

Charity No. 219858

**NATIONAL RIFLE ASSOCIATION
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015**

NATIONAL RIFLE ASSOCIATION

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NATIONAL RIFLE ASSOCIATION

STATEMENT BY THE CHAIRMAN FOR THE YEAR ENDED 31 DECEMBER 2015

2015 was another strong year for the NRA.

For the third year in a row, we have generated a healthy surplus. The net figure of £251,981 for 2015 may not be at the levels of the previous two years, but has been achieved as we continue our capital investment programme at Bisley, whilst simultaneously

- capping price rises at the inflation rate to keep costs for members and shooters at Bisley flat in real terms,
- diverting resources to assist young shooters with membership, competition and other discounts, and
- initiating a focus on regional shooting.

These are investments in the future of our sport that cost money.

I would like to pay tribute to my fellow Trustees and particularly the NRA's staff for their leadership and execution of this successful outturn. To navigate through the considerable complexities that this has involved has taken a lot of careful thought, long days and hard work. Their combined sense of purpose has been accompanied by good humour as well as clarity of vision and resolute professionalism. I thank them one and all.

In September, we said goodbye to Peter Hobson as a Trustee. Peter has made significant contributions to our Association in several different ways throughout his shooting career, but few if any will have been as important as the period he spent as a Trustee. His instincts on an issue always gave others cause to reflect, and our decisions were the better for it. He has stepped down with our grateful thanks.

Earlier in the year, we witnessed the introduction of GGG as the supplier of ammunition for those TR competitions in which the NRA issues ammunition. It proved to be a resounding success by providing competitors with great accuracy at a reasonable price. We look forward to a similar performance in 2016.

We also witnessed a phenomenal performance from our GB TR Rifle teams at the World Championships in Camp Perry, USA in August. Jane Messer's Palma team swept to victory with some brilliant coached shooting, breaking the previous match record by a colossal 79 points. Paul Lanigan's U25 team also won their age group team match, whilst our Veterans and U21 teams were just beaten by their US counterparts. We are already planning for New Zealand in 2019. This year, the GB Match Rifle team travels to Australia and the GB Gallery Rifle team travels to Ireland and Germany. Next year a GB team will be heading to the F-class World Championships in South Africa.

All this is concrete evidence of the strength and breadth of full-bore shooting at home. But while participation numbers are generally up – particularly in some of our newer disciplines that involve moving and shooting like Target Shotgun and Civilian Service Rifle - and as we seek to continue along the strategic path we have set ourselves, external threats remain.

EU political decisions seem likely to impinge upon some civilian shooting activities, while cadet shooting has been hampered by constraints imposed by the MOD. Much of this has come about as a result of the prevailing climate of skittishness due to perceived and real terrorism threats. It is therefore to the everlasting credit of our Chief Executive, Andrew Mercer, that in addition to leading a strong executive team in delivering the results you see herein, he has spent time and energy building relationships and credibility with those that count to get the right points across on these and related issues. Our improved standing as an Association is not restricted to our financial results, but is also evident in our promotion of more informed understanding of risks so that attention and policy decisions are focussed effectively. In Andrew, we have a Chief Executive who is up to this task and deserves our special thanks.

John Webster
March 2016

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2015

The trustees present their report and the financial statements of the National Rifle Association (“the NRA” or “the Association”) for the year ended 31 December 2015.

REFERENCE AND ADMINISTRATIVE DETAILS

The Patron of the National Rifle Association is Her Majesty The Queen, and the non-executive President of the National Rifle Association is HRH The Prince of Wales KG, KT, GCB, AK, QSO, CD, PC, ADC(P).

The trustees of the charity are the members of the Council appointed in accordance with Rule 4 of the Rules of the Association which came into effect on 2 May 2003. The current trustees are:

Mr J.G.M Webster	Chairman
Mr. D.G.F. Evans	Chairman of the Disciplinary Body and Vice Chairman
Mr D. Lowe	Treasurer
Mr. J.P.S. Bloomfield	Chairman of the Shooting Committee
Mr M. Maksimovic	Chairman of the Membership Committee
Mr. P.H. Hobson	Elected from the General Council (Resigned September 2015)
Mr H.R.M. Bailie	Elected from the General Council
Mr G.K. Alexander	Elected from the General Council
Mr B. Morgan	Co-opted
Mrs A. Gran	Co-opted
Mr J. Harris	Co-opted
Mr D. Lacey	Co-opted

The principal address of the charity is the offices of the NRA at Bisley, National Shooting Centre, Brookwood, Surrey GU24 0PB. The charity is registered under the charity number 219858.

The trustees have made the following professional appointments:

Solicitors:	Barlow Robbins LLP, 55 Quarry Street, Guildford, Surrey GU1 3UE Bates Wells & Braithwaite London LLP, 2-6 Cannon Street, London EC4M 6YH
Auditors:	Saffery Champness, Chartered Accountants, 71 Queen Victoria Street, London EC4V 4BE
Surveyors:	Strutt & Parker LLP, 42 Milford Street, Salisbury, Wiltshire SP1 2BP
Bankers:	Barclays Bank PLC, Town Gate House, Church Street East, Woking, Surrey GU21 1AE
Investment Managers:	Investec Wealth & Investment Ltd, 43 London Road, Reigate, Surrey RH2 9PW Philip J Milton & Company Plc, Sterling House, 17 Joy Street, Barnstaple, Devon EX31 1HE

The following key senior members of staff, who are the Executive of the Association, are or have been responsible for the day-to-day management of the charity, and its subsidiary undertaking, National Shooting Centre Limited in the course of 2015:

Mr A.J. Mercer	Secretary General and Group Chief Executive
Mr R. Hutchings	Head of Support Services

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

The National Rifle Association was founded in 1859 to provide a focus for marksmanship for the newly formed Corps of Volunteers, which had been raised to meet a perceived threat of invasion.

The National Rifle Association of the United Kingdom is now the governing body of full bore rifle and centre-fire pistol target shooting in Great Britain and Northern Ireland.

The Association was incorporated in England and Wales by Royal Charter dated 21 October 1890, and became a registered charity on 21 March 1963. It is governed by the rules and regulations set down in its Royal Charter of 1890, and the Rules of the Association as last updated on 16 June 2006.

The Association's principal regulator is the Charity Commission for England and Wales. However, it is also registered with the Privy Council Office and with Companies House under company numbers RC000372 and RC000791.

Organisational Structure

The overall strategic direction of the charity is determined by the trustees, who are members of the Council of the Association appointed in accordance with the Rules of the Association.

Under the terms of the Royal Charter, the direction of the affairs and concerns of the Association and the entire management of the property and funds are vested in the Council, subject to the Rules of the Association. The principal committees of the Council are the Remuneration Committee and the Investment Committee.

Remuneration Committee

Mr J.G.M. Webster	Chairman
Mr G. Alexander	
Mr B. Morgan	

The Remuneration Committee reviews and approves all salaries that exceed £40,000 per annum; these are proposed by the Chief Executive and are commensurate with responsibilities taken and performance achieved. The remuneration of the Chief Executive / Secretary General is reviewed and approved by the Board of Trustees each year; increases are justified by measured performance against objectives.

Investment Committee

Mr D. Lowe	Chairman
Mr J.G.M. Webster	
Mr M.K. Townsend	Co-opted

The General Council consists of up to 72 members including the Chairman, the Treasurer, 15 elected Ordinary members, 15 elected Regional members, 12 elected Shooting Discipline members, up to 19 Ex-officio members and up to 9 Co-opted members. The role of the General Council and its principal committees is to advise and make recommendations to the Council and provide representation of the membership of the Association.

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

The principal committees of the General Council are Shooting and Membership. The General Council also appoints the Disciplinary Body.

The trading activities of the NRA are operated by its wholly owned subsidiary, National Shooting Centre Limited ("the NSC"). A formal services agreement defines the responsibilities and authority of the board of directors of the NSC in managing the day-to-day operations of the Bisley Estate and ranges under the direction of the Council and in the interest of the NRA. Where appropriate, outside independent professional advice is sought.

The Charity (NRA) and the NSC are managed by the Group Chief Executive, whose role incorporates the Secretary General responsibilities.

Method of Recruitment, Appointment, Election, Induction & Training of Trustees

The trustees of the charity are the members of the Council of the Association.

Recruitment

Vacancies are published in the NRA Journal sent to all members of the Association or advertised more widely if thought appropriate for co-opted trustees who need not be members of the General Council. Co-opted members are sought to provide expertise to supplement that of the trustees elected by or through the General Council as set out below. The selection procedure includes submission of a CV and personal statement, and interview by the Chairman and other trustees.

Appointment & Election

Under the Rules of the Association, the Council is made up of not less than 9 and no more than 12 members comprising the Chairman of the General Council, the Treasurer, the Chairman of the Shooting Committee, the Chairman of the Membership Committee, the Chairman of the Disciplinary Body, 3 members each elected by the General Council from among its members and not less than 1 or more than 4 co-opted members approved by the General Council. The trustees elect a Vice Chairman of Council from among their number. (The General Council members also elect a Vice Chairman of the General Council from among their number, but the Vice Chairman of the General Council is not a trustee.)

Elected trustees are proposed by, and from within the body of, the General Council – election is by simple majority vote. Co-opted trustees are proposed by the Council and approved by the General Council, also by simple majority vote. The Chairmen of the Shooting Committee, Membership Committee and Disciplinary Body are ex-officio trustees.

Induction & Training

Members of the Council have agreed to a standard code of conduct.

There is a formal induction process for new trustees incorporating prior briefing of all candidates and detailed briefing upon appointment including an explanation of proceedings and duties in practice. In addition further continuing training is provided to all trustees, as and when a need arises.

RISK MANAGEMENT

The agenda of matters for consideration at each trustee meeting is largely determined by an assessment of the risks affecting the charity and the need for trustees to consider means by which those risks may be mitigated. Consideration of risks and their mitigation is therefore a routine part of the business of Council.

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

A review of the major risk register is a regular agenda item at trustee meetings. Key risks identified in the register are a major UK shooting incident and the implementation of restrictive firearms legislation. Mediation of both these issues will depend upon robust and honest relationships with the Home Office and legislature.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charity was established are as follows:

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 NRA achieves its objectives by:

- Encouraging people to take up target shooting and to develop their skill by providing ranges and by running a wide variety of training courses to its members and others;
- Providing a centre of target shooting excellence at Bisley for use by civilians, Regular Services, Reserve Forces, Police Services and Cadets.
- Organising a series of major shooting competitions for civilians, Regular Services, Reserve Forces and Cadets.

Public benefit

The trustees have paid due regard to the Charity Commission's general guidance on public benefit, and believe that the activities and achievements as set out below amply demonstrate the benefit that the charity's operations provide to the public.

Despite the huge advances in military technology during the period since the founding of the National Rifle Association, expertise with small arms remains an essential skill within our defence and security services and marksmanship is a key element of that expertise. In what continues to be a troubled world it is self-evident that the maintenance of efficient and skilled defence and security services is of immense benefit to the public of the United Kingdom and the populations in the many other corners of the world where our armed forces may be deployed.

The NRA Council, its staff, its members and the wider shooting community all recognise that safety in the use of firearms is of paramount importance. There are obvious risks of harm associated with the careless use, or deliberate misuse, of firearms. The NRA firmly believes that by encouraging participants to undergo organised training, and by the maintenance of a rigorous disciplinary code for its membership, it helps to minimise the chances of accidental harm arising from the use of such equipment. The NRA works with Government, the EU, the Police and other statutory bodies and does all it can to ensure that firearms legislation is sensibly drafted and properly implemented. In so doing it helps to minimise the chances of the deliberate misuse of legally held firearms.

There are, as with many activities, incidental harms associated with target shooting, such as a degree of noise pollution, contamination of small areas of land by spent projectiles and restrictions on access to range danger areas. All of these are kept to a minimum by the NRA's operational procedures, the success of which contributes to the flourishing of rare fauna and flora found on the large SSSI that covers most of the Bisley ranges.

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

Public benefit (continued)

In addition to those of military service age, target shooting is an activity in which the young, the elderly, the able-bodied and those with physical disabilities can all participate. There are few constraints on involvement except for those arising out of firearms legislation. In 2015 major competitions attracted competitors between 14 and 92 years of age. Shooting provides an activity which can be, and is, continued by members of the armed services who have been injured in the course of duty – to the considerable benefit of participants' morale.

The costs associated with target shooting include costs of acquiring equipment, buying ammunition and hire of range space, any or all of which may pose barriers to participation by those on low incomes. The NRA strives to reduce these cost barriers by making firearms available for hire by its members, by bulk purchase of ammunition and by ensuring cost efficient range operation. The NRA offers young shooters special concessionary rates for membership subscriptions, training fees and competition entry as well as interest free grants to purchase essential equipment.

The NRA provides reduced-cost facilities and/or grants to individuals or teams competing at high level both in the UK and abroad. The trustees consider that high level competition contributes substantially to the achievement of its aims.

Charitable Activities and Achievements

Keys measures of success as assessed by the Trustees are (a) increases in the membership of the NRA (b) growing demand for, and increasing use of, the Bisley range complex (c) delivery of the financial surplus as per budget and (d) delivery of a successful suite of competitions and training programmes in the year.

In pursuance of its overall objectives:

- The charity encourages entry to the sport, furtherance within the sport, and provides for the use of ranges under the direction of civilian shooters, by running a variety of training courses.

During the year the following courses were held:

Type of Course	Participants 2015	Participants 2014
Probationary	*628	236
RCO Courses	448	333
Instruction Courses	88	50

*628 participants took part in the new five Probationary training modules.

The training centre, Wimbledon House, established in 2014 at Bisley to provide a permanent base for the team of instructors and coaches has proved popular and serves a growing portfolio of training programmes. The increasing number of NRA membership applications has yielded the increase in demand for Probationary training. Other training courses delivered in the year included firearms awareness for ambulance service personnel, police firearms officers and Home Office staff.

A series of Discipline Days were established to provide specific training by enthusiastic volunteers respected within their shooting discipline. The courses offer fundamental skills coaching and help encourage new shooters to compete in competitions; courses run for Civilian Service Rifle (74 participants), Gallery Rifle and Pistol (23) and Target Shotgun (74) were well received.

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

Charitable Activities and Achievements (continued)

- The charity works with Government, EU and the Police and does all it can to ensure that firearms legislation is sensibly drafted and properly implemented so as to minimise the chances of deliberate misuse of legally held firearms.
- The charity works with other shooting organisations to promote all forms of target shooting.
- The charity attempts to assist with the provision of suitable facilities, both at Bisley and around the country. In service of this, the NRA can make grants and loans available to affiliated clubs. No new loans were made in 2015.
- The NRA continues to maintain a close dialogue with the Ministry of Defence (MoD) in an attempt to enable civilian use of MoD ranges to the greatest extent possible and with the least difficulty to both civilians and the MoD. The MoD recognises the value and quality of the NRA's Shooter Certification Scheme that validates competency of civilians shooting on MoD ranges. The NRA is working with the MoD to identify any impending range closures so that early negotiations can take place over their feasibility, and the potential for the lease or purchase of such ranges to enable their continued use by civilians, cadets and reserve forces in support of marksmanship nationally. In the year the Association recruited the Regional Ranges Manager who has been charged with increasing access to ranges away from Bisley and improving relationships with the MoD and other range operators.
- The charity maintains its governance of the sport of full bore target shooting, partly by the upkeep and publication of the rules and regulations of the sport. These are set out in the "Bisley Bible", which is published in the spring of each year, and in a number of ancillary publications.
- The charity encourages the sport of full bore target shooting by organising, or causing to be organised, competitions at various levels; and positive promotion through social media and other channels. The NRA's Facebook page has become an increasingly important communication and promotional tool with a weekly reach of up to 50,000.

The major events and competitions held during 2015 were as follows:

Event	Participants 2015	Participants 2014
Imperial Meeting:		
- Schools	516	696
- Service Rifle	166	149
- Civilian Service Rifle	338	345
- Match Rifle	134	126
- F Class	46	41
- Target Rifle	1,051	1,122
- Pistol & Gallery Rifle	104	91
- Historic Arms	90	101
- Cadets	170	190
- McQueen	102	96
-Teams	168	176
Total	2,885	3,133

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

Charitable Activities and Achievements (continued)

Gallery Rifle Events		
- Spring Action Weekend	194	179
- Gallery Rifle Nationals	171	162
- Autumn Action	151	177
Civilian Service Rifle League	684	694
Inter Counties	191	139
Phoenix Meeting	491	535
Trafalgar Meeting	203	211
Target Shotgun League	480	0
F Class European Championship	248	237

Overall entries in the year to all competitions were pleasing. The Imperial entries however were adversely affected by fewer international competitors due to the TR World Championships held a few weeks later; and problems affecting cadets shooting resulting from restrictive transport regulations.

- The charity provides, and continues to invest to improve, a centre of excellence at Bisley for the use of all its members and the Regular Services, Reserve Forces, Cadets and Police.

During 2015 the NRA continued its investment in maintaining and upgrading the facilities at Bisley. This work included the development of a new armoury, upgrading of roads and car parking, renewal of accommodation and ablutions and the installation of six new electronic targets on Century range.

- The charity seeks to promote membership of the Association to enable the benefits of membership to be as widely available as possible. The movements in the membership numbers over the year were as follows:

Membership type	31/12/14	31/12/15	Net movement
Individual Total	7,575	7,902	+327
Clubs	727	738	+11
Schools	92	87	-5
Associations	78	56	-22

The membership database was improved to include recording of firearms use by members and provide online booking of ranges.

- The charity seeks to establish and maintain a sound financial base.

The financial results for the year, as set out below, show a reasonable surplus in the NRA's financial position. The surplus is vital to the organisation to fund the refurbishment of Bisley, and improve and expand the role of the NRA in the rest of the country.

FINANCIAL REVIEW

The NRA's consolidated incoming resources for the year to 31 December 2015 amounted to £5,478,660 (2014: £5,267,814). Outgoing resources increased to £5,213,474 (2014: £4,873,762). This has resulted in a consolidated surplus for the year of £251,981 (2014: £399,532) including losses on the market value of investments of £13,205 (2014 gain: £5,480).

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

Principal income sources are, as in previous years; membership subscriptions, fees for range use, fees for entry into competitions, revenue from sales of ammunition and rents receivable.

The result is driven by increases in revenues and close control of cost of sale and overhead costs. In the year we increased resources expended on maintenance staff, contractors and materials to enable greater efforts in improving the Bisley infrastructure.

Also work to improve integration with specialised IT systems for armoury storage, range bookings and ammunition sales has yielded improved accuracy and timeliness of management and financial reporting.

Spencer site, the first phase of modern serviced caravan pitches for Bisley camp, was fully sold out by July 2015 with 26 leases signed by NRA members including one from Italy, one from the Channel Islands and one from France. The provision of greater quantities of modern accommodation is viewed by the Trustees as a prime enabler for increasing range use at Bisley.

POLICY ON RESERVES AND TREASURY MANAGEMENT

The trustees consider that surplus financial resources should be available to the charitable group in order to:

- a. ensure continued achievement of its charitable objects during an unforeseen temporary reduction in income and to mitigate the impact of other risks, and
- b. accumulate funds for major projects which cannot be financed out of annual income.

The group's financial exposures include the short-medium term considerations of maintaining a sufficient cash balance and the medium-longer term capacity to fund capital projects, whether for reinvestment or development.

Via a strategic plan published for 2015 – 2017, the trustees have set financial policies intended to address these and other exposures, including ensuring that during any year the expenditure of surpluses on capital or development is managed so as to sustain a forecast cash balance of at least £200,000. This minimum cash balance was maintained in the year.

The trustees consider that the accumulation of financial resources, for major projects and to mitigate any unforeseen temporary reduction in income, is most effectively measured by the liquid resources readily available from the group's unrestricted funds.

The trustees consider that there is a need to generate additional funds beyond these levels, but recognise recent improvements in the surplus and cash flow will be required to fund much needed capital and revenue projects on Bisley camp after several years of under investment.

The trustees are also required to calculate the charitable group's free reserves, namely assets that are freely available for the expenditure in furtherance of the overall objects of the charity excluding those invested in fixed assets. At 31 December 2015 the group had negative free reserves amounting to £135,473 (2014, negative: £345,342).

INVESTMENT POLICY

The Association segregates its restricted and endowment funds from its unrestricted funds and invests them separately. The trustees have wide ranging powers, conferred upon them by the Association's Royal Charter, to invest and divest the funds of the charity at their discretion and as they think fit. The NRA have instructed both investment companies to act on a discretionary basis with a low to medium risk profile. Targeted performance is for a yield of 5% per annum plus capital growth of 5% per annum.

NATIONAL RIFLE ASSOCIATION

TRUSTEES' REPORT (continued) THE YEAR ENDED 31 DECEMBER 2015

Market forces dictate whether these targets are achieved. In practice, the trustees take professional advice on the suitability of investments within their portfolio from their investment managers, Investec and Philip J Milton & Company.

PLANS FOR FUTURE PERIOD

The charity will continue to pursue its overall objectives as set out above. Apart from its continuing day-to-day activities it will:

- Continue in its discussions with MoD with the goal of ensuring the maximum possible availability of ranges for civilian use;
- Continue to improve its financial position and increase investment in the shooting facilities at Bisley and in the regions;
- Progress the opportunities to improve the usage of, and the income from, the Bisley asset, and continue to develop arrangements with the Civil Nuclear Constabulary and other firearms training organisations;
- Improve and enhance the reputation of the NRA as protector and promoter of Full Bore disciplines and other shooting and improve the public profile of target shooting;
- Deliver consistently good value and invest cash surpluses for the benefit of current and future generations of shooters.
- Increase membership with particular emphasis on increasing the number of younger shooters


The Trustees have published a Strategic and Development review for 2015 to 2017; this document is reviewed each year to assess progress and review priorities for following years. The key principles include improving access to regional ranges; increasing Bisley range utilisation by improving the infrastructure; improving services to members and increasing membership; increasing participation in competitions; and improving communications particularly with members and affiliated clubs.

AUDITORS

Saffery Champness have expressed their willingness to be reappointed as auditors to the NRA for the next year.

The trustees at the date of approval of this Trustees' Annual Report confirm that so far as each of them is aware, there is no relevant audit information of which the charity's auditors are unaware, and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report was approved by the trustees on 29th March 2016, and was signed on its behalf by


J. Webster
Chairman

NATIONAL RIFLE ASSOCIATION

TRUSTEES' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Charity and of incoming resources and application of those resources, including income and expenditure for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles of the Charities Statement of Recommended Practice (SORP);
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the group will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the requirements of the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter. They are also responsible for safeguarding the assets of the charity, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

NATIONAL RIFLE ASSOCIATION

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2015

We have audited the financial statements of the National Rifle Association for the year ended 31 December 2015 set out on pages 14 to 35. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102.

Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditors under the Charities Act 2011 and report in accordance with regulations made under that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustee's report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2015 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

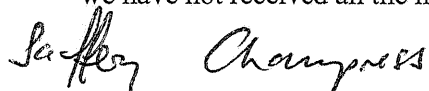
NATIONAL RIFLE ASSOCIATION

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.



Saffery Champness

Chartered Accountants

Statutory Auditors

71 Queen Victoria Street

London

EC4V 4BE

Date: 30 March 2016

NATIONAL RIFLE ASSOCIATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including an Income & Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2015 Total £	2014 Total £
Income and endowments from:						
Donations and legacies	1	991,000	41,678	-	1,032,678	918,257
Other trading activities:						
- Operations	2	2,429,919	-	-	2,429,919	2,297,062
- Estate	3	1,179,752			1,179,752	1,109,677
Investments		-	5,209	7,612	12,821	9,422
Charitable shooting activities	4	823,493		-	823,493	933,396
			-			
Total income		<u>5,424,164</u>	<u>46,887</u>	<u>7,612</u>	<u>5,478,663</u>	<u>5,267,814</u>
Expenditure on:						
Raising funds:						
- Operations	2	2,246,464	-	-	2,246,464	2,092,121
- Estate	5	1,274,241	-	-	1,274,241	1,173,151
Charitable shooting activities	6	<u>1,634,284</u>	<u>50,876</u>	<u>7,612</u>	<u>1,692,772</u>	<u>1,608,490</u>
Total expenditure		<u>5,154,989</u>	<u>50,876</u>	<u>7,612</u>	<u>5,213,477</u>	<u>4,873,762</u>
Losses/(gains) on investments		-	10,333	2,872	13,205	(5,480)
Net income (expenditure)		<u>269,175</u>	<u>(14,322)</u>	<u>(2,872)</u>	<u>251,981</u>	<u>399,532</u>
Net movement in funds	8	269,175	(14,322)	(2,872)	251,981	399,532
Reconciliation of funds						
Fund balances brought forward at 1 January 2015		<u>7,442,716</u>	<u>199,516</u>	<u>270,000</u>	<u>7,912,232</u>	<u>7,512,700</u>
Total funds carried forward at 31 December 2015		<u>7,711,891</u>	<u>185,194</u>	<u>267,128</u>	<u>8,164,213</u>	<u>7,912,232</u>

All incoming resources and resources expended are derived from the group's continuing activities.

No separate Statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been recognised in the Statement of Financial Activities

NATIONAL RIFLE ASSOCIATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including an Income & Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2014 Total £
Income and endowments from:					
Donations and legacies	1	879,094	39,163	-	918,257
Other trading activities:					
- Operations	2	2,297,062	-	-	2,297,062
- Estate	3	1,109,677			1,109,677
Investments		-	949		9,422
Charitable shooting activities	4	933,396		8,473	933,396
			-		
Total income		<u>5,219,229</u>	<u>40,112</u>	<u>8,473</u>	<u>5,267,814</u>
Expenditure on:					
Raising funds:					
- Operations	2	2,092,121	-	-	2,092,121
- Estate	5	1,173,151	-	-	1,173,151
Charitable shooting activities	6	<u>1,573,168</u>	<u>26,849</u>	<u>8,473</u>	<u>1,608,490</u>
Total expenditure		<u>4,838,440</u>	<u>26,849</u>	<u>8,473</u>	<u>4,873,762</u>
Losses/(gains) on investments		-	(5,821)	341	(5,480)
Net income (expenditure)		<u>380,789</u>	<u>19,084</u>	<u>(341)</u>	<u>399,532</u>
Net movement in funds	8	380,789	19,084	(341)	399,532
Reconciliation of funds					
Fund balances brought forward at 1 January 2014		7,061,927	180,432	270,341	7,512,700
Total funds carried forward at 31 December 2014		<u>7,442,716</u>	<u>199,516</u>	<u>270,000</u>	<u>7,912,232</u>


NATIONAL RIFLE ASSOCIATION

GROUP AND CHARITY BALANCE SHEETS 31 DECEMBER 2015

	Notes	Group 2015 £	Group 2014 £	Charity 2015 £	Charity 2014 £
Tangible fixed assets					
Fixed assets	11	7,847,364	7,788,058	5,934,562	6,033,870
Investments	12	407,998	421,203	496,386	509,591
Social investments: loans to clubs > 1 year	13	29,295	36,629	29,295	36,629
		<u>8,284,657</u>	<u>8,245,890</u>	<u>6,460,243</u>	<u>6,580,090</u>
Current assets					
Social investments: loans to clubs < 1 year	13	7,334	7,334	7,334	7,334
Stocks	14	638,650	403,394	19,179	19,945
Debtors	15	553,460	310,405	1,451,361	832,720
Cash at bank and in hand		466,370	394,424	303,211	274,235
		<u>1,665,814</u>	<u>1,115,557</u>	<u>1,781,085</u>	<u>1,134,234</u>
Creditors					
Amounts falling due within one year	16	(1,444,450)	(1,086,690)	(1,088,064)	(767,712)
Net current assets		<u>221,364</u>	<u>28,867</u>	<u>693,021</u>	<u>366,522</u>
Total assets less current Liabilities		<u>8,506,021</u>	<u>8,274,757</u>	<u>7,153,264</u>	<u>6,946,612</u>
Deferred income	17	<u>(341,808)</u>	<u>(362,525)</u>	<u>(341,808)</u>	<u>(362,525)</u>
Net assets		<u>8,164,213</u>	<u>7,912,232</u>	<u>6,811,456</u>	<u>6,584,087</u>
Funds of the Charity					
Unrestricted Funds	18	7,711,891	7,442,716	6,359,134	6,114,571
Restricted Funds					
Overseas Team Fund	19	129,979	153,023	129,979	153,023
Young Shooters Fund	19	55,215	46,493	55,215	46,493
Endowment Fund					
Special Prizes Fund	20	267,128	270,000	267,128	270,000
Total Charity Funds		<u>8,164,213</u>	<u>7,912,232</u>	<u>6,811,456</u>	<u>6,584,087</u>

The financial statements on pages 14 to 35 were approved by the Council and authorised for issue on 29th March 2016 and are signed on its behalf by:


.....
John Webster
Chairman of the Council


.....
Derek Lowe
Treasurer

NATIONAL RIFLE ASSOCIATION

**CONSOLIDATED CASH FLOW STATEMENT
31 DECEMBER 2015**

	Note	£	2015	£	£	2014	£
Net cash provided by (used in) operating activities	25			456,014			744,764
Cash flow from investing activities:							
Dividends, interest and rents from investments		12,821				9,422	
Proceeds from the sales of property, plant and equipment		2,260				9,397	
Purchase of property, plant and equipment		(399,149)				(774,941)	
Proceeds from sales of investments		-				8,000	
				<u>(384,068)</u>			<u>(748,122)</u>
Net cash provided by (used in) investing activities							
Change in cash and cash equivalents in the reporting period	25			71,946			(3,358)
Cash and cash equivalents at the beginning of the reporting period	25			394,424			397,782
Cash and cash equivalents at the end of the reporting period	25			466,370			394,424

NATIONAL RIFLE ASSOCIATION

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2015

The principal accounting policies that have been adopted in the preparation of these accounts are as follows:

Basis of accounting

The financial statements have been prepared under the historical cost convention, as modified for the revaluation of certain fixed assets and in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standards 102. The financial statements comply with all current statutory requirements, the Royal Charter and By-Laws of the Association. The recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (FRS102) (effective 1 January 2015) issued by the Charity Commission have been followed. The National Rifle Association meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. A decision has been made to use the Fixed Asset valuation amount as the base cost going forward.

Preparation of the accounts on a going concern basis

The trustees consider that the going concern basis for preparation of the charitable group's financial statements remains appropriate. In arriving at this conclusion they have taken into consideration the surplus incurred in the year ended 31 December 2015, the budget for the year ending 31 December 2016, and cash flow projections for the period of twelve months from the date of approval of these accounts. They have also taken into account the substantial positive net assets position of the charitable group and the availability of bank finance.

Basis of consolidation

These financial statements consolidate the results of the charity and its wholly owned subsidiary undertaking National Shooting Centre Limited. A separate Statement of Financial Activities and Income and Expenditure account for the charity has not been presented because it has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006.

Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income, and the amount can be quantified with reasonable accuracy. Donations are normally brought into account when received, and are stated gross of any attributable tax recoverable. Government and institutional grants are accounted for on a receivable basis. Donations and grants given for specific purposes are treated as restricted income.

All other income, including investment income, is accounted for on a receivable basis as and when earned.

Resources expended and allocation of costs

All expenditure is accounted for on an accruals basis and is allocated as direct costs in the statement of financial activities where the costs can be identified as being directly related to generating funds, to a charitable activity, or to governance matters. Where costs cannot be directly attributed, they have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 7.

Since the property at Bisley is the Association's major asset, the income and expenditure relating to the Estate is shown separately.

NATIONAL RIFLE ASSOCIATION

ACCOUNTING POLICIES (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

Irrecoverable value added tax

Where expenditure relates to specific events, the relevant irrecoverable Value Added Tax is charged to that event. Irrecoverable Value Added Tax on attributable purchases is charged to Support Costs.

Gift Aid payments

The charity encourages all donors to provide funds to the group by way of tax efficient Gift Aid payments wherever possible.

Pension contributions

The group makes contributions into money purchase pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the group, being invested with independent insurance companies.

The amount charged against income in respect of pension costs and other post retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

The Charity does not undertake taxable activities. However, the Association's wholly owned trading subsidiary is liable to UK corporation tax on its profits after deduction of payments made under gift aid.

In respect of the trading subsidiary, deferred tax is recognised in respect of all timing differences that have originated, but not reversed, at the balance sheet date, where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the company's taxable profits and its results as stated in the financial statements.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantially enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

Fixed assets and depreciation

Individual fixed assets costing more than £500 are capitalised at cost. Fixed assets are written off over their estimated useful lives by depreciation through the Statement of Financial Activities on the following basis:

Freehold land	Not depreciated
Long leasehold land	Over the period of the lease
Buildings	2% on cost or valuation
Range modifications, plant & equipment	2%, 5%, 10% or 25% on cost or valuation
Fixture, fittings & equipment	25% on cost
Historical assets / Rifles for hire	Not depreciated

The NRA's collection of firearms, paintings, books and ephemera artefacts is reported in the Balance Sheet at cost. Trophies are not included on the Balance Sheet; the cost of these items is not readily available.

NATIONAL RIFLE ASSOCIATION

ACCOUNTING POLICIES (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

Investments

Investments are stated at market value at the balance sheet date. Realised and unrealised gains and losses on investments are taken to the Statement of Financial Activities in the period in which they arise.

Stocks

Stocks are valued at the lower of cost and net realisable value. Net realisable value is based upon the estimated selling price less further costs expected to be incurred at disposal. Provision is made for obsolete and slow-moving items.

Leased assets and obligations

Where assets are financed by leasing agreements that give rights approximating to ownership (“finance leases”) the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as obligations to the lessor.

Lease payments are treated as consisting of capital and interest elements, and the interest is charged to the Statement of Financial Activities in proportion to the remaining balance outstanding.

All other leases are “operating leases” and the annual rentals are charged to the profit and loss on a straight-line basis over the lease term.

Rent-free periods received for entering into a lease are accounted for over the period of the lease so as to spread the benefit received over the lease term.

Foreign currencies

Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Life & term members fund

Life and term membership subscriptions received are credited to the Life & Term Members Fund in full. These subscriptions are then amortised, and released to the Statement of Financial Activities as income, over 20 years for life members, over 8 years for junior life members, or over the number of years applicable for term membership on the sliding scale.

Accounting for grants

All grants are credited to income in the period to which they relate.

Fund accounting

General funds comprise the accumulated surplus of unrestricted incoming resources over resources expended as adjusted for other recognised gains and losses, other than those allocated to the Designated Fund. They are available for use in furtherance of the general objectives of the group.

Designated funds comprise the accumulated capital grants received less the accumulated depreciation on the assets acquired with those grants.

Restricted funds are subject to specific conditions imposed by donors. The purpose and use of the restricted funds are set out in the notes to the accounts. Amounts unspent at the year-end are carried forward in the balance sheet, and the underlying assets are segregated from the Association’s general funds.

NATIONAL RIFLE ASSOCIATION

**ACCOUNTING POLICIES (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015**

Endowment funds are capital funds, which are held in trust to provide a continuing income stream. The income is then used subject to any specific conditions imposed by the donors of the original capital funds. The underlying assets are also segregated from the Association's general funds.

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

1 Donations and legacies	Unrestricted funds £	Restricted funds £	Total 2015 £	Total 2014 £
Subscriptions	754,420	-	754,420	687,723
Gift aid	78,300	-	78,300	65,097
Course income	157,512	11,459	168,971	134,799
Donations	768	30,219	30,987	30,638
	991,000	41,678	1,032,678	918,257

The income from donations and legacies was £1,032,678 (2014: £918,257) of which £991,000 was unrestricted (2014: £879,094) and £41,678 was restricted (2014: £39,163).

2 Other trading activities - operations

The charity owns 100% of the issued share capital of National Shooting Centre Limited ("NSC"), which carries on the trading operations of the group. Audited financial statements for NSC are filed annually with the Registrar of Companies.

A summary of the profit and loss account and statement of changes in equity is set out below:

	2015 £	2014 £
Turnover	2,907,518	2,795,091
Costs		
Cost of sales	1,092,998	1,132,227
Other operating expenses	1,104,004	910,432
	(2,197,002)	(2,042,659)
Profit on ordinary activities after taxation	710,516	752,432
Gift Aid payment to the National Rifle Association	(636,440)	(614,481)
Retained profit	74,076	137,951

The turnover of £2,907,518 includes inter-company revenue of £477,599 which has been excluded on consolidation.

A summary of the balance sheet of the subsidiary is set out below:

Fixed assets		
Tangible assets	1,912,802	1,754,187
Current assets		
Stocks	619,471	383,449
Debtors	188,684	128,547
Cash at bank and in hand	163,160	120,189
Carried forward	971,315	632,185

NATIONAL RIFLE ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015**

2	Other trading activities - operations (continued)			2015	2014
				£	£
	Brought forward			971,315	632,185
	Creditors				
	Amounts falling due within one year			(1,492,433)	(1,019,302)
	Net current assets / (liabilities)			(521,118)	(387,117)
	Total assets less current liabilities			1,391,684	1,367,070
	Creditors				
	Amounts falling due after more than one year			-	-
	Deferred income			(1,062,713)	(1,112,175)
				328,971	254,895
	Capital & Reserves				
	Called up share capital			88,388	88,388
	Profit and loss account			240,583	166,507
	Shareholders' funds			328,971	254,895
3	Other trading activities – estate	Unrestricted funds	Restricted funds	Total 2015	Total 2014
		£	£	£	£
	Rents	883,721	-	883,721	769,975
	Services and utilities recovered	255,618	-	255,618	230,448
	Other	40,413	-	40,413	109,254
		1,179,752	-	1,179,752	1,109,677
4	Charitable shooting activities	Unrestricted funds	Restricted funds	Total 2015	Total 2014
		£	£	£	£
	Imperial meeting	680,104	-	680,104	735,080
	Range hire	900	-	900	50,435
	Other shooting events	142,489	-	142,489	147,296
	Other	-	-	-	585
		823,493	-	823,493	933,396

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

5 Expenditure on raising funds - Estates

	Unrestricted funds £	Restricted funds £	Total 2015 £	Total 2014 £
Permanent staff costs	363,128	-	363,128	313,500
Maintenance	419,382	-	419,382	385,645
Utilities	244,839	-	244,839	229,578
Rents, rates and cleaning	38,910	-	38,910	37,190
Professional fees	-	-	-	384
Depreciation	94,076	-	94,076	81,638
Rent charged to National Shooting Centre Limited	(41,000)	-	(41,000)	(41,000)
	1,119,335	-	1,119,335	1,006,935
Support costs (see note 7)	154,906	-	154,906	166,216
	1,274,241	-	1,274,241	1,173,151

6 Charitable shooting activities

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total 2015 £	Total 2014 £
Permanent staff costs	488,254	-	-	488,254	466,032
Imperial Meeting	349,172	-	-	349,172	337,153
Imperial Meeting prizes	-	-	5,434	5,434	6,167
Courses and other NRA events	218,536	12,020	-	230,556	189,116
Support of other bodies/teams	25,015	-	-	25,015	23,379
Team travel	-	36,800	-	36,800	12,000
Membership insurance	86,292	-	-	86,292	62,594
Insurance	54,217	-	-	54,217	83,203
Depreciation	83,623	-	-	83,623	72,567
	1,305,109	48,820	5,434	1,359,363	1,252,211
Support costs (see note 7)	329,175	2,056	2,178	333,409	356,279
	1,634,284	50,876	7,612	1,692,772	1,608,490

Expenditure on charitable activities was £1,692,772 (2014: £1,608,490) of which £1,634,284 was unrestricted (2014: £1,573,168), £50,876 was restricted (2014: £26,849) and £7,612 was endowment (2014: £8,473).

£477,599 of inter-company costs (£331,056 Imperial Meeting, £129,880 Courses and other NRA Events, £15,217 Support of other bodies and teams, £1,446 general overheads), primarily ammunition supplies and range hire, have been excluded on consolidation.

NATIONAL RIFLE ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015**

7 Support and governance costs

		Support £	Governance £	2015 £	2014 £
General fund	Basis				
Permanent staff costs	Support	215,820	-	215,820	245,575
Trustee costs	Governance	-	3,222	3,222	10,571
Information technology costs	Support	40,814	-	40,814	58,940
Office and banking costs	Support	89,193	-	89,193	90,929
Professional fees	Support	89,714	-	89,714	71,547
Audit Fee	Governance	-	13,959	13,959	14,651
Depreciation		31,359	-	31,359	27,213
		<u>466,900</u>	<u>17,181</u>	<u>484,081</u>	<u>519,426</u>
Allocated to:					
- Expenditure on raising funds – estate				(154,906)	(166,216)
- Charitable shooting activities				(329,175)	(353,210)
				<u>-</u>	<u>-</u>
Restricted fund					
Investment management charges				2,056	763
Endowment fund					
Investment management charges				2,178	2,306

8 Net movement in funds

	2015 £	2014 £
Net movement in funds is stated after charging/(crediting):		
Depreciation of tangible fixed assets:		
- Owned assets	340,233	269,103
Rent receivable under operating leases	(480,139)	(396,423)
Operating lease rentals payable:		
- Land and buildings	14,076	13,875
- Plant and machinery	-	5,038
Auditor's remuneration:		
- Audit fees	20,807	22,238
- Fees for other services	1,982	1,776

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

9 Staff costs

	2015 Number	2014 Number
The average monthly number of persons employed by the group during the year was:		
Office, maintenance, range staff and instructors	64	59

Total emoluments for the period for all the Association's and its trading subsidiary's employees, including temporary staff and markers employed during the Imperial Meeting, were:

	2015 £	2014 £
Wages and salaries	1,689,603	1,527,899
Redundancy costs	33,017	-
Social security costs	155,503	146,118
Other pension costs	70,262	62,252
Other benefits	12,865	12,657
	<u>1,961,250</u>	<u>1,748,926</u>

The group pays an employer's contribution of between 2% and 5% of basic salary into the personal pension funds of certain of its employees, and contracted in national insurance contributions are paid in respect of all staff.

Based on remuneration and benefits in kind, as defined for income tax purposes, one (2014: one) employee's annual emoluments were between £60,001 and £70,000, one (2014: one) employee's annual emoluments were between £110,001 and £120,000.

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer, Head Of Support Services, Head Of Shooting & Training, Regional Ranges Manager and Membership Services Manager. The total employee benefits of the key management personnel of the charity were £281,284 (2014: £274,642).

10 Transactions relating to trustees

Trustees' costs

No Trustee (2014: none) received remuneration. Pay, travel and subsistence expenses totalled £nil (2014: £nil). Three Trustees (2014: three) received reimbursements of £2,132 (2014: £1,618) for out of pocket travel and subsistence expenses.

Property transactions

Eight (2014: seven) Trustees occupy accommodation at Bisley for shooting purposes at rentals available to all members of the Association with total rental income during the year of £10,095 (2014: £8,621).

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

11 Fixed assets

Group	Freehold land & buildings £	Leasehold land & buildings £	Range modifications, plant & machinery £	Fixtures fittings & equipment £	Historical assets £	Total £
Cost or valuation:						
1 January 2015	5,753,042	1,019,256	3,806,002	683,555	262,000	11,523,855
Additions	-	-	254,001	137,372	7,776	399,149
Disposals	-	-	(11,613)	-	-	(11,613)
31 December 2015	5,753,042	1,019,256	4,048,390	820,927	269,776	11,911,391
Depreciation						
1 January 2015	1,210,813	353,829	1,669,574	501,581	-	3,735,797
Charge for the year	55,991	18,990	184,848	80,405	-	340,234
Disposals Depreciation	-	-	(12,004)	-	-	(12,004)
31 December 2015	1,266,804	372,819	1,842,418	581,986	-	4,064,027
Net book value						
31 December 2015	4,486,238	646,437	2,205,972	238,941	269,776	7,847,364
31 December 2014	4,542,229	665,427	2,136,428	181,974	262,000	7,788,058

The net book value of fixed assets comprises:

	2015 £	2014 £
Assets held for charity use	1,455,904	1,444,901
Estate assets	4,375,222	4,342,156
Assets held for administrative purposes	361,565	358,832
Assets held by trading subsidiary	1,654,673	1,642,169
	7,847,364	7,788,058

The Trustees have taken the option provided by the transitional provisions contained within FRS 102 to rebase the valuation of land and buildings and range modifications as at 1 January 2014 and treat this as a deemed cost.

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

11 Fixed assets (continued)

Charity	Freehold land & buildings £	Leasehold land & buildings £	Range modifications, plant & machinery £	Fixtures fittings & equipment £	Historical assets £	Total £
Cost or valuation:						
1 January 2015	5,753,042	636,306	1,519,079	510,169	262,000	8,680,596
Additions	-	-	76,331	25,252	7,776	109,359
Disposals	-	-	(11,613)	-	-	(11,613)
31 December 2015	5,753,042	636,306	1,583,797	535,421	269,776	8,778,342
Depreciation						
1 January 2015	1,210,813	250,447	752,376	433,090	-	2,646,726
Charge for the year	55,991	11,331	108,683	33,053	-	209,058
Disposals Depreciation	-	-	(12,004)	-	-	(12,004)
31 December 2015	1,266,804	261,778	849,055	466,143	-	2,843,780
Net book value						
31 December 2015	4,486,238	374,528	734,742	69,278	269,776	5,934,562
31 December 2014	4,542,229	385,859	766,703	77,079	262,000	6,033,870

The net book value of fixed assets comprises:

	2015 £	2014 £
Assets held for charity use	1,395,218	1,418,565
Estate assets	4,192,851	4,263,013
Assets held for administrative purposes	346,493	352,292
	5,934,562	6,033,870

Range fixtures, modifications, plant and machinery, office equipment and furniture are included in the accounts at cost. Range modification expenditure incurred in order to obtain the 904 certificate has been included at cost. The construction cost of the clay ranges, built with the support of the Lottery Grant, is included within range modifications.

Heritage Assets

The NRA maintains a large collection of firearms together with paintings books and ephemera which date back to the formation of the association in 1860. Due to the size of the collection and limitations on the display area of the museum it is not possible to display the whole of the collection. Acquisitions are made by purchase or donation.

The ephemera comprises of medals, brochures, targets and other objects which reflect the history of the sport.

(a) Current year transactions

No acquisitions were made in the year.

(b) Five year summary

£	2014-2015 £	2013-2014 £	2012-2013 £	2011-2012 £	2010-2011
Additions:					
Purchases of rifles	7,776	4,000	-	-	12,250
Donations	-	-	-	-	-
Total additions:	7,776	4,000	-	-	12,250

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

12 Investments

	Group 2015 £	Group 2014 £	Charity 2015 £	Charity 2014 £
At 1 January 2015	421,203	423,723	509,591	512,111
Additions	-	-	-	-
Disposals	-	(8,000)	-	(8,000)
Increase/(decrease) in valuation	(13,205)	5,480	(13,205)	5,480
At 31 December 2015	407,998	421,203	496,386	509,591

At 31 December 2015, the market value and historical cost of the investments were represented by:

	Group market value 2015 £	Group historical cost 2015 £	Charity market value 2015 £	Charity historical cost 2015 £
Category A Funds	269,610	210,060	269,610	210,060
Category B Funds	15,331	14,620	15,331	14,620
	284,941	224,680	284,941	224,680
Overseas Team Fund	123,057	124,945	123,057	124,945
Subsidiary company shares	-	-	88,388	88,388
Long term loan to subsidiary company	-	-	-	-
At 31 December 2015	407,998	349,625	496,386	438,013
At 31 December 2014	421,203	327,017	509,591	415,405

The Special Prize Fund is invested in investment trusts and unit trusts and loan stocks, all quoted on the London Stock Exchange. The portfolio is split into category A funds where the NRA is the ultimate beneficiary and category B funds where the donor has named the ultimate beneficiary.

The Overseas Team fund is invested in a portfolio of quoted unit trusts and investment bonds £123,057 (2014: £133,390).

The Association's wholly owned subsidiary company, National Shooting Centre Limited, is incorporated in the United Kingdom and carries out that portion of the Association's business which is assessed to be of a trading nature.

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

13 Social Investments: loans to clubs

	Group and Charity	
	2015	2014
	£	£
Huddersfield Rifle Club	1,000	2,000
Killingholme Full Bore Club	10,629	11,963
Penrhiwpal Shooting Club	5,000	6,000
Colchester Rifle Club	20,000	24,000
Loans to Clubs carried forward	36,629	43,963
Loans to Clubs brought forward	43,963	51,297
Repayments received	(7,334)	(7,334)
New loans granted	-	-
Loans to Clubs carried forward	36,629	43,963

The loans to clubs are usually repayable in annual instalments, and are interest free. The current year balance of £36,629 includes a figure of £29,295 which is repayable in greater than one year.

14 Stock

	Group	Group	Charity	Charity
	2015	2014	2015	2014
	£	£	£	£
Ammunition	524,157	239,724	-	-
Medals and badges	19,179	19,945	19,179	19,945
Souvenirs	-	-	-	-
Clays	17,775	10,503	-	-
Hire and other stock	77,539	133,222	-	-
	638,650	403,394	19,179	19,945

15 Debtors

	Group	Group	Charity	Charity
	2015	2014	2015	2014
	£	£	£	£
Amounts due within year:				
Trade debtors	415,368	189,939	229,090	63,135
Amounts owed by group undertakings	-	-	1,086,586	650,862
Other debtors and prepayments	138,092	120,466	135,685	118,723
	553,460	310,405	1,451,361	832,720

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

16 Creditors

Amounts falling due within one year:

	Group 2015 £	Group 2014 £	Charity 2015 £	Charity 2014 £
Trade creditors	307,918	337,899	119,359	197,926
Membership and rents in advance	397,037	113,108	397,037	113,108
Other creditors	621,102	493,860	462,827	340,879
Accruals	87,803	110,655	78,251	84,631
Deferred income (note 17)	30,590	31,168	30,590	31,168
	<u>1,444,450</u>	<u>1,086,690</u>	<u>1,088,064</u>	<u>767,712</u>

The association's banking facilities are secured by way of a legal charge over the charity's freehold properties

17 Deferred income

	Group 2015 £	Group 2014 £	Charity 2015 £	Charity 2014 £
Due within one year (see note 16)	30,590	31,168	30,590	31,168
Due after more than one year	341,808	362,525	341,808	362,525
	<u>372,398</u>	<u>393,693</u>	<u>372,398</u>	<u>393,693</u>

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

17 Deferred income (continued)

	Group 2015 £	Group 2014 £	Charity 2015 £	Charity 2014 £
Deferred lease premium income:				
At 1 January 2015	286,563	305,174	286,563	305,174
Additions during the year	-	-	-	-
Disposal during the year	-	-	-	-
Transferred to Estate income	(17,536)	(18,611)	(17,536)	(18,611)
At 31 December 2015	269,027	286,563	269,027	286,563
Life & Term Members Funds:				
At 1 January 2015	107,130	112,145	107,130	112,145
Additions during the year	8,966	8,253	8,966	8,253
Transferred to Membership income	(12,725)	(13,268)	(12,725)	(13,268)
At 31 December 2015	103,371	107,130	103,371	107,130
	372,398	393,693	372,398	393,693

18 Unrestricted funds

Included within the Unrestricted Funds of the group at the balance sheet date are profits retained within the balance sheet of the charity's wholly owned subsidiary amounting to £240,583 (2014: £166,507) in the General Fund and £1,112,175 (2014: £1,161,637) in the Designated Fund which relates to a capital grant received by NSC.

Included within the General Fund at the balance sheet date are unrealised gains of £3,036,356 (2014: £3,036,356) relating to the revaluation of certain fixed assets, calculated by reference to the implementation of FRS15 under the transitional arrangements.

19 Restricted funds

Group & Charity

	Balance 1 January 2015 £	Incoming resources £	Resources expended £	Transfers and gains £	Balance 31 December 2015 £
Overseas Team Fund	153,023	35,817	(48,528)	(10,333)	129,979
Young Shooters Fund	46,493	11,070	(2,348)	-	55,215
	199,516	46,887	(50,876)	(10,333)	185,194

The Overseas Team Fund provides support for overseas travel for teams of our various shooting disciplines. During the year, the fund received donations and investment income, and paid for the travel costs of teams overseas.

The Young Shooters fund (formerly the Millennium Scholarship Fund) was formed to help young shooters continue in the sport in the year just after they have left school.

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

20 Endowment funds

The Special Prizes Fund is an endowment fund comprising amounts held on trust to provide prizes at the Imperial Meeting from the income generated by investment of the capital. Included within the Special Prizes Fund at the balance sheet date are unrealised gains of £81,881 (2014: £84,753) relating to the revaluation of investments.

21 Analysis of net assets between funds

Fund balances at 31 December 2015 are represented by:

Group	Designated & General Funds £	Overseas Team Fund £	Young Shooters Fund £	Special Prizes Fund £	Total £
Tangible fixed assets	7,837,164	-	10,200	-	7,847,364
Fixed asset investments	-	123,057	-	284,941	407,998
Loans to Clubs > 1 year	29,295	-	-	-	29,295
Current assets	1,556,760	17,547	45,015	46,492	1,665,814
Current liabilities	(1,369,520)	(10,625)	-	(64,305)	(1,444,450)
Deferred income	(341,808)	-	-	-	(341,808)
	<u>7,711,891</u>	<u>129,979</u>	<u>55,215</u>	<u>267,128</u>	<u>8,164,213</u>

Note: Tangible fixed assets of £7,847,364 (2014: £7,788,058) include £1,112,175 (2014: £1,161,637) representing the total of Designated Funds in relation to Capital Grants in the Charity's wholly owned subsidiary.

Fund balances at 31 December 2015 are represented by:

Charity	Designated & General Funds £	Overseas Team Fund £	Young Shooters Fund £	Special Prizes Fund £	Total £
Tangible fixed assets	5,924,362	-	10,200	-	5,934,562
Fixed asset investments	88,388	123,057	-	284,941	496,386
Loans to Clubs > 1 year	29,295	-	-	-	29,295
Current assets	1,672,031	17,547	45,015	46,492	1,781,085
Current liabilities	(1,013,134)	(10,625)	-	(64,305)	(1,088,064)
Deferred income	(341,808)	-	-	-	(341,808)
	<u>6,359,134</u>	<u>129,979</u>	<u>55,215</u>	<u>267,128</u>	<u>6,811,456</u>

22 Related party transactions

The charity has taken advantage of the exemptions provided by Financial Reporting Standard 102 Paragraph 33.1A and has not disclosed transactions with fellow group undertakings, where 100% of the voting rights are controlled within the group. During the year £5,342 (2014: £nil) of pressure barrels for ammunition testing was sold to the National Rifle Association by Centrefire (company of J Bloomfield, a Trustee). These transactions took place on a commercial arm's length basis.

NATIONAL RIFLE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

23 Contingent liability

On 10 July 2000, a 50 year debenture was created in favour of The English Sports Council, representing a fixed and floating charge over all the assets of the subsidiary company, against the performance of the company's obligations under the Lottery Fund Agreement relating to the grant for the clay shooting complex for the 2002 Commonwealth Games. The amount repayable to The English Sports Council in the event that these obligations crystallise is £2,036,647 (2014: £2,036,647).

24 Commitments under operating leases

	Group 2015 £	Group 2014 £	Charity 2015 £	Charity 2014 £
At 31 December 2015, the group and charity had annual commitments under non-cancellable operating leases as follows:				
Land and buildings:				
- Less than 1 year	6,000	6,000	6,000	6,000
- 1-5 years	21,947	21,947	21,947	21,947
- Greater than 5 years	208,252	208,252	208,252	208,252
	<hr/> 236,199	<hr/> 236,199	<hr/> 236,199	<hr/> 236,199

NATIONAL RIFLE ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2015**

25 Notes to the consolidated cash flow statements

25.1 Reconciliation of net movement in funds to net cash flow from operating activities

	2015	2014
	£	£
Net incoming resources	251,981	399,532
Losses/(gains) on investments	13,205	(5,480)
Dividends received	(12,821)	(9,422)
Fixed asset sale proceeds	(2,650)	-
Depreciation	340,233	269,103
(Increase) in stocks	(235,256)	(153,148)
Decrease in loans to clubs	7,334	7,334
(Increase) in debtors	(243,055)	(37,685)
Increase in creditors	337,043	274,530
Net cash inflow from operating activities	456,014	744,764

25.2 Reconciliation of net cash flows to movements in net debt

	£
Increase in cash in the year	71,946
Net cash at 1 January 2015	394,424
Net Cash at 31 December 2015	466,370

25.3 Analysis of changes in net debt

	At 1 January	Cash flow	Non-cash	At
	2015	£	changes	31 December
	£	£	£	2015
				£
Cash at bank and in hand	394,424	71,946	-	466,370
Overdrafts	-	-	-	-
	394,424	71,946	-	466,370
Debt due within 1 year	-	-	-	-
Net cash	394,424	71,946	-	466,370