

Council 1/2022

8 Feb 22

General Council and wider Association groups

NATIONAL RIFLE ASSOCIATION OF THE UK

STRATEGIC FRAMEWORK 2022-27

1. **Introduction.** Council has been discussing the future direction of the Association since late Oct 2021. The aim of Council's work was:

Define the strategic direction of the NRA Group for 2022-27 by constructing a set of strategic goals in order to provide a secure framework for the Association's development within the parameters of its charitable objectives.

2. **Strategic context.**

a. The NRA is a registered charity; its charitable objective is ".....the promotion and encouragement of marksmanship throughout the Queen's Dominions, in the interests of Defence and the permanence of the Volunteer and Auxiliary Forces, Naval, Military and Air." It is therefore **vital** that any strategic direction must relate in some way to this objective.

b. The Framework at Enclosure 1 is a **strategic** document. It sets out the Association's **direction** for the next 5 years – it is not meant to go into great detail as that is not the role of Council.

c. The next step – following completion of the Consultation process – is for the Sec Gen/CEO and his senior management team to translate the Strategic Framework into a detailed operational business plan.

3. **Consultation.** Council is now at the stage when it wishes to invite comment from the wider NRA community including General Council and other groups. Once this is complete the document will be formally adopted as Strategic Framework 2022-2027.

David Lacey
Chairman

Enclosure 1: NRA Strategic Framework 2022-27.

**ENCLOSURE 1 TO
COUNCIL 1/2022
DATED 8 FEB 22**

NRA STRATEGIC FRAMEWORK 2022-27

1. **NRA Group Vision for 2022-27.** This will be:

Promote marksmanship to everyone

in order to

support sportsmanship, education and well-being.

2. **Strategic Goals.**

| Serial | Strategic Goals | Measures needed to achieve strategic goals | Targets/Remarks | Priority and Lead(s) |
|---------------|---|---|--|------------------------------------|
| (a) | (b) | (c) | (d) | (e) |
| 1 | Access more ranges | | Complete by end 2023 | 1 – Sec Gen |
| | | a. Maximise use of MoD ranges across the UK | | |
| | | b. Develop 2-3 regional training hubs away from Bisley | Partnerships based on franchise scheme | |
| 2 | Finance – maintain and sustain a resilient position | | | 1 – Treasurer & Sec Gen |
| | | a. Achieve full resilience | Complete by end 2022 | |
| | | b. Annual report content to contain user-friendly language with fuller explanations | With effect from annual report for year 2022 | |
| | | c. Plans to be fully costed | Immediate implementation | |
| | | d. NSC to optimise cash generation whilst furthering NRA objectives | Immediate implementation | |

CONSULTATION DOCUMENT

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| | | e. Ensure appropriate financial management expertise is available within senior management team | Complete by end 2023 | |
| 3 | Increase membership | Review and rationalise current offer to make it more attractive. Annual growth targets to be established. | Review complete by end 2022. Membership Committee to be actively involved. | 2 – Sec Gen |
| 4 | Enhance and improve communications and engagement | | Leads to have staff horsepower support from Sec Gen and SMT | 3 – Julia Hilger-Ellis and Andrew Nebel |
| | | a. Develop image/comms plan – internal and external | Complete by end 2022. Link to serial 7c below | |
| | | b. Develop a customer services training plan | Complete by end 2022 | |
| | | c. Promote education and training opportunities | Complete by end 2022 | |
| 5 | Construct an environmental, social and corporate governance (ESG) plan | Consider physical and transitional effects of climate change (weather, transport, energy etc) | Complete by end 2023. Real Estate Committee to be actively involved. | 4 – Sec Gen |
| 6 | Maintain and enhance the estate | | Real Estate Committee to be actively involved | 4 – Sec Gen |
| | | a. Restore facilities to pre-pandemic levels | Complete by end 2023 | |
| | | b. Construct an estate development plan | Complete by end 2023 | |
| | | c. Continue to develop effective and constructive relationships with tenants | Link to serial 5a above | |
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CONSULTATION DOCUMENT

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| 7 | Be a source of technical excellence and quality for target shooting | | Shooting Committee to be actively involved | 5 – Sec Gen |
| | | a. Develop standards framework | Complete by end 2024 | |
| | | b. Construct knowledge base | Complete by end 2024 | |
| | | c. Ensure appropriate insurance arrangements are in place | Complete by end 2024 | |
| 8 | Maintain and enhance NGB role | Improve relations and engage meaningfully with all other shooting organisations | Complete by end 2025 | 6 – Sec Gen |
| 9 | Competition shooting officially recognised as a charitable sport | | Complete by end 2027 | |
| | | a. Preparation of a detailed plan (finance, lobby/comms etc). Liaise with others – eg. bridge and chess plus relevant other countries—to gather evidence and learn best practice. | Start asp and complete by end 2024 | 1 – Vice Chairman |
| | | b. Plan implementation | From start 2025 to end 2027 | |