

NATIONAL RIFLE ASSOCIATION

Annual General Meeting

Minutes of the Annual General Meeting
held in the NRA Pavilion, Bisley Camp
on Friday 5th June 2026 at 18.00

Present:

Chairman
Secretary General
Treasurer
Members

Mr J Djanogly
Mr S Lee
Mr A Reynolds
32 Registered Members in attendance
11 Online attendees

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) **Election of the President** Council has not nominated any candidates for the post of President and so no election will take place and the position of President remains vacant. The Chairman reminded the meeting that His Majesty The King Charles III remains Patron of the Association.
- (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.
- (3) **Election of New Vice President** The Chairman proposed on behalf of The Council that John McLaren of New Zealand be elected as a Vice-President. The Resolution was approved.

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

SPEECH AND RESPONSE TO WRITTEN QUESTIONS

Attached as Annex.



Chairman

Annual General Meeting – 5th June 2026

Record of Proceedings

Chairman:

It is now six o'clock, and I call the 2026 Annual General Meeting of the NRA to order.

Welcome to those of you who have joined us here in the Pavilion and those who are watching our live stream event.

This meeting will be followed by the Annual General Meeting of the National Shooting Centre Limited, the NSC, which is a wholly owned subsidiary of the NRA that carries out our commercial activities. We hold separate meetings to highlight the different functions and responsibilities of the two organisations.

We have three standing resolutions on the agenda that will be followed by speeches from me, the Treasurer, and the Secretary General. There will then be an open forum for people to ask questions from the floor. Those watching the live stream will be able to see and hear the proceedings but will not be able to ask questions.

The first resolution concerns the re-election of the President of the Association. The post of President remains vacant. Council has not yet identified potential candidates for election to this post, so I will not be putting that resolution to a vote this evening.

His Majesty the King remains our Patron.

The second standing item for voting at this meeting is the re-election of Vice Presidents.

There is a list of Vice Presidents printed on the agenda, and I'm going to propose that all the Vice Presidents listed be re-elected.

All in favour? (*show of hands*)

Any against? (*none*)

I'm pleased to say that the resolution has been passed unanimously.

We now have a resolution to elect a new Vice President.

John McLaren is a retired New Zealand veteran, who has a long and distinguished history in target shooting in both New Zealand and here in the UK. John began full-bore shooting at Scots College, Wellington, in the 1960s. He trained and worked as a general practice veterinarian and has served as the team doctor on a number of New Zealand touring teams.

John shoots with the Masterton Rifle Club and has been instrumental in building a new range for the club in the Wairarapa and in promoting full-bore shooting in New Zealand. He has participated in New Zealand's National Championship annually since 1968 and has been a member of the New Zealand Rifle Team for over 47 years.

John's first time at Bisley was 1976, and he has been involved as a shooter team captain twice and a national selector in bringing a number of New Zealand teams to Bisley, including those in 1982, 1990, 2000, 2003, and 2019. John returns regularly to the UK to participate in NRA UK competitions, and 2025 was his 20th Imperial Meeting, and I propose today that he's elected as a new Vice President.

I put this to a vote of the members.

All those in favour? (*show of hands*)

Any against? (*none*)

I'm very pleased to say that that has been passed unanimously.

I now propose the resolution that Hays Mac be reappointed as our auditors. Are there any questions to this resolution?

I put that to a vote of members.

All of those in favour? (*show of hands*)

Any opposed? (*none*)

I'm pleased to say that that resolution has been passed unanimously.

This brings us to item number four, the speeches by me, the Treasurer, Andrew Reynolds, and then by our Secretary General, Simon Lee.

And it is a great honour to be addressing you today as Chairman of the National Rifle Association. I would like to thank members for the confidence they have placed in me since my election in February, and for the support and encouragement they have shown me during my first few months as your Chairman.

I'd also like to take this opportunity to thank my predecessor, David Lacey, who I'm delighted to see is here this evening, for his service to the NRA. David devoted a great deal of time and energy to this association during his tenure and leaves the association very well-placed to build on the progress made in recent years. And I know members will join me in expressing our gratitude for his commitment and his leadership. (*round of applause*).

Shooting has been part of my life for more than forty years, and through my time as a member of Parliament and then Chairman of the British Shooting Sports Council, I've had the privilege of representing shooting interests at the highest levels of government.

One lesson I've learnt throughout that time is that the future of shooting cannot be taken for granted. It depends upon strong organizations working together, effective targeted advocacy, and a willingness to make the case for our sport clearly, competently, and consistently. The association continues to benefit from the support of a committed membership and healthy participation across competitions and many activities. Underpinning this is the dedication of staff, volunteers, and trustees who work tirelessly in support of shooting.

Furthermore, the continued success of the National Shooting Centre provides an important foundation from which the NRA can continue to invest and develop for the future. Nevertheless, challenges remain.

Firearms regulation, restrictions on the use of lead ammunition, and public understanding of shooting remain important issues to the NRA and the wider shooting community. Equally important is the need to encourage the next generation of shooters and to ensure that opportunities are made available and promoted to young people wishing to enter our sport.

Over recent years, the NRA has made considerable progress in the effective management and development of Bisley Camp. That progress must continue. At the same time, I believe that there is an opportunity to strengthen the NRA's role as the national governing body for target shooting and reinforce its position as a respected voice within the wider shooting community.

I know that many members are concerned that we focus more on the national aspect of our activities beyond the Bisley hub into our regions. And I'm pleased to confirm that the trustees understand and share this concern, and that as a starting point, we intend to conduct a consultation on what our regional members and partners wish to see from the NRA. This will then help to shape an agenda for action.

In the meantime, the professional staff are working on a proof of concept to offer the NRA Shooting Club model away from Bisley. The aim is to run a pilot NRA club in the north of England on a military range. This would be supervised and delivered by an NRA instructor and RCO, with members paying a full or half-day fee. NRA assessments for SCCs could also be offered. An update will be provided to members very soon once this has been set up.

The association has an important role to play in articulating the interests of shooters and ensuring that our sport is properly represented in discussions that will shape its future. My experience as Chairman of the British Shooting Sports Council has shown me that different disciplines will not always have identical priorities, but we share many common interests and are strongest when we work together to make the case for shooting responsibly, professionally, and constructively.

The NRA has a proud history, but its future is every bit as important as its past, and by continuing to invest in our facilities, supporting clubs and members, championing youth participation, and speaking with confidence on behalf of the sport, I believe we can ensure that target shooting continues to thrive across the United Kingdom for many years to come.

Finally, I would like to thank you, the members, General Council members, Trustees, volunteers, and staff, not least our new Secretary General, whose commitment makes the work of the NRA possible. The association is very fortunate to benefit from a team with such dedication and expertise.

The NRA has been promoting marksmanship for more than a hundred and sixty years. It has endured because successive generations have been prepared to invest their time, energy, and passion in its future and I believe that we have every reason to be confident about what lies ahead and every reason to believe that the NRA will continue to thrive for generations to come.

And I'd now like to hand over to our treasurer, Andrew Reynolds.

Treasurer:

Good evening.

I'll start, as usual, with a brief overview of the Group's financial performance for the year ended 31 December 2025, before turning to what that performance has enabled us to deliver in terms of our charitable purposes.

The Group generated total income of just over £11.6 million during the year, and a net surplus of £242k.

That is lower than the prior year's result, but it's important to see it in context. We have continued to invest heavily in the Bisley estate, increased staffing to support demand, and expanded the delivery of our activities. At the same time, our underlying operations remain strong, with operating cash flows of £1.8 million, which gives us confidence in the sustainability of the model.

In particular, the performance of the National Shooting Centre continues to underpin the Group. Range and armoury operations, together with the British Shooting Ground, delivered strong revenues and profits during the year.

But I do want to emphasise one point very clearly — because it is fundamental to how we should all think about these results.

The commercial success of the NSC is not an end in itself. It is what allows the NRA, as a charity, to pursue its objectives. It provides the financial capacity to run competitions, deliver training, invest in safety, and support wider participation. Without that income, our ability to deliver public benefit would be significantly reduced.

Turning then to what that means in practice.

The NRA exists to promote and encourage marksmanship in the interests of defence and the efficiency of the armed forces.

During 2025, we continued to deliver a substantial programme of competitions. The Imperial Meeting remains the centrepiece, with around 2,000 competitors from over 40 countries, and strong participation from the Armed Forces, cadets and emergency services.

Across the year as a whole military personnel, emergency services and cadets accounted for around 45% of competitors.

That level of participation is not incidental — it is central to our charitable purpose and these competitions provide a structured environment in which marksmanship skills are developed, tested and maintained.

Alongside competitions, training remains a core part of our charitable delivery.

During the year, the NRA provided extensive training programmes, ranging from probationary training for new shooters through to range safety qualifications and instructor courses.

We also worked with police forces, military ranges and other organisations to deliver specialist training and safety accreditation.

This work is critical. It promotes the safe and responsible use of firearms, helps reduce risk, and supports the regulatory environment in which marksmanship operates.

Financially, the charity continues to commit significant resources to these areas.

During 2025, we invested approximately £55k in training, safety and instructional programmes to ensure that participants can engage safely and responsibly. We also provided approximately £416k of support for competitions across the calendar, including prize funds, infrastructure and event delivery. Within that, £84k was directed specifically towards supporting young shooters and encouraging participation from those under 25.

These are not discretionary add-ons — they are direct expressions of our charitable purpose.

Youth development is another area I want to highlight and it is with great regret to see the Army's withdrawal of support for Cadet Fullbore Target Rifle this year.

However, through 2025 the NRA continued to promote marksmanship among young people through schools, cadet organisations and structured development pathways.

Hundreds of cadets participated in the Imperial Meeting alone, and many more engaged through training courses and regional activity.

It has provided both an educational benefit and a clear pathway into disciplined, responsible participation in the sport and indeed the Armed Services themselves.

More broadly, our activities contribute to public benefit in ways that are sometimes not immediately visible.

We continue to engage with government, police and regulators on firearms policy, contributing to consultations and providing technical expertise.

That ensures that legislation is informed, proportionate and workable — which ultimately supports both public safety and the continuation of legitimate shooting activities.

Alongside all of this, we have continued to invest in the estate.

Capital expenditure during the year was close to £1 million, focused on improving range infrastructure, facilities and accommodation at Bisley.

These investments are essential. They ensure that we maintain high safety standards, provide a quality experience for participants, and preserve Bisley's position as a national centre of excellence.

The Group closed the year with net assets of just under £10 million, and a strong cash position supported by operating cash generation.

As you know, our reserves position continues to reflect the fact that a large proportion of our assets are tied up in land and buildings. The Trustees remain focused on rebuilding liquidity and ensuring that we have sufficient resilience to manage risk and invest for the future.

Looking ahead, we expect the Group to continue generating surpluses, while maintaining a significant level of expenditure on capital investment and charitable activity.

So, in closing, 2025 has been a year in which the NRA has continued to demonstrate the link between financial performance and charitable delivery.

The strength of the NSC has enabled us to sustain and develop our programmes. Our competitions and training continue to support the Armed Forces, emergency services and civilian shooters. And our ongoing investment in young people ensures that the next generation can engage with, and benefit from, marksmanship.

None of this would be possible without the support of our members, our volunteers, our staff and all those who contribute to the work of the Association.

Thank you.

Secretary General:

June marks my first twelve months as Secretary General of the NRA.

It's been not so much a baptism of fire as being sheep-dipped in a volcano.

When I arrived, a number of priorities were identified, including the production of a new strategic framework, the need to strengthen the NRA's engagement with key stakeholders and improve communication with members. Other challenges to address were the proposed restrictions on lead and ammunition and defence policies which restricted use of civilian ammunition on their ranges.

One of the most significant areas of progress has been our engagement with defence. It is important because a 150 NRA-affiliated clubs rely on access to military ranges. An important outcome is that we have persuaded the defence regulator to make the appropriate declaration to the Environment Agency and DEFRA to allow civilian use of lead ammunition on defence ranges beyond 2028. We have also made progress on a number of ammunition-related issues affecting civilian users. For example, 6.5 ammunition, including 6.5 Creedmoor, has now been approved for use on seven ranges on the defence estate in Wales, Northern Ireland and England.

We have also resolved specific issues relating to the restricted use of civilian ammunition on Millpool Range in Devon and IR2 in Warminster. One of the most significant regulatory issues facing target shooting are the UK REACH restrictions on the use of lead ammunition.

The NRA has worked hard to establish a constructive relationship with the Environment Agency, which will play a leading role in the future regulation of outdoor shooting ranges. Bisley will be the Environment Agency's pilot site for the removal of lead, and we will share the lessons learned, practical guidance, and best practice with our affiliated clubs. With regards to this, we have developed guidance and a code of practice and a dedicated section

on the website for the management of lead on outdoor ranges. This approach will secure the future of the ranges at Bisley and around 300 club-operated ranges across Great Britain.

Looking ahead, the future of shooting ultimately depends upon our ability to inspire and support the next generation. The decommissioning of the cadet target rifle represented a significant challenge for cadet organisations and the schools. Recognising the importance of maintaining these pathways, the NRA worked extensively with stakeholders to explore options for retaining access to the decommissioned rifles.

Over subsequent months, the NRA pursued every available avenue to challenge and appeal the decision, but ultimately, the Ministry of Defence confirmed that it was not prepared to reverse its position. The decision was undoubtedly extremely disappointing, and I'm particularly grateful to the Council for Cadet Rifle Shooting and the British Young Shooters Association for their support of the firearms loan scheme for the 2026 Youth Imperial Meeting.

The recruitment of a Youth Shooting Development Officer last year and the launch of the Youth Imperial Meeting marks an important step forward. The meeting has been established to encourage and support young people entering the sport. The event will also preserve the heritage and competitive opportunities historically associated with the Combined Cadet Forces Schools meeting. We will of course review how that goes this year and no doubt learn lessons from it for next year.

As the Chairman has already highlighted, many members want greater regional engagement and support from the NRA. A central ambition of the NRA strategy is to strengthen the NRA's national presence and influence.

As a first step, we will be consulting with members to better understand where the NRA can provide greater support and how we can strengthen our presence beyond Bisley. This work will also inform a wider review of the NRA membership and affiliation offer, with initial proposals due to be considered by the Membership Committee in the coming months. As the Chairman has outlined, work is already underway to explore how NRA activities can further be delivered regionally, broadening access to shooting, training, and skills development beyond Bisley.

We are also reviewing the systems and processes that support the NRA day-to-day operations. There is a significant opportunity to improve efficiency, resilience, and the overall user experience. Work on a new digital range management system is progressing well.

With regards to ammunition, last week I visited our ammunition suppliers, GGG, at their factory in Lithuania. Accompanied by our Senior Armorer, this was an excellent opportunity to reinforce the strong partnership and confirm our ammunition supply for 2027 and beyond. Their CEO will again be a guest at the Imperial Prize Giving on the 25th July.

As I reflect on my first year as Secretary General, I remain optimistic about the future. We have a committed membership, dedicated staff, exceptional facilities, and clear strategic direction.

We will continue to build a stronger and more resilient NRA in the following ways: by strengthening our engagement with clubs and members, increasing our national visibility and influence, investing in young people, and continuing to modernize the organization.

Finally, I would also like to thank the Trustees, General Council members, staff, and members for their passion and support. I'm very much looking forward to working with you as we continue to strengthen the association and support the future of target shooting.

Thank you.

Chairman:

Thank you very much, Simon and Andrew.

I now move onto written questions. I have to say that there none tendered this year, so we can just move on to open forum and questions from the floor.

I'm happy to take questions.

No questions from the floor? (*none*)

Thank you very much for attending.

I'm now going to call the meeting closed.

Meeting closed at 1820pm