

National Rifle Association

Complaints Policy and Procedure

Adopted by Council on 5 June 2026

1. Introduction

The National Rifle Association (NRA) is committed to maintaining high standards in all its activities. We recognise that concerns, feedback or complaints may arise and are committed to responding to them fairly, proportionately and constructively. Where issues are identified, the NRA will seek to address them, improve its services and learn appropriate lessons.

This policy sets out a clear, fair, and proportionate process for handling complaints efficiently while ensuring that organisational resources are used properly.

The NRA recognises that many concerns can be resolved quickly and informally through day-to-day communication with the relevant department. This policy is intended to provide a clear route for formal complaints where informal resolution is not appropriate or has not resolved the matter.

2. Principles

All complaints will be handled in accordance with the following principles:

- 2.1 Fairness – complaints will be considered objectively and without bias
- 2.2 Proportionality – the level of investigation will reflect the seriousness and complexity of the issue
- 2.3 Timeliness – complaints will be handled promptly and efficiently
- 2.4 Clarity – responses will be clear and accessible
- 2.5 Finality – once a matter has been fully considered, it will be brought to a close.

The NRA expects complainants to engage in good faith, providing clear and relevant information to support their concerns.

3. What is a Complaint?

A complaint is an expression of dissatisfaction about something the NRA, its trustees, staff, or volunteers have done or failed to do which a person wishes the NRA to formally consider or respond to. Not every expression of dissatisfaction will require handling as a formal complaint. Where a matter is capable of prompt local resolution, or is more appropriately treated as feedback, a service request, an enquiry or a low-level concern, the NRA may seek to resolve it informally or redirect it to the appropriate department or process.

4. Scope and Exclusions

This procedure does not apply to:

- 4.1 general enquiries or service requests;
- 4.2 Subject Access Requests (SARs) or other data rights requests;

- 4.3 employment or internal HR matters which should be dealt with in accordance with the NRA Employee Handbook;
- 4.4 complaints relating to goods or services provided by the National Shooting Centre Limited (NSC), including range hire, retail, accommodation, and catering, which should be directed to NSC;
- 4.5 complaints about third party organisations including but not limited to shooting clubs (whether affiliated to the NRA or not);
- 4.6 complaints about the outcome of any hearing held under the Disciplinary Code, which should be dealt with by the Disciplinary Body under the Disciplinary Code;
- 4.7 complaints about competitions organised by the NRA, which should be dealt with under the rules applicable to that competition;
- 4.8 complaints about any decision made by a Principal Committee of General Council, which should be referred to your Regional or Discipline Representative on General Council to be addressed by General Council;
- 4.9 matters that have already been the subject of a complaint under this or another NRA procedure and do not relate to new matters that merit further investigation or consideration;
- 4.10 complaints about any decision made in accordance with this procedure;
- 4.11 complaints about decisions of Council made in accordance with a procedure set out in the Second Schedule, which should be dealt with under the Second Schedule; and
- 4.12 complaints about any matter arising under any agreement with the NRA that contains a dispute resolution mechanism, which should be dealt with using the dispute resolution mechanism in that agreement.

5. Informal Resolution (Stage 0)

The NRA encourages early resolution of concerns wherever appropriate to avoid unnecessary escalation. Matters resolved at this stage will not normally be recorded or treated as formal complaints, although they may still be used to identify themes or service improvements where relevant.

Where possible, concerns should first be raised with the relevant department. The target resolution timeline for informal resolution is 5-10 working days.

6. Making a Formal Complaint

Formal complaints should be submitted to: complaints@nra.org.uk

Complaints should provide:

- 6.1 Name and contact details
- 6.2 A clear description of the issue
- 6.3 Relevant dates and evidence
- 6.4 Details of any previous attempts to resolve the matter
- 6.5 The outcome sought

Complaints that lack sufficient detail or evidence may not be progressed.

7. Process Overview

The complaints process, beyond Informal Resolution, consists of three stages:

- 7.1 Stage 1 – Initial Assessment
- 7.2 Stage 2 – Full Investigation
- 7.3 Stage 3 – Review (final stage)

The NRA will determine the appropriate scope of the complaint under consideration.

8. Stage 1 – Initial Assessment

All complaints will undergo an initial review to determine whether further investigation is required.

A complaint may not proceed to Stage 2 where:

- 8.1 the matter has already been addressed and no new evidence is provided;
- 8.2 the complaint lacks sufficient detail to investigate;
- 8.3 no specific failing or breach is identified;
- 8.4 the complaint seeks to re-argue a previously considered issue;
- 8.5 the complaint is repetitive, has already been substantively addressed, or is pursued in a manner that is unreasonable or disproportionate;
- 8.6 it would be a disproportionate use of NRA resources;
- 8.7 the matter is more appropriately dealt with under another process.

The outcome of Stage 1 will be communicated in writing with reasons.

9. Stage 2 – Full Investigation

Where a complaint proceeds to Stage 2:

- 9.1 relevant evidence will be reviewed;
- 9.2 additional information may be requested;
- 9.3 individuals subject to the complaint will normally be informed and given an opportunity to respond;
- 9.4 findings will be made on the balance of probabilities.

The NRA may appoint an internal or independent Complaints Assessor where appropriate.

A written outcome will include:

- 9.5 the decision (upheld/partially upheld/not upheld/resolved)
- 9.6 the reasons for the decision
- 9.7 any actions taken or proposed.

The NRA aims to conclude Stage 2 complaints within 3 months but may require longer to investigate depending on the complexity of the complaint.

10. Conflict of Interest

Where a complaint involves a senior member of staff, Trustee, or where a conflict of interest exists, an alternative Complaints Manager or independent assessor will be appointed.

11. Stage 3 – Review

A complainant may request a review where:

- 11.1 there is evidence of a significant procedural flaw; or
- 11.2 new evidence has emerged that may affect the outcome

Requests for a Stage 3 review must be made within 14 days of the outcome.

A review will not be granted solely because the complainant disagrees with the decision.

The outcome of Stage 3 is final.

12. Managing Unreasonable or Persistent Complaints

The NRA recognises that, in a small number of cases, concerns or complaints may be pursued in a way that becomes unreasonable, repetitive or disproportionate. This does not prevent complainants from raising genuine concerns but enables the NRA to manage correspondence fairly and protect charitable resources.

Examples include:

- 12.1 repeatedly raising the same issue without new evidence;
- 12.2 refusing to accept a decision;
- 12.3 excessive or repetitive contact;
- 12.4 attempting to expand or reframe previously addressed issues;
- 12.5 focusing on minor points to prolong correspondence.

In such cases, the NRA may:

- 12.6 limit the frequency or method of contact;
- 12.7 require a single point of contact;
- 12.8 respond only to new and substantive issues;
- 12.9 decline to engage with repeated arguments;
- 12.10 place reasonable restrictions on contact;
- 12.11 issue a final response and close correspondence.

Any such action will be proportionate and recorded.

13. Timescales

The NRA will endeavour to adhere to the following timescales when dealing with a complaint:

- 13.1 Acknowledgment of complaint: 3-5 working days
- 13.2 Informal resolution: 5-10 working days
- 13.3 Formal investigation: 3 months

Where delays occur, the NRA will provide updates.

14. Data Protection

Personal data will be processed in accordance with the UK GDPR and the Data Protection Act 2018.

Information provided as part of a complaint may need to be shared with relevant staff, trustees, advisers or third parties where necessary to investigate the complaint, respond fairly, meet legal obligations or protect individuals.

Complaints must not be used as a substitute for formal information rights such as Subject Access Requests.

15. Record Keeping and Reporting

The NRA will maintain a complaints register including complaint details, actions taken and outcomes. This information may be used, where appropriate, to identify themes, improve policies and procedures, and inform staff training and guidance.

A summary of formal complaints, outcomes and any relevant learning may be reported periodically to Council or an appropriate committee, in a way that protects confidentiality and personal data.

Complaints records will be retained in accordance with the NRA's data retention arrangements and applicable data protection legislation.

16. Policy Review

This policy will be reviewed periodically and updated in line with legislation, regulatory guidance and organisational learning.

Appendix 1 – Complaint Form

National Rifle Association (NRA)

Complaint Form

You do not have to use this form to make a complaint, however doing so will assist the NRA in assessing and responding to your complaint efficiently and fairly.

Completed forms should be sent to:

complaints@nra.org.uk

1. Your Details

Full name:

Address:

Telephone number:

Email address:

Preferred method of contact:

Relationship to the NRA (e.g. member, visitor, volunteer, competitor etc.):

2. Details of Your Complaint

Please provide a clear summary of your complaint, including:

- what happened;
- who was involved;
- relevant dates, times and locations; and
- what you believe went wrong.

3. Steps Already Taken

Please provide details of any steps already taken to resolve the matter, including who you have contacted and any responses received.

4. Supporting Evidence

Please list and attach any relevant supporting evidence, for example:

- emails or correspondence;
- photographs;
- witness details;
- copies of documents; or
- notes of conversations.

5. Outcome Sought

Please explain what outcome or resolution you are seeking.

6. Additional Information

Please provide any additional information you believe may assist the NRA in considering your complaint.

Data Protection Notice

The NRA will process personal data provided as part of this complaint in accordance with the UK GDPR and the Data Protection Act 2018. Information provided may be shared with relevant staff, trustees, advisers or third parties where necessary to investigate and respond to the complaint, comply with legal obligations or protect individuals.

By submitting this form, you confirm that the information provided is true and accurate to the best of your knowledge.

Signature:

Date:
