

NATIONAL RIFLE ASSOCIATION

Annual General Meeting

Minutes of the Annual General Meeting held by Video Conference Call on Friday 11th June 2021 at 18.00

Present:

Chairman
Treasurer
Secretary General
Members

Mr D Lacey
Mr A Reynolds
Mr A Mercer
25 Registered Members

ANNUAL GENERAL MEETING

PROCEEDINGS

Attached hereto and initialled by the Chairman of the meeting as a record of the meeting.

ORDINARY RESOLUTIONS

a. **Election of Officers**

- (1) **Re-election of the President** The Chairman proposed on behalf of The Council that H.R.H. the Prince of Wales KG, KT, GCB, AK, QSD, CD, PC, ADC(P) be re-elected as President.

The Resolution was approved.

- (2) **Election of Vice-Presidents** The Chairman proposed on behalf of The Council that the existing Vice-Presidents be elected en bloc.

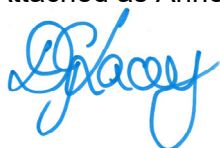
The Resolution was approved.

- b. **Appointment of the Auditors** The Chairman proposed on behalf of the Council the appointment of haysmacintyre LLP, Chartered Accountants, as Auditors.

The Resolution was approved.

SPEECH AND RESPONSE TO WRITTEN QUESTIONS

Attached as Annex.



Chairman

Annual General Meeting – 11th June 2021

Proceedings

Chairman:

I would like to call the 2021 Annual General Meeting of the NRA to order, with thanks to all who have joined us. And just the usual Zoom rules, if you could keep your microphone muted, unless you are actually speaking, it definitely helps with the sound quality.

We have three standing resolutions to put forward to the meeting and that will be followed, in the usual way, with speeches from me, the Treasurer and the Secretary General. There will then be answers to the written questions that we received in advance of the meeting, and then an open forum opportunity for people to ask questions.

So with that by way of introduction, I propose the first resolution which is the re-election of HRH the Prince of Wales as the President of the Association.

I think Georgina has voting buttons prepared for us so we can do this electronically, so Georgina could you cue the first vote please. (Voting options appears on screen)

And you should all have a yes, no, abstain voting button.

Georgina will be able to show us the results. (Vote results shown on screen)

And I'm pleased to say that has been passed unanimously. Thank you all very much.

The second standing item for voting at this meeting is the election of the Vice-Presidents, and they are re-elected each year. There is a list of Vice Presidents printed on the agenda.

I would draw your attention that Lieutenant General Laurie O'Donnell does not appear on that list. June O'Donnell approached us through the NRA of Australia with the request that Laurie will not be standing for re-election as part of simplifying his affairs, and I think we should respect his wishes in that regard. That is why you will see his name does not appear on the list of Vice Presidents for re-election.

With that as introduction, I'd ask Georgina to cue the next voting (voting options appear on screen).

I see a hand up from Derek (Stimpson). Derek is there a question?

Derek Stimpson:

Yes Chairman, just to say that we are registering two votes here in fact, both on the same computer.

Chairman:

If the technology permits that, I have no objection, there are two of you and so there should be two votes.

Derek Stimpson:

I don't think the technology permits it, that's the only thing.

Chairman:

Let's see how contentious the vote is...

Do we have the results of the second election Georgina? (vote results appear on screen)

So, unanimously, so unless either Derek or Alice wishes to raise an objection, I am going to push on to the third item which is the election of auditors.

I will ask if there is anybody in the room who wishes to speak in relation to that resolution, either wave your hand or toggle your microphone icon if you are out of the room.

In the absence of anybody wishing to speak to the resolution, I will propose the resolution that haysmacintyre LLP be re-appointed as our Auditors and will ask Georgina to cue that next vote. (voting options appear on screen)

And with luck Georgina has the results for us. (vote results appear on screen)

And the third resolution has also been passed.

Thank you very much for that. Which brings us to item 4 which is the speeches by me, the Treasurer Andrew Reynolds, and then by Andrew Mercer.

I will start by again repeating my welcome to you all to this 2021 Annual General Meeting.

I am pleased to report that the NRA has weathered the many challenges brought about by the Government's response to the Covid-19 pandemic. But many other charities have not been so fortunate, and I want to start by thanking all of those who supported the NRA during these last 18 months.

Our Annual Report for 2020 has been published and outlines our financial position. It demonstrates the significant financial challenges that the NRA faces as a result of the pandemic. Our Treasurer, Andrew Reynolds, will follow me to review this, and then Andrew Mercer will present the Secretary General's report. The meeting will be followed by the Annual General Meeting of the National Shooting Centre Limited, which is the wholly-owned subsidiary of the NRA that carries out commercial activities. We are holding separate meetings this year as part of demonstrating the distinction between the two organisations.

First, I am pleased to report that despite these challenging times our membership continues to grow; it rose from 9,497 at the end of 2019 to 9,587 at the start of 2021 - an increase of 90 members. This level of membership applications is the result of a lot of hard work from many people, and is essential to the growth of target shooting in this country. Welcoming new members also means more training for probationary members. 585 members completed a probationary training course in 2020. That's rather less than in 2019 but is nonetheless a pleasing result given the covid pandemic.

And I would like to pay tribute to the Membership Team, led by Georgina Thatcher, and the Training Team, led by David Camp, for successfully managing that growth especially given the reduced staffing levels brought about by our decision to use the Government's furlough scheme.

Range use at Bisley continues to grow, and we are experiencing high demand during 2021 as people catch up on all the lost shooting opportunities from 2020 and early 2021. Meeting this demand is an important challenge for the NSC, which operates the ranges. Electronic targets continue to be popular and you will see more of these as NSC brings more targets into use. Better co-ordination of range usage, including single distance shooting and stricter cancellation policies all contribute to making sure that we use as much of the range as possible each day and that ranges are allocated fairly. Again, I want to thank the professional staff for the way they have managed the changing covid regulations and the way they have implemented procedures such as social distancing and enhanced cleaning to ensure shooting could resume as soon as allowed during the year.

The NSC has added the sporting clay facilities at Council Club and Cottesloe Heath to the existing clay facilities at the National Clay Shooting Centre. This followed the settlement of litigation concerning the licence granted to the previous operator. Sporting clays provides a useful source of additional income for NSC and that income will help the NRA pursue its charitable objectives. The operational flexibility of having this land under our control and management of the NSC will help ensure that the use of our ranges is maximised, again contributing to our charitable objectives.

The social and political backdrop for shooting remains challenging. Shooting will not be part of the Commonwealth Games in Birmingham in 2022 and the prospects for shooting at Delhi next year are uncertain. The Government consultation on the use of lead in ammunition will raise challenges for everyone in the shooting community. We also continue to engage with the Charity Commission on our charitable purposes. Target shooting is not recognised as a sport for charitable purposes, and the Charity Commission has expressed the view that the connection between civilian target shooting and Defence of the Real is “tenuous”.

There is more work to be done on improving facilities at Bisley and completing long-running projects. However, most capital expenditure has been suspended for the foreseeable future. The NRA has survived the significant loss of income brought about by the various lockdowns. This is in no small part to the careful management of cash resources and the support of our bankers, Barclays Bank, who provided an overdraft to the NRA and a Coronavirus Business Interruption Loan to NSC. As at today, we have repaid the overdraft and are cash positive but we must now rebuild the financial reserves of the charity, which will take a number of years.

There have been important governance changes introduced by the Trustees. A new Disciplinary Code provides greater structure and will facilitate the effective administration of the disciplinary function. It retains the important principle that the Disciplinary Body operates independently of the Trustees. A new complaints procedure provides a mechanism for people to raise concerns and complaints to ensure that we deal with them effectively. You can find all the policies of the charity on the NRA’s website. I am also pleased to welcome Shelly Fletcher as our new Real Estate Administrator and Allan Stonell as our new Compliance & Risk Officer.

I would like to conclude by thanking my fellow Trustees and Andrew Mercer and his staff for all their energy, enthusiasm and hard work over the past 18 months.

With that, I will pass over to the Treasurer to report on the financials. Andrew (Reynolds).

Treasurer:

Thank you Chairman.

It goes without saying that the last financial year was exceptional, both in terms of the effect that the Covid-19 pandemic had on the financial performance of the NRA / NSC group, but also in terms of the actions taken in order to preserve our liquidity and ride out the storm.

In the year to December 2020, total consolidated income fell 13% year on year to £5.7M, producing a consolidated net loss, including gains and losses on investments, of £427k. The group's net assets have fallen as a result to £8.1M, a significant proportion of the group's assets with a net book value of around £4.3M relates to freehold land and buildings. These were valued during the year at £10M.

The year-end cash balances in the balance sheet are shown gross, a positive balance of £267k, which includes £109k of restricted cash, and an overdraft of £404k, i.e. a net overdraft of £137k. This was significantly below our target positive balance of £250k unrestricted cash set in the 2018-2020 Strategic and Development review, but well within our overdraft limit of £1M.

A deterioration in the liquidity of the group was also noted in one of the Trustees monthly key performance matrix, the acid test ratio. This is measured by looking at the proportion of cash and readily monetisable assets to the level of current liabilities. The Trustees set a floor threshold of 1 x cover which was breached early on in the pandemic. The year end figure of 0.26, whilst significantly below target, has proved to be manageable thanks to the efforts of Andrew Mercer and his team, as well as the cooperation of certain creditors.

The expectation is for the net liquidity position to continue to improve through 2021 and our base case forecasts provided to Haysmacintyre during the audit, are that we will end the year with a net positive unrestricted cash balance of £160k and a much improved acid test ratio.

During 2020 net cash from operating activities fell to £246k from £1M in the prior year, reflecting the obvious decline in net income, but also the one-off Waldegrave site premium received during 2019.

In February 2020, the Trustees took the decision to freeze discretionary capital expenditure. As a result, during the year £939k was spent on capex. This may seem high in the circumstances, but more than half of this balance related to the acquisition of the Bisley Shooting Ground business at Cottesloe Heath and Council Club. The mediation process which led to the purchase completed in August 2020 and settled the litigation that began in June 2019. The transaction is represented in the statutory accounts solely by way of the mandatory disclosure around acquisition of goodwill.

It is noteworthy that even in the five months of NSC ownership, Bisley Shooting Ground generated income and profit of £288k and £44k respectively.

Maintenance exposure during the year was obviously curtailed, totalling £241k. This was below the strategic target of £400k per annum, but was driven by the need to preserve liquidity and ensure the going concern of the group.

Looking ahead into 2021, the overarching aim of the Trustees is to build back our cash reserves and balance sheet resilience. The Trustees passed an updated reserves policy at the beginning of 2021, in which we have indicated that the group's aim will be to reduce the overdraft to zero, and maintain a net unrestricted cash position of at least £250k, and an acid test ratio of a least 1 x cover.

This will take some time, but we are well on our way. At May month end this year we already showed a positive net cash position of £60k and an acid test ratio of 20 basis points up on the lows we saw during 2020.

We have postponed publication of a new three year strategy whilst we regroup this year, and will maintain reduced capital and maintenance expenditure budgets of £120k and £240k respectively.

As I said a couple of years ago, a key theme for me was to continue to support decisions which would build the charity's reserve base, sufficient to both weather unforeseen problems and allow us to be a position to capitalise on new opportunities. I did not expect that both would occur simultaneously. However, during 2020 we have successfully navigated the exceptional circumstances of the pandemic, and managed to acquire a business which supports Bisley as a centre of excellence across multiple shooting disciplines, and does so in a way which is both financially beneficial to the group, thereby supporting the charity to fund its charitable objectives, and maintains the maximum flexibility of use across Bisley Camp.

Finally, as I commend these accounts to the General Meeting and hand over to the Secretary General, I would again like to thank Andrew and his finance team who continue to make an invaluable contribution to the sound financial management of the Association.

Thank you.

Chairman:

Thank you Andrew.

Now I call on Andrew Mercer, the Secretary General for his statement.

Secretary General:

Thank you Chairman.

Good evening Ladies and Gentlemen.

In spring 2020 during the depths of the first wave of the pandemic, it was very difficult to overstate the threats to the future of the NRA. However, Bisley never closed completely, with staff working hard to provide ranges for police firearms training, serve the membership, keep camp facilities ticking over, and plan for the day when we could welcome members and clubs back to our ranges.

As restrictions ebbed and flowed our policy was to open the ranges as quickly, fully and safely as guidance allowed. Two factors have been key in enabling us to do this. Firstly, the decision by Government to list outdoor ranges alongside golf courses and other outdoor sports facilities; and secondly the inherent order and discipline of shooters on ranges. We have been able to rely on the common sense and support of members and clubs in playing their part in maintaining a COVID secure environment; this has been greatly appreciated by our staff.

Whilst 2020 was the year to survive, 2021 is the year for recovery, to facilitate a year for progress in 2022.

As the Chairman said, repeated by the Treasurer, today the NRA has no borrowings, having quietly paid off the overdraft accumulated during the pandemic.

Membership continues to increase gently. Participation in our competitions continues to recover. Demand for NRA training is strong. NRA affiliated clubs are back on MoD ranges.

Despite all these positive signs we remain cautious not to loosen our firm grasp on costs. Our staff have borne the burden of smaller teams and challenging conditions, whilst working their proverbial socks off to deliver a quality service to members and clubs. I would be remiss if I did not take this opportunity to thank them publicly for their professionalism, graft and commitment to the NRA cause.

Away from Bisley, clubs and range operators have experienced a difficult year, particularly those with indoor ranges. A good number have received Government grants that have eased their financial stress, but the road to recovery will require sustained and substantial support from club members.

Looking ahead we face a major challenge to target shooting from proposals to prohibit lead ammunition. Whilst it is hard to make any link between lead in ammunition used on ranges and harm to human health, the threat is real and substantial. Our arguments to secure exemptions for target shooting must be thoughtful, not emotive, and evidence based rather than relying on custom and practice.

Despite all the challenges we are optimistic that the NRA will recover and flourish. Much has been learnt through the pandemic and we will use these experiences to guide us throughout the rest of this year.

Back to you Chairman.

Chairman:

Thank you Andrew.

That takes us to the next item on our agenda, which is answers to written questions.

And I have received a series of written questions from Martin Osment.

I would like thank Martin for keeping his questions short so that I can read each question in full, followed by the answer.

First question on Governance.

"In my view, the present regime and processes are in the dark ages and are not even compliant with good practice, let alone best practice.

Therefore, will The Trustees forthwith (that is by the next General Council meeting):

- (a) bring forward the adoption of accountability, openness and transparency; and*
- (a) expand the powers of General Council to give oversight of Council members, the Executive and what Council does, not merely advice, as now?"*

My Answer to the first question:

The Trustees apply the concepts of accountability, openness and transparency as part of complying with their obligations under Charity law, the guidance published by the Charity Commission and the requirements of the Second Schedule. Good governance promotes trust and confidence in the Charity and increases the effectiveness of the Charity in pursuing its charitable objectives.

Openness and transparency are an important part of this, although there will be times when the best interests of the Charity, or obligations of confidentiality, will mean that Trustees cannot provide all the information that might be asked of us.

It is also important that Trustees are accountable. General Council provides one forum for this accountability, as do the General Meetings of the Charity, such as this one. There is also the more informal accountability that comes with engaging direct with members of the Charity and with the public on the activities of the Charity. As Chairman, I hope that by engaging direct with members and with the public I have demonstrated my commitment to this. We will not always agree on things, but constructive dialogue will help us understand each other's perspective.

The powers of General Council are set out in the Second Schedule. The Trustees have no power to change the Second Schedule. General Council is currently reviewing the Second Schedule to consider what changes it might consider appropriate, and I would ask everyone to send their ideas for changes to the Second Schedule to Alice Gran, who has kindly agreed to co-ordinate this review for General Council.

Second question concerning Officers:

"It appears that Officers roles and responsibilities are not defined in the Second Schedule.

A. Will the Trustees forthwith have these roles defined, along with accountability and barriers?

B. Will the Trustees ensure that from now onwards, such definitions, and screening of the appointments of Trustees and senior staff be provided by an established external organisation especially set up to deal with such?"

And the answer to that question:

As mentioned previously, the Trustees have no power to change the Second Schedule. General Council is reviewing the Second Schedule to consider what changes might be appropriate and again I would ask anybody with suggestions for changes to the Second Schedule to send them through so they can be considered by General Council.

The third question relates to Charitable Activity:

"According to the Object Clause, the NRA is a military charity. Yet it appears to do little if anything for Veterans or for the volunteer and auxiliary forces, and yet is run substantially by civilians, for the benefit of civilian shooters – that cannot be right - the current Objects Clause is very clear:

TO PROMOTE AND ENCOURAGE MARKSMANSHIP THROUGHOUT THE QUEEN'S DOMINIONS IN THE INTERESTS OF DEFENCE AND THE PERMANENCE OF THE VOLUNTEER AND AUXILIARY FORCES, NAVAL, MILITARY AND AIR.

The NSC properly exists to make a profit for the charity by using the charity's resources (e.g. Bisley Camp & Ranges) to provide services to civilians, and that is how it should be? What are the benefits for ex-military members? They can legitimately be civilian run, where properly accountable to members, and complies with the Object clause.

Will the Trustees therefore:

A. Forthwith move to increase the number of Trustees with a Military or Crown Service background to be the majority?

B. Consider applying to expand the objects clause to cover governance of Full-Bore shooting, and of training civilians?"

My answer to that question:

Trustees are ultimately selected by direct election or by approval by General Council of a co-option proposal and by election to an ex-officio role by members of the Shooting Committee, the Membership Committee and the Disciplinary Body. Therefore, the military background of a person is a matter for General Council and its Committees to take into account when selecting or approving trustees.

Expanding the objects clause of the charity is possible, but involves significant cost and that cost must be weighed against the benefit for the charity. The Trustees do not propose at this time to seek to change the objects clause of the charity.

Next question concerns NSC Profits:

"A. What does the charity do with those profits in furtherance of the Objects Clause and delivering "the Public Benefit"?"

B. Will the Trustees please explain and break down?"

And the answer:

The main activities undertaken by the Charity in furtherance of its charitable objectives are set out in para 1.5 of the 2020 Trustee Annual Report:

- a) publishing the NRA Journal;
- b) operating a membership scheme;
- c) organising shooting competitions to promote charitable purposes open to current and former military, police and other emergency service personnel, cadets, students and civilians;
- d) promoting marksmanship for cadets and students at schools and higher education institutions;
- e) providing information and advice to politicians and civil servants in relation to matters concerning marksmanship;
- f) maintaining and curating the NRA Museum and Trophies for marksmanship competitions;
- g) conducting training courses in marksmanship and in instruction of marksmanship that are open to current and former military, police and other emergency service personnel, cadets, students and civilian marksmen;
- h) publishing rules for marksmanship competitions and training manuals for use in connection with training courses;
- i) organising marksmanship competitions open to current and former military, police and other emergency service personnel, cadets, students and civilian marksmen including the Imperial Meeting, the Phoenix Meeting, the Trafalgar Meeting and the Adaptive Championship;
- j) operating a Home Office Approved Rifle Club to facilitate acquisition and use of firearms in connection with marksmanship and to provide advice and guidance for compliance with firearms licensing laws; and finally
- k) publishing guidance for the safe operation of ranges.

We do not keep accounts breaking down the costs of each activity in the financial information of the charity. The cost of tracking expenditure at that level of detail would outweigh any benefit in doing so.

The next question relates to Finances:

"These are too secretive.

A. Will the Trustees supply a review of capital projects and the maintenance expenditure, and expenditure on legal fees?

B. What are the current bank balances and borrowings?"

The coronavirus crisis interfered with our usual budget-setting process and we are currently working on the basis of short-range forecasts, which are subject to change as the Government continues to change guidance in response to the pandemic.

The current NRA forecast result for the financial year ending 31 December 2021 is a surplus of £128,000 and a positive cash balance of £160,000. NSC does not publish its budget information, in line with the approach taken by other commercial organisations, as this information is commercially confidential.

The net cash balance as at 30 April 2021 was £60,000 and was approximately £234,000 as at close of business on 10 June 2021.

The Treasurer provides a report to each meeting of General Council with information on the finances of the charity, including a profit & loss statement, balance sheet, and actual and budgetary data including key performance indicators agreed by the Trustees. Members of General Council have an opportunity to ask questions about this information at each General Council meeting and the minutes of each General Council meeting are published on the NRA's website showing these questions and the answers.

Capital expenditure and maintenance continue to be restricted in response to the financial effects of the Government's response to Covid-19. However, the Trustees have approved the 2021 Financial Year maintenance expenditure of £240,000 and capital expenditure of £120,000. Key areas of maintenance are ranges (£110,000), grounds (£40,000) buildings (£45,000) and vehicles (£25,000). Key areas of capital expenditure are ranges (£40,000), buildings (£30,000), clay ranges (£20,000) and IT (£15,000).

The next question concerns Ongoing Disputes.

"Will the Trustees please to list all disputes and their cost to the charity."

There is only one ongoing dispute involving a dispute resolution process, that is litigation or arbitration at the moment, being the on-going arbitration with a tenant in relation to various matters concerning a clubhouse lease. We have offered to enter into mediation with the tenant in line with Charity Commission guidance and the NRA's Dispute Resolution policy.

We do not publish the legal costs involved with individual matters but the trustees take into account the costs of dispute resolution proceedings when engaging in settlement discussions.

The next question concerns Designated Trustee:

"There is concern that the "Designated Trustee" role for complaints handling is not fit for purpose.

Will the Trustees replace this function with an independent person?"

The answer:

Council adopted a comprehensive Complaints Procedure on 17 April 2021. This Complaints Procedure was prepared with input from the Designated Trustee and the benefit of legal advice from Bates Wells. The new procedure includes the option to refer a complaint to a third party independent of the NRA, and this can be seen in paragraph 5.3, where it is appropriate to do so. The decision to do so in each case involves balancing the cost of engaging a third party against the benefit to the charity of doing so.

The next question is in relation to Communications:

"There is no means for members to discuss matters between themselves directly. Will the Trustees forthwith set up a Facebook page and enrol all existing members?"

My answer:

It is up to individual members whether they wish to use social media to communicate between themselves. The NRA operates a Facebook page to help it communicate with members and third parties. The Trustees have no power to compel people to join Facebook or to engage with the charity using Facebook.

And finally, Simon Dixon

"A tribute - I propose a one minute silence at the AGM."

My answer there is:

We have lost a number of valued members over the last 18 months. It is not practical to observe a minute's silence for each of them, but our thoughts are with their family and friends.

That brings me to the end of the answers to the written questions, which I think now brings us to the Open Forum.

I'm conscious we've got 60 minutes left. Could I just see a show of hands and a toggling of microphone icons for the number of people who would like to ask a question as part of the Open Forum.

Just in the room, hands up if you would like to ask a question. I see one person who wants to ask a question in the room. And outside the room? If you would like to toggle your microphone or use a hand icon to show if you'd like to ask a question?

I'm not seeing any others outside the room. Thank you.

Alright, in that case, it's an easy choice of the first person to ask the question. Phil.

Phil Northam:

My question concerns the caravan developments on camp. There are many members who would like to manage their caravans, update them or see them out through to the end of their useable life. And approximately two years ago we were promised a plan which would be an outline plan of which caravan sites would remain substantially as is, low cost, unserviced and which would be developed into the likes of Spencer or Waldegrave sites.

I've asked for that plan for the best part of two years, and I've not received any answer. So I am asking at the AGM, what is the plan for the caravan sites and their associated ablutions for the NRA's proposals for future developments.

Chairman:

Andrew Mercer, do you want to come back on that to start with and I may top up?

Secretary General:

I think Phil's right in that we have been promising a plan, and that is one of the many matters that have been delayed.

I think the reality is that there will be a steady move. Well firstly to say is are there any current plans to do any developments and serviced developments that have been signed off by the Trustees. The answer to that is a definite no.

In terms of when are we going to be a position financially to entertain such a scheme, definitely not next year, possibly the year after.

I think it's important to stress that in terms of previous developments, anybody who has had a caravan that was in a fit state to be moved, which by the way is a part of the caravan site conditions, was moved and relocated. And so we have been very keen to make sure that anybody who had a caravan in a proper state would have been relocated on camp. And so people who have got good quality caravans that actually meet the standard that has been defined in the caravan site licence, can be assured that any future development will not compromise their ability to retain a caravan on site, albeit in a different location.

So I think in terms of the particular matrix as to how many serviced caravan pitches we have versus having the unserviced caravan pitches, that's customer demand led. I can't ever foresee a future where they will all be serviced pitches. I think we need to have a good mix. There are lots of opportunities and there are a lot of different opportunities. There are many calls on the capital resources that the charity hasn't got at the moment.

As I said, I think anybody with a caravan who operates on an annual licence running year to year should be pretty reassured they will be OK for certainly 2021 and 2022.

Chairman:

Phil, did you have any follow question?

Phil Northam:

I suppose my only follow up question would be is there a commitment to maintaining low cost, unserviced pitches because that is the budget of many of our membership. And we have to respect that many of our members can't afford Waldegrave or Spencer facilities, and

they do come from far away, and caravans enable them to participate in the organisation, its activities, and we need a cost effective approach to cover most of that.

And in that, part of me says there are something like 25 empty pitches which represents a revenue of about £30-35k. Are those going to be let? If the organisation is short of funds, surely we should be letting those.

Secretary General:

I think one of the things we have learnt is that in terms of developing serviced caravan pitches, and I think that it is reasonable to expect that there will be another coming sometime in the next two, three or four years, one of the things we've learnt is that when we are planning developments, or in anticipation of these developments, it is important that we start making space on the camp sites across the site, to create space. So if and when we do a development, there is a space to move people from the development site to those alternative pitches.

So the fact that we have got empty pitches at the moment, is part of a long term procedure to prepare the site for serviced developments in the future. So we are always running at a small deficit in terms of overall capacity.

Phil Northam:

OK. Thank you.

Chairman:

Thank you Andrew. Thank you Phil for those questions.

Looking around, I'll start in the room, if anybody wishes to ask any questions?

There's nothing more in the room.

And outside the room, if you toggle your microphone. Otherwise, I think that will bring the meeting to a close.

There is an AGM for the National Shooting Centre at 8.00pm for those who would be interested to learn more about the work of the National Shooting Centre.

But otherwise, I see no more questions so I'm going to thank you all very much for your attention, and draw the meeting to a close.

Thank you all very much.

The meeting closed at 1840pm