 £
<b>Fixed assets</b>							
Investments	10	248,003	248,003	-	-	248,003	248,003
Intangible assets	12	-	-	-	-	-	-
Tangible assets	13	225,230	230,024	-	-	225,230	230,024
		473,233	478,027	-	-	473,233	478,027
<b>Current assets</b>							
Stock	14	64,755	57,483	-	-	64,755	57,483
Debtors	15	869,035	889,953	-	-	869,035	889,953
Cash at bank and in hand		74,290	102,888	69,070	63,757	143,360	166,645
		1,008,080	1,050,324	69,070	63,757	1,077,150	1,114,081
<b>Current liabilities</b>							
Creditors: falling due within one year	16	1,237,753	1,438,431	-	-	1,237,753	1,438,431
<b>Net current assets/(liability)</b>		<b>(229,674)</b>	<b>(388,107)</b>	<b>69,070</b>	<b>63,757</b>	<b>(160,604)</b>	<b>(324,350)</b>
Creditors falling due after one year	17	44,859	-	-	-	44,859	-
<b>Net assets</b>		<b>198,700</b>	<b>89,920</b>	<b>69,070</b>	<b>63,757</b>	<b>267,770</b>	<b>153,677</b>
<b>Funds</b>							
Endowments		-	-	-	-	-	-
Restricted funds		-	-	69,070	63,757	69,070	63,757
Unrestricted funds		198,699	89,920	-	-	198,699	89,920
<b>Total funds</b>		<b>198,699</b>	<b>89,920</b>	<b>69,070</b>	<b>63,757</b>	<b>267,769</b>	<b>153,677</b>

As permitted by s408 Companies Act 2006, the Charity has not presented its own Statement of Financial Activities and related notes.  
The Charity's net revenues for the year was £104,245 (2019 : £13,686 expenditure).

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Notes on pages 21 to 31 form part of these accounts

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Statement of Cash Flows For the year ended 31 December 2020

Cash flow from operating activities		Group	
		2020	2019
	Note	£	£
Net Funds before adjustment		(23,592)	(28,038)
Adjusted for:			
Depreciation		133,231	133,926
Profit on Disposal of Asset		-	(78,789)
Corporation tax		585	13,501
Rent Recieveable		(2,205)	(7,735)
Commission & royalty		(19)	(2,155)
Interest paid on Loans and Bonds		24,046	27,906
(Increase)/decrease Stock		23,416	(59,893)
(Increase)/decrease Debtors		(32,223)	20,130
Increase/(decrease) Creditors		(5,103)	(135,950)
<b>Net cash flow from operating activities</b>		<b>118,136</b>	<b>(117,097)</b>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		(7,283)	(10,496)
proceed from sale of Asset		-	200,075
Commission received		19	2,155
Rent received		2,205	7,735
<b>Net cash flow from investing activities</b>		<b>(5,059)</b>	<b>199,468</b>
<b>Corporation tax paid</b>		<b>-</b>	<b>-</b>
<b>Cash flow from financing activities</b>			
Repayment of bonds		(45,000)	(65,000)
Receipts from issue of new bonds		5,000	72,000
Repayment of loans		(79,500)	(151,500)
Receipt from issue of new loans		100,000	131,000
Interest Paid		(24,045)	(27,906)
<b>Net cash flow from financing activities</b>		<b>(43,545)</b>	<b>(41,406)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>69,532</b>	<b>40,965</b>
<b>Cash and cash equivalents brought forward</b>		<b>194,208</b>	<b>153,243</b>
<b>Cash and cash equivalents carried forward</b>		<b>263,740</b>	<b>194,208</b>

**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 2020.

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

The 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.

**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 comply 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 on a straight line basis.

**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.

**1.15 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 and received a guarantee from the largest lender that these funds will not be recalled or withdrawn within less than one 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.

The financial statements do not include any adjustments that would result from a withdrawal of the funding by the bondholders. This represents the main critical judgement in preparing the financial statements

The charity is taking appropriate action to deal with the events brought about by the Covid-19 pandemic that occurred after the year end in order to minimise their impact, such as furloughing staff, and considers that this is a temporary situation that according to the latest estimates and current cash position will not affect the charity's ability to continue as a going concern.

Accordingly they have adopted the going concern basis in preparing the report and financial statements.

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 2 Income from donations and legacies

	2020 £	2019 £
Donations	86,338	7,555
<b>Total</b>	<b>86,338</b>	<b>7,555</b>

Income from donations was £86,338 (2019: £7,555) of which all was attributable to unrestricted funds.

### 3 Income from charitable activities

	2020 £	2019 £
Membership	485,626	580,481
Ranges	11,769	36,587
Supply services	103,519	75,707
Competitions and meetings	57,578	201,867
Development	6,564	24,469
<b>Total</b>	<b>665,056</b>	<b>919,111</b>

Income from charitable activities was £665,056 (2019: £919,111) of which £659,116 (2019: £912,299) was attributable to unrestricted funds and £5,940 (2019: £6,812) was attributable to restricted funds.

### 4 Other Income

	2020 £	2019 £
Sundry income	55,460	88,227
Furlough grant income	235,686	
Rent received	2,205	7,735
Commission & royalty	392	2,155
<b>Total</b>	<b>293,743</b>	<b>98,117</b>

Other income totalled £58,057 (2019: £98,117) of which £57,684 (2019: £97,679) was attributable to unrestricted funds and £373 (2019: £438) was attributable to restricted funds.

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

Net income / (expenditure) is stated after charging

	2020 £	2019 £
Depreciation of tangible fixed assets	127,767	133,926
Amortisation of intangible assets	5,464	-
Cost of stock recognised as an expense	520,587	1,082,004
Operating lease rental	6,940	6,940

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 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.

	Direct	Staffing costs	Support	Total 2020	Total 2019
Charitable activities	£	£	£	£	£
Membership	121,990	67,667	268,523	458,180	379,979
Ranges	18,788	19,764	6,507	45,059	121,992
Supply	83,694	-	57,240	140,934	137,734
Competitions	12,706	84,913	32,044	129,663	332,843
International match participation	5,940	-	-	5,940	5,940
Development	-	34,604	3,630	38,234	64,925
Total	243,118	206,948	367,944	818,010	1,043,413

### 7 Support costs

The group allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 6). Support costs are allocated on a basis consistent with the use of the resource.

Support costs	Membership £	Ranges £	Supply £	Competitions £	Development £	Total £
Staff & admin costs	207,744	5,035	44,284	24,791	2,808	284,662
Establishment costs	41,129	996	8,767	4,908	556	56,356
Financial costs	19,650	476	4,189	2,345	266	26,926
	268,523	6,507	57,240	32,044	3,630	367,944

Governance costs of £36,435 relate to the general running of the charity and are not associated with either generating funds or charitable activities, and are included in the above support costs.

Auditors remuneration for the group amounted to £12,300 (2019: £11,300).



# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 8 Staff costs

The average number of employees engaged by the Association and its subsidiaries during the year was 32 (2019: 37).

	No of Employees
Emoluments in excess of £60,000:	
Between £80,000 - £90,000	1
	<u>1</u>

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

Staff costs	2020 £	2019 £
Wages and salaries	604,908	709,646
Social security costs	38,966	57,543
Other pension costs	11,841	10,045
<b>Total</b>	<b>655,715</b>	<b>777,234</b>

### 9 Directors' and key Management Expenses

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 was £1,849 (2019: £11,915) drawn by 9 trustees and a member of key management (2019: 6 trustees and a member of key management) out of which £1,053 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.

	Group		NSRA	
Fixed asset investments	2020 £	2019 £	2020 £	2019 £
At 1 January 2020	-	-	248,003	248,003
Additions in the year	-	-	-	-
Disposal in the year	-	-	-	-
Diminution of investments	-	-	-	-
<b>At 31 December 2020</b>	<b>-</b>	<b>-</b>	<b>248,003</b>	<b>248,003</b>

Investments in group undertakings are stated at cost.

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

The results of the consolidated subsidiaries for the year ended 31 December 2020 are summarised below:

	NSRA Limited £	Bisley Sports Wholesale Ltd £	Franco Rosso Limited £
<b>Profit/(loss) and net assets</b>			
Turnover	876,431	292,325	-
Cost of Sales	(478,964)	(240,722)	-
Gross profit	397,467	51,603	-
Administration Expenses	(442,919)	(49,361)	-
Taxation		(585)	-
Net Profit/(loss)	(45,452)	1,657	-
The aggregate of the assets, liabilities and funds was:			
Assets	2,554,073	805,456	-
Liabilities	(2,944,412)	(689,126)	-
Net assets/(liabilities)	(390,339)	116,330	-

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

	2020 £	2019 £
Loans	4,837	8,054
Bonds	19,209	19,852
Total	24,046	27,906

### 12 Intangible assets

	Group £	NSRA £
<b>Cost</b>		
At 1 January 2020	34,464	25,000
Additions	-	-
<b>At 31 December 2020</b>	<b>34,464</b>	<b>25,000</b>
<b>Accumulated amortisation</b>		
At 1 January 2020	29,000	25,000
Amortisation for the year	5,464	-
<b>At 31 December 2020</b>	<b>34,464</b>	<b>25,000</b>
<b>Net book value at 31 December 2020</b>	<b>-</b>	<b>-</b>
<b>Net book value at 31 December 2019</b>	<b>5,464</b>	<b>-</b>

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 13 Tangible fixed assets (Group)

	Freehold land & buildings	Ranges & equipment	Furniture, fixtures & fittings	Total
Group	£	£	£	£
<b>Cost</b>				
At 1 January 2020	3,606,277	1,070,971	420,831	5,098,079
Additions	-	-	7,283	7,283
Disposals	-	-	-	-
<b>At 31 December 2020</b>	<b>3,606,277</b>	<b>1,070,971</b>	<b>428,114</b>	<b>5,105,362</b>
<b>Accumulated depreciation</b>				
At 1 January 2020	1,328,906	1,021,732	316,589	2,667,227
Charge for the year	70,116	27,589	30,062	127,767
Disposals	-	-	-	-
<b>At 31 December 2020</b>	<b>1,399,022</b>	<b>1,049,321</b>	<b>346,651</b>	<b>2,794,994</b>
<b>Net book value at 31 December 2020</b>	<b>2,207,255</b>	<b>21,650</b>	<b>81,463</b>	<b>2,310,368</b>
<b>Net book value at 31 December 2019</b>	<b>2,277,371</b>	<b>49,239</b>	<b>104,242</b>	<b>2,430,852</b>

### Tangible fixed assets (NSRA)

	Freehold land & buildings	Ranges & equipment	Furniture, fixtures & fittings	Total
NSRA	£	£	£	£
<b>Cost</b>				
At 1 January 2020	206,000	260,111	95,102	561,213
Additions	-	-	5,887	5,887
Disposals	-	-	-	-
<b>At 31 December 2020</b>	<b>206,000</b>	<b>260,111</b>	<b>100,989</b>	<b>567,100</b>
<b>Accumulated depreciation</b>				
At 1 January 2020	-	255,299	75,891	331,190
Charge for the year	-	1,401	9,279	10,680
Disposals	-	-	-	-
<b>At 31 December 2020</b>	<b>-</b>	<b>256,700</b>	<b>85,170</b>	<b>341,870</b>
<b>Net book value at 31 December 2020</b>	<b>206,000</b>	<b>3,411</b>	<b>15,819</b>	<b>225,230</b>
<b>Net book value at 31 December 2019</b>	<b>206,000</b>	<b>4,813</b>	<b>19,211</b>	<b>230,024</b>

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 14 Stock

	Group 2020 £	2019 £	NSRA 2020 £	2019 £
Finished goods for resale	602,835	626,250	64,755	57,483
	<b>602,835</b>	<b>626,250</b>	<b>64,755</b>	<b>57,483</b>

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 2020 £	2019 £	NSRA 2020 £	2019 £
Trade debtors	32,624	45,724	8,612	5,182
Amounts owed by group undertakings	-	-	716,965	752,901
Other debtors	139,868	78,759	125,265	99,620
Prepayments	23,083	37,491	18,193	32,250
	<b>195,575</b>	<b>161,974</b>	<b>869,035</b>	<b>889,953</b>
Less Provision for bad debts	1,378	-	-	-
	<b>194,197</b>	<b>161,974</b>	<b>869,035</b>	<b>889,953</b>

### 16 Creditors: falling due within one year

	Group 2020 £	2019 £	NSRA 2020 £	2019 £
Bank overdraft	11,576	43,737	11,576	27,837
Other loans	822,781	954,234	817,641	932,000
Trade creditors	161,078	77,558	67,531	19,046
Income received in advance	220,937	394,097	220,937	381,952
Taxation and social security	167,790	78,629	3,845	13,114
Other creditors	41,471	6,056	81,751	26,232
Accruals	65,190	50,247	34,473	38,250
	<b>1,490,823</b>	<b>1,604,558</b>	<b>1,237,754</b>	<b>1,438,431</b>

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 represent the subscription fees paid by clubs and individual members relating to the coming year.

### 17 Creditors: falling due after one year

	Group 2020 £	2019 £	NSRA 2020 £	2019 £
Other loan	89,719	-	44,859	-
	<b>89,719</b>	<b>-</b>	<b>44,859</b>	<b>-</b>

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 18 Restricted funds

	At 1 January 2020 £	At 1 January 2019 £	Income 2020 £	2019 £	Expenditure 2020 £	2019 £	At 31 December 2020 £	At 31 December 2019 £
<b>Restricted funds</b>								
Lottery Grant	2,141,030	2,234,918	-	-	(93,888)	(93,888)	2,047,142	2,141,030
Gerald Cafferata Award	12,972	12,534	373	438	-	-	13,345	12,972
British Olympic Appeal	1,962	5,962	-	-	-	(4,000)	1,962	1,962
Pershing Trophy Match Fund	15,452	13,140	1,440	2,312	-	-	16,892	15,452
GB Junior Squad Fund	25,371	21,890	4,500	4,500	-	(1,019)	29,871	25,371
Claude Sonley Legacy	8,000	9,000	-	-	(1,000)	(1,000)	7,000	8,000
<b>Total</b>	<b>2,204,787</b>	<b>2,297,444</b>	<b>6,313</b>	<b>7,250</b>	<b>(94,888)</b>	<b>(99,907)</b>	<b>2,116,212</b>	<b>2,204,787</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.

### 19 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.

### 20 Financial instruments

Debt instruments measured at amortised cost

	2020 £	2019 £
<b>Financial assets</b>		
Trade debtors	32,624	45,724
Other debtors	139,868	78,759
	<b>172,492</b>	<b>124,483</b>
<b>Financial liabilities</b>		
Bank overdraft	11,576	43,737
Other loans	822,781	954,234
Trade creditors	161,078	77,558
Other creditors	41,471	6,056
	<b>1,036,906</b>	<b>1,081,585</b>

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 21 Unrestricted funds

	At 1 January 2020	At 1 January 2019	Income		Expenditure		Group At 31 December 2020	NSRA At 31 December 2020
			2019		2019			
Designated	£	£	£	£	£	£	£	£
Life Membership	2,500	3,000	-	-	(500)	(500)	2,000	2,000
Blind Shooting Fund	18,439	8,028	10,979	16,803	(5,945)	(6,392)	23,473	23,473
Range Grants Fund	14,955	14,955	-	-	-	-	14,955	14,955
Museum Fund	50	50	-	-	-	-	50	50
	35,944	26,033	10,979	16,803	(6,445)	(6,892)	40,478	40,478
General	(426,541)	(481,249)	1,902,380	2,906,251	(1,841,931)	(2,851,543)	(366,092)	158,221
	(390,597)	(455,216)	1,913,359	2,923,054	(1,848,376)	(2,858,435)	(325,614)	198,699

#### 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.

### 22 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	-	2,047,142	69,070	-	2,116,212	69,070
<b>Unrestricted funds</b>						
Designated funds	-	-	40,478	-	40,478	40,478
General funds	-	263,226	(645,645)	-	(382,419)	158,221
	-	2,310,368	(536,097)	-	1,774,271	267,769

### 23 Trophies

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

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## Notes to the Financial Statements For the year ended 31 December 2020

### 24 Leasing commitments

At 31 December 2020 the Association and group was committed to making the following payments under non-cancellable operating leases:

	Land and buildings		Others	
	2020	2019	2020	2019
	£	£	£	£
<b>Operating leases which expire:</b>				
In one year	-	-	6,940	6,940
Between two and five years	-	-	5,783	12,723

### 25 Related party transactions

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

	At 1 January 2020	Additions	Repaid in the year	At 31 December 2020
	£	£	£	£
<b>Loans</b>				
Mrs C.Nash (wife of Mr K.Nash)	200,000	-	-	200,000
Mr K. Nash	179,500	-	179,500	-

Interest is paid on these loans at 2.75% above the Bank of England base rate. Interest for the year on these loans amounted to £4,837.

In addition to those listed above at 31 December 2020 the following trustees were also bondholders amounting to:

	£
Mr R.V.Watchorn	35,000
Mr M.J.Chapman	24,500
Mr M Arnstein	20,000
Mr E.Kendall	10,000

### 26 Controlling policy

The charity is controlled by the Board of Trustees.

### 27 Analysis of changes in net debt

	At 1 January 2020	Cash flows	Other non- cash changes	At 31 December 2020
	£	£	£	£
<b>Cash and cash equivalents</b>				
Cash	194,208	69,532		263,740
Overdrafts	-	-		-
Cash equivalents	788,224	8,808		797,032
	982,432	78,340		1,060,772
<b>Borrowings</b>				
Debt due within one year	1,604,558	(113,735)		1,490,823
Debt due after one year	-	89,719		89,719
	1,604,558	(24,016)		1,580,542
	(622,126)	54,324		(519,770)

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## REPORT OF THE TRUSTEES WITH THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020

(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 B A Woodall
<b>EX-OFFICIO VICE PRESIDENTS</b>	Lord Lieutenants in the United Kingdom



**The BOARD of MANAGEMENT**

(being the Directors and Trustees of the Charity  
who served during the year to 31 December 2020)  
Mr J O Lloyd

Chairman  
Vice-Chairmen

Honorary Treasurer  
Members

Mr R V Watchorn  
Mr C E Blow  
Mr M J Chapman  
Mrs J A Coleman  
Mr E Kendall  
Mr M Arnstein  
Mr N Cole-Hawkins  
Mr R Dowling  
Mr M Guille

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

Mr M Arnstein (r)  
Mr A Bowman (pac)  
Mr D Brigden (a)  
Mr M J Chapman (r), (ref)  
Mr W Cowell (a)  
Mr R Dowling (r)  
Mr A Gregory (pac)  
Mr R Heath (ref)  
Dr P Holdstock (ref)  
Mr E Kendall (r)  
Mr J Kelman (pac)  
Mr G Lawson (a)  
Mr J Leech (r)  
Mr J O Lloyd (pac)  
Mr T Metcalfe (pac)  
Mr P M Mann (r)  
Mr I Malone (r)  
Mrs J Nicholl (a)  
Mr C Powell (ref)  
Mr D Poxon (r)  
Mr K Ridgway (r)  
Mr P L Ralph (a)  
Mr P Strong (r)  
Mr H C Taylor (r)  
Mrs M Thomson (r)  
Mr R Thomson (r)  
Mrs E J Twyford (pac)  
Mr B Vassie (r)

**Key:**

a Special Awards Committee  
pac Pistol, Airgun & Crossbow Committee  
r Rifle Committee  
ref Referees Committee

**SHOOTING COUNCIL**

being the Board of Management and:

**Administrative Members**

(with year of election)

Mr M J Chapman (2020)  
 Mr A N Gibbons (2018)  
 Mr P Jones (2019)  
 Mrs A J Millar (2019)

**County Association Representatives**

Aberdeenshire	Mr J Latimer
Ayrshire	Mr C Fox
Bedfordshire	Mr A Mann
Berkshire	Mr P G Strong
Buckinghamshire	Mrs J Nicholl
Caithness	Mr H Simpson
Cambridgeshire	Mr W Cowell
Cheshire & North Wales	Mr H C Taylor
Cornwall	Mr P L Ralph
Cumbria & Northumbria	Mr G A Lawson
Derbyshire	Mr S Favell
Devon	Mr D Lemon
Dorset	Mr A Motson
Durham & Cleveland	Mr B Lamb
Essex	Mr C Ingram
Fife & Kinross	Mr I Henderson
Forth & Clyde	Mr R R Simpson
Gloucestershire	Mr E Hatcher
Hampshire	Dr C J Gadsden
Herefordshire	Mr T Horsfield
Hertfordshire	Mr K I Nash
Isle of Man	Mr B T Jones
Jersey	Mr G Huelin
Kent	Miss S Norman
Lancashire	Dr P Holdstock
Lincolnshire	Mr A Collick
Lothian	Mrs A Hamilton
Middlesex	Mr M Phipps
Norfolk	Mr R Broscomb
Northamptonshire, Leicestershire & Rutland	Mr D Poxon
Northern Ireland West	Mr S Kelly
Nottinghamshire	Mr S Bett
Oxfordshire	Mr J Sims
Perthshire	Mr I G Gray
Scottish Southern Counties	Mr T F Hodgson
Shropshire	Mr R S Heath
Somerset	Mr S D Jones
Staffordshire	Mr M B P Willcox
Suffolk	Mr W H Bond
Surrey	Mr D Brigden
Sussex	Mrs E Twyford
Ulster Counties (East)	Vacant
Warwickshire	Mr M F Doble
Wiltshire	Vacant
Worcestershire	Mr D Hargreaves
Yorkshire	Mr J R Osborn

**Invited Observers**  
**Service Organisations**

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

**Civilian Shooting Organisations**

British Pistol Club	Mr D Levene
Civil Service SCTSA	Mrs L D Martin
Disability Shooting GB	Mrs M Pankhurst
English SSU	Mr M T White
Police Sport UK	Vacant
Prep Schools RA	Mrs M Eveleigh
Scottish SRA	Mr J R Buchanan

**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	Bluefin Sport 32-36 Victoria Street Bristol BS1 6BX	
Solicitors	DMH Stallard 1st Floor, Wonerh House The Guildway Old Portsmouth Road Guildford Surrey GU3 1LR	Barlow Robbins Sydenham Road Guildford Surrey GU1 3SR

# NATIONAL SMALL-BORE RIFLE ASSOCIATION

## TRUSTEES' ANNUAL REPORT WITH THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020

(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 2020. 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 the 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 whom 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 2020 there was an average of 32 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 2020.

### OBJECTIVE & ACTIVITIES

The Association's main objective is to promote target shooting of small-bore cartridge rifles, pistols, air guns, 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 crossbows. 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 new 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

### 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 and also in the number of individual members.

Affiliated Organisations	2020	2019	% Change
UK Clubs A	824	863	- 04.5
UK Category B, C, D, & E Association	115	116	- 00.8
Overseas Clubs & Associations	4	4	- 33.3
Totals	943	983	- 04.1

Individual Members	2020	2019	% Change
Life	355	355	00.0
Annual	3356	3,764	- 10.8
Associate	182	447	- 59.3
Totals	3,893	4,566	- 14.7

### Shooting

Of the five National Meetings only the British Open Airgun Championship was held in 2020 due to the Covid 19 pandemic. An Early Bird discount of 10% off entry fees enticed 122 early entries for the 2020 Scottish Meeting prior to the NSRA offices closing for Lockdown in March 2020. 79 entrants opted to carry their fees forward to the next meeting and 29 entrants were refunded upon their request. The remaining 14 entrants are presumed to carry their entry fees forward but will be contacted to confirm this. The 2020 Bisley Meeting had received 5 entries prior to Lockdown and all entrants opted to carry their fees forward to the next meeting.

There were 206 competitors at the British Open Airgun Championships which were held in February, a decrease of 7 entries. James Paterson (Driffield) won the Men's Air Rifle and Tom Warren (Crewe) won the Junior Men's Air Rifle. Amy Lott (RGSTSC) won the Women's Air Rifle and Bethany Edwards (Crewe) won the Junior Women's Air Rifle. Waldek Mickiewicz (Ham & Petersham) won the Men's Air Pistol and Ayush Chauhan (Sutton Coldfield) won the Junior Men's Air Pistol. Minerva Singh (CURPC) won the Women's Air Pistol and Lucy Evans (Forres) won the Junior Women's Air Pistol.

Postal leagues and competitions were extended for the Winter 19-20 season and completed in November 2021. Individual and county team outdoor postal competitions ran during the Summer 2020 Season, but no leagues. The Winter 20-21 postal season was also affected by the Covid 19 pandemic but the majority of leagues and competitions were set up and run using the Online Results Portal.

Competitions staff were furloughed or working part time from March to December 2020 which hampered the organisation of meetings and postal competitions and may impact on the number of entries for future events.

### Covid 19

The whole of the country has been affected by the Covid 19 Pandemic through the majority of 2020.

On 23 March 2020, the UK went into lockdown. The government imposed a stay-at-home order banning all non-essential travel and contact with other people, and shut almost all schools, businesses and gathering places.

The lockdown was gradually lifted in June–July but local restrictions were gradually re-imposed in all four countries. In both England and Scotland, tiered restrictions were introduced in October and England went into a month-long lockdown during November followed by new tiered restrictions in December.

During this period most shooting activity stopped or was severely curtailed. Many clubs, particularly those that shoot indoors, were closed for any activity. Some clubs made use of the local government grants available to support them during this period.

The NSRA provided guidance to clubs and associations that translated the Government guidance into a target shooting context. This was continually published on the website and social media. Along with this, many clubs contacted the NSRA for direct support around dealing with the restrictions.

Clearly coaching courses and the introduction of new shooters to the sport has been severely restricted. The NSRA has provided further guidance on how these can be handled safely during the pandemic as and when it is allowed.

### **Competitions**

Competition shooting has been severely affected by the Covid 19 Pandemic with many open completions being cancelled. This included the NSRA Bisley and Scottish Meetings and the Pistol Championships. Postal competition has also been affected with shortening of competitions and extensions of shooting times being necessary to accommodate the restrictions caused by the virus.

Following much discussion at the Pistol Airgun and Crossbow Working Group, a different format for the 2021 British Open Air Gun competition is planned to enable it to take place. This will consist of a postal event with a postal final involving an open championships and aggregate in classes. Also a category for any disabled person will be included as well as a Sporter Air Rifle class.

### **Insurance**

Following enquiries from coaches about NSRA insurance provided by individual membership, an upgrade in the cover to include professional coaching activity has been arranged with Blue Fin at no increased cost. This covers coaches who are paid for their services up to a maximum income of £25K whilst they follow NSRA policies and procedures. This does not extend to full commercial activity – such as running a clay shooting ground. A note about this has been placed on the website and social media.

### **Aldersley**

Tony Taylor the Manager of the Shooting Centre at Aldersley has retired after many years of service. A new Manager, Paul Horbury, has been appointed who will take over the role with a remit to further develop the facility.

The NSRA are in talks with British Shooting and Disabled Shooting UK to install electronic targets for squad training at the centre.

### **Crossbow**

The YPS Crossbow manuals have been updated to include information on Crossbow Shooting under the scheme at 6 yards. This includes new targets for use at this distance. This has been done to better enable Scouts and other youth groups to engage with the scheme who often have difficulty in building a full 10m range in their facilities but can generally accommodate a 6 yard range.

### **Benchrest**

The Scoring Guidance for the NSRA BR targets has been upgraded to include advice on the new X Ring gauges. This has been published on the NSRA website. Another publication on general guidance to the NSRA Benchrest Rules is being put together to help shooters better understand the requirements for competition.

### **British Shooting Sports Council**

The NSRA continues to be involved with the British Shooting Sports Council (BSSC). A new representative of the NSRA has been appointed who will not only attend BSSC meetings but help and support members and affiliated clubs with legal matters and other firearms related issues.

One of the current issues that has been highlighted by BSSC is a potential banning of the use of lead in ammunition. This is clearly a threat to target shooting sport and BSSC are starting to collect evidence to support the continuing use of lead.

### **Medical Checks**

Across the country the Police Firearms Departments are insisting on the check that is done at grant of an FAC. This is causing difficulties for some shooters on renewal as there are many doctors refusing to carry out the checks. Furthermore, there is no standard charge for this service resulting in some shooters paying much higher fees than others. Around 3 or 4 phone calls or emails are being received each week from shooter asking for advice on medical checks due to difficulties in their area. The NSRA has continued to work through BSSC to achieve more consistency and a fairer system to be developed.

### **Talent Squads**

Following discussions with British Shooting it was decided to pass on the responsibility for development in this area to them. As a result the NSRA Talent Squads were closed down and new squads run by British Shooting formed to occupy that place in the shooter pathway. This will allow a linear pathway with a clearer route for young people to follow through to British Shooting Academy and ultimately World Class Performance.

The NSRA is considering the development of new squads to support other disciplines including the non-Olympic events.

## **British Shooting**

The NSRA continues to represent small-bore, airgun and crossbow target shooting within British Shooting having places on both the Board and the Engagement Group.

### **Schools Pistol Championships**

Over 650 individual shooters took part in the Schools Pistol Championship

The final at Stoke Mandeville Stadium saw 130 pupils from schools across the UK compete for the title of Schools Pistol Champion 2019 in the junior, intermediate and senior level. There were 78 teams from nearly 350 schools taking part. Gun Trader was partner in the overall event, and the British Pistol Club sponsored the team and disability competitions.

### **Commonwealth Games**

A Commonwealth Archery and Shooting Championships were set to take place in India in 2022 at Chandigarh. The proposal to stage the event was approved by the Commonwealth Games Federation (CGF) Executive Board and was to take place one week after the Closing Ceremony of the Birmingham 2022 Commonwealth Games. However the India shooting authorities have recently taken the decision to cancel this event because of the continuing Covid pandemic.

### **Pistol Coordination Meeting**

A meeting took place at Wigan Target Shooting Club between British Shooting and representatives of organisations involved in the Pistol Pathway. The main points discussed were the critical elements required to develop World Class pistol athletes, coach education and development, talent Identification, working together and the domestic competitions calendar.

## **Commercial**

The year 2020 will be remembered as one of the most difficult and impactful for the NSRA as a result of the effects of Covid-19. The entire commercial operation entered the first lockdown on 20 March and it wasn't until 18 June the Association's trading activities resumed with partial reopening of NSRA Shop and BSW. The Administrative Function operated with a small team of staff either working from home or on selected days in the office. This included Membership, Accounts and Commercial while Competitions remained closed with all events normally scheduled for the Spring and Summer period cancelled.

A further gradual reopening took place as we moved into Autumn although office based working remained limited with Tiered Regional Lockdown restrictions imposed. A second lockdown between 5 November and 2 December exacerbated this situation and although some restrictions were lifted on 2 December original plans to reopen LRC over the Christmas and New Year Holiday period these had to be cancelled when the local area was placed into Tier 4 restrictions.

The company's principal activity during the year continued to be earning a commission of online sales

## **Membership**

The majority of NSRA affiliated Clubs remained closed from March 2020 onwards while Individual Membership renewals slowed reflecting the uncertainty surrounding when Shooting would return. In the meantime work started in 2019 to evaluate online membership systems. This continued into 2020 with a view to providing all our Members and Clubs with the opportunity to manage their own data online at any time of their choosing. This would also be the previously costly and inefficient paper based system.

In June 2020 the NSRA Charity Board decided to invest in the Go Membership online portal with a view to preparing the system to go live in the Autumn. In October we completed an extensive data cleansing programme to prepare the data for transfer from our previous system (Calibre) to Go Membership. In doing so full GDPR compliance was followed and strictly adhered to. In the event our new online portal went live on 2 December. Many Individual NSRA Members were quick to familiarise themselves with the platform and renew early in a number of cases. A late decision was taken to use the previous paper based system for Club re-affiliation for 2021 as it was felt insufficient time was available to provide information and guidance.

## **Marketing Communications and Collateral**

In spite of Covid we took the decision in April to continue publication of On Target even though available content was drastically reduced with Shooting brought to a halt. We reduced pagination from the average 48 or 52 pages to 32 or 36. We now had a lack of shooting news and competition reports and results so we switched emphasis to Covid updates and guidance as well as a number of popular human interest stories. Our priority was to prepare and equip shooters for any eventual return to the sport when restrictions were relaxed.



In July discussions with Future Publications, the incumbent contract publisher, revealed they intended to proceed with a 35% price increase for the continued production and distribution of On Target magazine. Our advanced discussions with an alternative provider, Fellows Media, confirmed we had an attractive alternative not only to reduce our production costs but also agree a 30% commission on all advertising sales secured on our behalf. In time this will also extend to selling advertising on our website and social media platforms. We therefore made the switch in September with the Autumn issue mailed at the beginning of November and the Winter issue going to print before Christmas.

All other marketing collateral has been switched to online to reach a wider audience and reduce production and distribution costs.

### **Sponsorship**

After making real progress in 2019 in building relationships with potential sponsors and securing financial commitment towards future events the impact of Covid in 2020 has set back many of these plans. In the circumstances, with a virtually blank competitions and events calendar, the best that could be achieved was to remain in regular contact with potential sponsors and marketing partners and just keep each other informed about respective developments in our businesses with the aim of resuming previous conversations in 2021.

### **Website and Social Media**

Throughout 2020 we maintained regular news updates on our website and social media platforms. This was a vital point of contact with our membership, most of whom were in Lockdown at home, unable to shoot and in many cases unable to work. During the periods the NSRA Shop was able to trade we ran promotional offers to maintain a modest income stream as well as two prize draws to generate engagement with members. Outline plans have been made to upgrade the Shop website and the main NSRA site has also been upgraded to provide a more interesting and user friendly home page plus easier navigation around the website as a whole.

### **Organisational Change**

In late Summer and Autumn we ran two surveys with the membership and affiliated clubs to gain a better understanding of how all our members would like to see the NSRA change and improve as a National Governing Body. Both were conducted via Survey Monkey in order to achieve quantifiable and qualitative data that could be collated and analysed. In total over 4000 individual members and club administrators responded with results published in On Target and online. Further surveys are planned and will be a vital tool in shaping the future of the NSRA.

## **RESULTS FOR THE YEAR**

### **Incoming Resources**

Total gross income for the NSRA and its subsidiaries has decreased by £1,010,632 in the year (34.5%). Like many businesses Covid19 had a huge adverse impact on the NSRA income and the ranges, shop, and offices were closed due to lockdown imposed by the Government. The four main elements of income generation are membership and affiliations, ranges, commercial trading operations and competitions. Membership includes clubs' affiliation fees as well as individual members' subscriptions and the tax refunds on them paid under gift aid. Overall membership income reduced by £94,855 (16.3%), of which club affiliations were down by £20,031 (10.5%) due to non renewal or closure of some of the affiliated clubs and gift aid receipts were £10,494 lower. Range income decreased by £70,803 (71.6%) in the year and a decrease in all range hire was seen during the year. Competitions income decreased by £144,289 (71.5%) in the year as all competitions after lockdown in March 2020 were cancelled due to Covid19.

Commercial trading operations, which is the sale of goods and services through the trading companies, decreased by £985,001 (53.4%), and the subletting of office space and services during the year decreased by £7,293. The Association's overhead costs of keeping up Lord Roberts Centre are unlikely to be met out of income derived purely from shooting activities and so it is vital that the Centre facilities are used for other income generating activities to the fullest extent possible.

Donations increased in the year by £78,783, almost all of which was due to the donation made by the late Ken Nash's estate. Sundry income increased by £202,919 of which £235,686 was due to government furlough grants received.

### **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 18 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 £133,231. The difference was charged to General Fund. In all, the aggregate balances of the restricted funds reduced by £88,575 (2019: £92,657 reduction).

The designated funds increased by £4,534 in the year (2019: £9,011 increase) mostly due to an increase in the Blind Shooting Fund – see Note 21 to the accounts.

The General Fund increased by £60,449, which is the group operating profit for the year after tax (2019: £54,707 Profit).

Total resources expended in the year decreased by £1,015,078 (34.3%) due to reduced activity. All direct and staffing costs and other overheads are allocated to the main core activities on a consistent basis as shown in Note 6. Membership costs, which includes members' insurance and On Target costs, increased by £78,201. Ranges costs, which includes the LRC and Aldersley range complex, decreased by £76,933.

Commercial trading operations decreased by £797,096 (41.6%). This was due to the decrease in trading during lockdowns. Similarly Competition costs decreased by £202,180 (60.7%) in the year because of the number of competitions and open meetings that were cancelled. As always, the intention has been that each competition recovers all its direct costs but again it did not happen this year. Development costs decreased by £26,715 (41.1%).

### **Reserves**

The operating profit of £60,449 incurred in the year has decreased the debit (overdrawn) balance on the General Fund to £366,092 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 £812,500 at the end of the year (2019: £932,000). The proportion of this that was lent by the trustees was 11.0%.

### **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.

### **POST BALANCE SHEET EVENT**

On 11<sup>th</sup> March 2020 the World Health Organization declared the public health emergency caused by the corona virus

Covid-19 outbreak a global pandemic. The rapid escalation of events in the UK and worldwide has resulted in an unprecedented health crisis that has had an impact on the macroeconomic environment and business community.

At the date these financial statements were authorised for issue it is premature to make a detailed assessment or quantification of the potential impact that Covid-19 will have on the Charity because of the uncertainty over its consequences. The Charity considers these consequences derived from the Covid-19 pandemic to be a subsequent event that does not require any adjustment to the financial statements for the year ended 31<sup>st</sup> December 2020. The Charity is taking appropriate action to deal with the events and minimise their impact, and considers that this is a temporary situation that according to the latest estimates and current cash position will not compromise the Charity's ability to continue as a going concern.

The financial effect of the Covid-19 pandemic on the Charity cannot be reliably estimated at the balance sheet sign off date. The impact on going concern has been disclosed in Note 1.15 of the financial statements.

### **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*.

### **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 8th October 2021 and signed on its behalf:**

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

**Opinion**

We have audited the group and charity accounts of National Small-bore Rifle Association (the 'charity') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020
- and of its 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Emphasis of matter related to going concern**

We draw attention to 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 bondholder 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.

**Other information**

The other information comprises the information included in the annual report, other than the accounts and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the accounts does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Trustees and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts 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.

### **Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees' are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognize non-compliance with appropriate laws and regulations
- through discussions with the Trustees and other management and from our commercial knowledge and experience of the charity sector and small bore rifle target shooting, we identified the laws and regulations applicable to the group and company; and
- focusing on the specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, we assessed the extent of compliance with those laws and regulations identified above through making enquiries of management and inspecting relevant correspondence.

We assessed the susceptibility of the group and the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- the nature and trading activities of the business.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation claims;
- reviewing correspondence with HMRC, relevant regulators and compliance with the required industry standards for cold chain products and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **Use of our report**

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 regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

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

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**Chartered Accountants**  
**Statutory Auditor**

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