

National Rifle Association

Strategic & Development Review 2019 to 2020

Background

The NRA is a registered charity with a Royal Charter, the National Governing Body for Full Bore Shooting, and its wholly owned subsidiary The National Shooting Centre Limited (NSC) is the operator of the world famous Bisley range complex for current and former military, police and other emergency service personnel, cadets, students and civilians.

The NRA has developed a robust financial base which has funded over £3.0m of capital expenditure from 2014 to 2018. Membership continues to increase steadily as does demand for our ranges; however significant challenges to the operation of rifle ranges and promotion of marksmanship remain.

Bisley camp is established as the showcase of the NRA's commitment to the promotion of marksmanship. Accurate shooting is what Bisley does best, and busy ranges offering excellent facilities to growing numbers of marksmen and markswomen will be the continuing focus of our investments.

The delineation between the charitable activities of the NRA and commercial activities of its wholly owned trading subsidiary, the National Shooting Centre Limited (NSC), need to be more clearly demonstrated. Greater clarity, better documentation, and sensible organisational structures will demonstrate that NRA Trustees focus on charitable activities and NSC directors to run commercial operations for maximum benefit of the NRA as its shareholder.

Overriding Principles

- Develop Bisley as a first-class shooting venue for a full range of marksmanship activities as part of its charitable objectives
- Invest cash surpluses for the benefit of current and future generations of marksmen and markswomen
- Clearly define, document and deliver NRA charitable activities
- Ensure that NSC delivers consistently good value

Key Objectives 2019 to 2020

Increase Bisley range utilisation for charitable purposes

Expand Training Courses

Maintain a residual cash balance of £250k after average annual spend of at least £400k on maintenance and £500k on capital expenditure

Maintain and improve Bisley Camp

Increase NRA membership

Increasing Bisley range utilisation for charitable purposes

The last four years has seen significant investment in range infrastructure at Bisley; electronic targets, roads and car parking, target frames and turners have been improved; with major refurbishments of Melville, Cheylesmore and Winans ranges delivered. Further improvements that will increase range capacity at Bisley will require innovative planning and significant investment in areas of the estate currently unused or making modest contributions to full bore marksmanship.

We should seek to secure the firearms training for the Civil Nuclear Constabulary and other police services for the longer term by improving facilities for their instructors and students.

Military use of the Bisley ranges and wider engagement with the NRA continues to develop. The wide range of NRA competitions provide excellent opportunities for service personnel to improve and test their marksmanship against all-comers. These competitions provide valuable experience and marksmanship training for cadets, schools, universities and other youth groups; we should continue to encourage this activity with discounted entry fees.

Objectives

Secure long term police training use of Bisley ranges

Review discounting policy for service and youth marksmen in NRA competitions

Expand Training Courses

Demand for NRA Training continues to increase and we routinely have 150 or more active probationers working their way through the intensive 5 day course; this prompted the Training team's move to the Pavilion. With demand continuing to grow we need to develop more regional training programmes and promote training activities by Clubs to supplement those offered by the NRA.

We are delivering successful courses for basic marksmanship and safety; we need to apply the same core skills and resources to develop discipline based competency and skill to give new marksmen and markswomen the confidence to enter open competitions.

Objectives

Deliver 3 new regional training courses in 2020

Deliver 6 marksmanship skill courses to encourage participation in open competitions in 2020.

Maintain a residual cash balance of £250k after average annual spend of at least £400k on maintenance and £500k on capital expenditure

We plan to retain a minimum cash reserve of £250k and invest surpluses on capital / development projects.

In common with 2014 to 2018 we will again commit to limiting price increases for member services by no more than RPI for 2019 to 2020.

Objectives Maintain minimum cash balance of £250k

RPI limited price increases for member services provided by NSC and for activities organised by the NRA

Average annual spend of at least £400k on maintenance and £500k on capital expenditure

Improve Bisley Camp

A programme of investment has seen steady improvements to the fabric of Bisley Camp. Greater effort is required to bring up the tenanted building stock to an acceptable standard; in the past repair covenants have not been fully complied with leading to significant schedules of repair / dilapidations when leases come to an end.

At present the tenanted estate includes over 140 different properties; the majority are leased on fully repairing and insuring terms with a small number automatically entitled to new leases. The recently updated Real Estate policy is fit for purpose but needs to be consistently applied to be effective.

The NRA welcomes clubs as tenants but those clubs must meet their obligations as tenants and be encouraged to develop their welcome to the many marksmen and markswomen visiting Bisley.

When considering tender offers for a new lease Trustees will favour bids that offer the best value to the NRA in terms of rent and promoting the charitable objectives of the NRA.

Improvements to the Camp will be considered with due regard to architectural merit and heritage.

Road repairs have progressed well over the past four years and should continue to ensure key routes are maintained to a good standard.

Objectives Consistent application of the NRA Real Estate Policy

Triennial inspections of all tenanted buildings; routine service of repairs notices

Annual target of £50k minimum spend on road improvement as part of our maintenance budget

Increase membership as part of promoting membership

The NRA's "offer" to those marksmen and markswomen who never visit Bisley needs to be clearly defined and effectively promoted. Whilst insurance will always be a key element, the value of the NRA's work in promoting, protecting and supporting marksmanship needs to be clearly defined and effectively promoted.

NRA membership continues to increase; we are likely to exceed 10,000 NRA members by the end of 2020, up from 6,365 at the end of 2010.

Such sustained growth in membership will demand a review of how we prioritise access to Bisley Camp facilities for our charitable activities. This is particularly important at weekends, and greater range priority is likely to be given to military, police, youth, NRA competition, training etc. activities.

Improving support for NRA affiliated organisations is critical; at present we have too great a "one size fits all" attitude and need to develop a more sophisticated scheme that more fairly recognizes the differing contributions to improving marksmanship. The value of the NRA to affiliated organisations – and affiliated organisations' value to the whole NRA membership – needs to be clearly asserted. Opportunities exist for the NRA to assist affiliated organisations with the ever-growing burden of administration; guidance notes, templates of routine documentation and targeted bulletins should be developed to assist hard-pressed club officers.

The challenges facing younger shooters are well-known; new graduates burdened by debt present particular challenges. We have increased the degree of financial support significantly with the annual cost now exceeding £100,000 for 40% discounts on training and entry fees and free membership for Under 21s. We will need to continue improving our partnership working with organisations such as the Council for Cadet Rifle Shooting, schools, universities etc. to maximise the potential outcomes from these investments.

Objectives Define and promote the NRA membership offer to members of affiliated organisations

Develop targeted communications and assistance to ease administrative burden of affiliated clubs

Increase NRA membership by 4% each year

Review and publish the value of financial support to youth shooting each year

Andrew Mercer

September 2019