

**Charity No. 219858**

**NATIONAL RIFLE ASSOCIATION  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018**

# NATIONAL RIFLE ASSOCIATION

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# NATIONAL RIFLE ASSOCIATION

## STATEMENT BY THE CHAIRMAN FOR THE YEAR ENDED 31 DECEMBER 2018

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I am pleased to report that the NRA has had another productive year. Whilst the net surplus of £32,835 is lower than previous years, this included a loss on investments of £46,167 as the markets took a tumble at the end of the 2018. The net surplus in our general funds, which do not include investments, was £84,797. Members should be encouraged that net cash provided by operations remains strong at £581,016 for the year, and very similar to the £583,682 generated in 2017.

The appeal and popularity of full bore marksmanship continues to grow. NRA membership numbers have grown by over 2,300 on a net basis over the past 6 years and there is increasing demand for range access, both at Bisley and around the country. It is therefore important that net cash provided by operations remains strong and is applied in support of this growth. Indeed, we have generated over £3.77m during the same period, which has funded capital expenditure totalling £3.32m.

We continue to invest for the benefit of marksmanship. 2018's improvements in the infrastructure of Bisley camp, the Association's principal asset, have been focussed on improving the shooting experience, including the installation of electronic targets and other facilities, all the while keeping the cost of membership and competition entries flat in real terms, and increasing subsidies to the young.

We have also spent significant time and resources with those responsible for regulation. We all recognise the need for central oversight of firearms, but we should aim to encourage those who regulate firearms to do so effectively, which requires an informed and rational approach to which the Association contributes. We will continue to work with government and Police to enable marksmen and markswomen to develop their skill in ways that are responsible, affordable and enjoyable.

These undertakings would not be possible without a committed executive team and Trustee body. Andrew Mercer, our chief executive, has assembled an executive team that is committed to continuing on this path, and securing the best outcomes. Their work is often greatly under-appreciated. Modest remedy though it is, I would like to thank them all here for their unstinting commitment.

We are also lucky in the ability and commitment of our Trustees, who have volunteered to spend many hours forming and articulating critical policy for the executive to implement. Sadly, we have lost two Trustees during 2018. Both Mik Maksimovic and Richard Bailie have made contributions to our Association that I cannot possibly do justice to in a few words here. Suffice it to say that their input in their different fields of expertise will leave a lasting legacy to the long-term benefit of the Association.

This will also be the last Annual Report that Derek Lowe will sign as our Treasurer. Derek has been in that post since May 2013. The Treasurer post was viewed as something of a poisoned chalice at that time given the dire financial performance of the preceding three years. The results since speak eloquently to the considerable contribution he has made.

2019 is a big year for fullbore shooting. The ICFRA World Long Range Target Rifle championships were contested in New Zealand in January/February and I send our congratulations to Australia on their triumph in both the Team and the Individual events. July sees the holding of the 150<sup>th</sup> Imperial meeting at Bisley, and we are planning a special programme for what should be a great celebration. Let's hope we can look forward to another 150 annual prize meetings of our Association.

John Webster  
April 2019

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2018

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The charitable objectives for which the NRA was established are 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 trustees present their report and the financial statements of the National Rifle Association ("the NRA" or "the Association") for the year ended 31 December 2018.

### 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 M. Maksimovic	Chairman of the Membership Committee, resigned February 2018
Mr H.R.M. Bailie	Elected from the General Council, resigned September 2018
Mr G.K. Alexander	Elected from the General Council
Mr R. Roberts	Elected from the General Council
Mr B. Morgan	Co-opted
Mrs A. Gran	Co-opted
Mr J. Harris	Chairman of the Shooting Committee
Mr D. Lacey	Co-opted
Mr N. Brasier	Elected from the General Council, appointed September 2018
Miss S. Lohmann	Chairman of the Membership Committee, appointed October 2018, resigned March 2019.

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:	Haysmacintyre LLP, Chartered Accountants, 10 Queen Street Place, London EC4R 1AG
Surveyors:	Crosthwaite Ltd, Lime Tree House, Coome Bissett, Salisbury, Wiltshire SP5 4LR 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

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

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### REFERENCE AND ADMINISTRATIVE DETAILS (continued)

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 2018:

Mr A.J. Mercer                      Secretary General and Group Chief Executive

Mr R. Hutchings                      Head of Support Services

### 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.

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

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### Organisational Structure (continued)

#### *Investment Committee*

Mr D. Lowe	Chairman
Mr J.G.M. Webster	
Mr R. Roberts	
Mr J.A. Watson	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.

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) is managed by the Secretary General, whose role incorporates the management of the NSC as Managing Director.

### 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 and Treasurer 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.

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

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### Method of Recruitment, Appointment, Election, Induction & Training of Trustees (continued)

#### *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.

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:

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

#### 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

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

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### Public benefit (continued)

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.

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 2018, major competitions attracted competitors between 14 and 95 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.



# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

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### Charitable Activities and Achievements (continued)

During the year the following courses were held:

Type of Course	Participants 2018	Participants 2017
Probationary	1,145	948
RCO / RSO	226	346
Instructor, Renewal, Conversion	515	236
Skills Courses	165	185

The Pavilion training centre and armoury at Bisley provides a permanent base for the team of instructors and coaches. The facilities continue to prove popular and serve a growing portfolio of training programmes. The large number of NRA membership applications has increased the demand for Probationary training. Other training delivered in the year included courses for Range Conducting Officers for military ranges, firearms awareness for police firearms licensing officers, arctic expedition team leaders and regional range operators. In 2018 a new course for Range Supervising Officer was introduced for shooting on non-military ranges.

A series of Discipline Days were delivered 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, Gallery Rifle and Pistol, Target Rifle and Target Shotgun were well received.

- The charity provides, and continues to invest to improve, a centre of excellence in marksmanship at Bisley for the use of the Regular Services, Reserve Forces, Cadets, Police and civilians.
- 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. In the year the NRA published a Range Manager's Guide and Code of Safe Practice to assist range operators in improving the safety on their range. NRA staff regularly provides advice and guidance to range operators and those wishing to develop new ranges.
- 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 Range Conducting Officer qualification and Shooter Certification Schemes that validates competency of civilian 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.
- 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.

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### Charitable Activities and Achievements (continued)

- 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 250,000.

The major events and competitions held during 2018 were as follows:

<b>Event</b>	<b>Participants 2018</b>	<b>Participants 2017</b>
Imperial Meeting:		
- Schools	448	470
- Service Rifle (Ind. / Teams)	122 / 36	103 / 36
- Civilian Service Rifle	387	366
- Match Rifle	133	133
- F Class	58	57
- Target Rifle	1,043	1,019
- Pistol & Gallery Rifle	116	113
- Historic Arms	90	89
- Cadets	155	160
- McQueen	181	113
-Teams	152	163
Total	2,929	2,880

<b>Event</b>	<b>Participants 2018</b>	<b>Participants 2017</b>
Gallery Rifle Events		
- Spring Action Weekend	219	214
- Gallery Rifle Nationals	171	183
- Autumn Action	179	190
Civilian Service Rifle League	891	751
Inter Counties (teams/individuals)	20/124	20/125
Phoenix Meeting	543	538
Trafalgar Meeting	193	189
Target Shotgun League	604	667
F Class European Championship	287	198
Hand Gun League	279	310
Mini Rifle	198	179

Overall entries in the year to all competitions were pleasing; the Imperial Meeting was blessed with fiercely hot weather which proved challenging to competitors.

During 2018 the NRA continued the programme of investment in upgrading the facilities at Bisley. This work included the upgrading of roads and car parking, refurbishment of accommodation and clubhouses, upgrading of the Century range PA, and the installation of 12 new electronic targets on Century range.

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

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### Charitable Activities and Achievements (continued)

- 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	31/12/17	31/12/18	Net movement
Individual Total	8,505	9,209	+704
Clubs	745	751	+6
Schools	42	37	-5
Associations	50	49	-1

In the year 1,027 new members applications were received, the highest for many years. The NRA represents some 53,000 target shooters across its membership and affiliated organisation; with an estimated 16,000 of them practicing their marksmanship at Bisley.

- 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 for 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 income for the year to 31 December 2018 amounted to £6,221,825 (2017: £5,982,619). Expenditure increased to £6,142,823 (2017: £5,852,899). This has resulted in a consolidated surplus for the year of £32,835 (2017: £172,614) including losses on the market value of investments of £46,167 (2017 gain: £42,894).

References to "Group" or "Consolidated" refer to the combined total of NRA and NSC.

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 careful control of cost of sales and overhead costs. In the year increased resources were expended in improving the Bisley infrastructure, particularly the ranges and building stock.

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

The Pavilion is being progressively refurbished to provide a permanent base for the training team, and ancillary offices. Works to provide a new café, range office, retail outlet, and improved hotel accommodation will continue in 2019.

Sustained high levels of capital expenditure (£488,199 in 2018 and £723,413 in 2017) have been funded from cash flow and have largely focused on projects to improve the shooter's experience at Bisley. This has resulted in a significant annual depreciation charge (£457,466 in 2018 and £478,180 in 2017).

To address a large backlog of maintenance, expenditure on estate maintenance and associated permanent staff costs continues to increase (£723,655 in 2018 compared to £621,458 in 2017).

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) THE YEAR ENDED 31 DECEMBER 2018

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### 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 2018 – 2020, 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 £250,000.

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 many 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 2018 the group had negative free reserves amounting to £468,168 (2017: negative: £507,480). The trustees have considered the level of negative free reserves and consider it sustainable for a charity with substantial property fixed assets; this allows continuing substantial investment in capital expenditure especially as membership and rents in advance are £1,119,194 (2017: £1,021,559) and are not included in the reserves figure. Trustees expect the backlog in capital expenditure to have reduced by 2025 allowing free reserves to improve thereafter.

### 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.

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. The NRA have instructed its 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. Market forces dictate whether these targets are achieved.

# NATIONAL RIFLE ASSOCIATION

## TRUSTEES' REPORT (continued) THE YEAR ENDED 31 DECEMBER 2018

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### 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 to increase investment in the shooting facilities at Bisley as a centre of excellence for marksmanship and improve its financial position;
- Progress the opportunities to improve the usage of the Bisley asset by the Civil Nuclear Constabulary, armed forces, and other firearms training organisations;
- Continue in its discussions with MoD and private range operators with the goal of ensuring the maximum possible availability of ranges for civilian use;
- 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 2018 to 2020; 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 the public perception of target shooting through improved communications with the media.

### AUDITORS

Haysmacintyre LLP have confirmed their willingness to be reappointed as auditors 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 13 April 2019, 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 2018**

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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), including Financial Reporting Standard 102.

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 2018

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### Opinion

We have audited the financial statements of National Rifle Association for the year ended 31 December 2018 which comprise the consolidated statement of financial activities, group and parent charity balance sheets, consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2018 and of the group's net movement in funds 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.

### Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

# NATIONAL RIFLE ASSOCIATION

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

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### Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report and the Chairman's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity; or
- sufficient accounting records have not been kept; or
- the parent charity 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.

### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's 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's trustees as a body for our audit work, for this report, or for the opinions we have formed.



Haysmacintyre LLP  
Statutory Auditors

10 Queen Street Place  
London  
EC4R 1AG

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

13/4/2019



# NATIONAL RIFLE ASSOCIATION

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including an Income & Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2018

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2018 Total £	2017 Total £
<b>Income and endowments from:</b>						
Donations and legacies	1	1,030,442	22,559	-	1,053,001	978,159
Other trading activities:						
- Operations	2	2,751,470	-	-	2,751,470	2,613,642
- Estate	3	1,285,007	-	-	1,285,007	1,286,490
Investments		-	5,564	7,940	13,504	12,801
Charitable shooting activities	4	1,107,735	11,108	-	1,118,843	1,091,527
<b>Total income</b>		<u>6,174,654</u>	<u>39,231</u>	<u>7,940</u>	<u>6,221,825</u>	<u>5,982,619</u>
<b>Expenditure on:</b>						
Raising funds:						
- Operations	2	2,874,909	-	-	2,874,909	2,705,349
- Estate	3	1,287,260	-	-	1,287,260	1,178,322
Charitable shooting activities	4	<u>1,927,688</u>	<u>45,026</u>	<u>7,940</u>	<u>1,980,654</u>	<u>1,969,228</u>
<b>Total expenditure</b>		<u>6,089,857</u>	<u>45,026</u>	<u>7,940</u>	<u>6,142,823</u>	<u>5,852,899</u>
Gains/losses on investments	12	-	(20,097)	(26,070)	(46,167)	42,894
Transfer	18,20	(17,813)	-	17,813	-	-
<b>Net income</b>		<u>66,984</u>	<u>(25,892)</u>	<u>(8,257)</u>	<u>32,835</u>	<u>172,614</u>
<b>Net movement in funds</b>		66,984	(25,892)	(8,257)	32,835	172,614
<b>Reconciliation of funds</b>						
Fund balances brought forward at 1 January 2018		7,882,843	227,510	334,601	8,444,954	8,272,340
<b>Total funds carried forward at 31 December 2018</b>		<u>7,949,827</u>	<u>201,618</u>	<u>326,344</u>	<u>8,477,789</u>	<u>8,444,954</u>

All income and expenditure 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 2017


	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2017 Total £
<b>Income and endowments from:</b>					
Donations and legacies	1	957,234	20,925	-	978,159
Other trading activities:					
- Operations	2	2,613,642	-	-	2,613,642
- Estate	3	1,286,490			1,286,490
Investments		-	5,089	7,712	12,801
Charitable shooting activities	4	1,080,540	10,987	-	1,091,527
<b>Total income</b>		<u>5,937,906</u>	<u>37,001</u>	<u>7,712</u>	<u>5,982,619</u>
<b>Expenditure on:</b>					
Raising funds:					
- Operations	2	2,705,349	-	-	2,705,349
- Estate	5	1,178,322	-	-	1,178,322
Charitable shooting activities	6	1,947,747	13,769	7,712	1,969,228
<b>Total expenditure</b>		<u>5,831,418</u>	<u>13,769</u>	<u>7,712</u>	<u>5,852,899</u>
Gains on investments	12	-	12,734	30,160	42,894
<b>Net income</b>		<u>106,488</u>	<u>35,966</u>	<u>30,160</u>	<u>172,614</u>
<b>Net movement in funds</b>	8	106,488	35,966	30,160	172,614
<b>Reconciliation of funds</b>					
Fund balances brought forward at 1 January 2017		7,776,355	191,544	304,441	8,272,340
<b>Total funds carried forward at 31 December 2017</b>		<u>7,882,843</u>	<u>227,510</u>	<u>334,601</u>	<u>8,444,954</u>

# NATIONAL RIFLE ASSOCIATION

## GROUP AND CHARITY BALANCE SHEETS AS AT 31 DECEMBER 2018

	Notes	Group 2018 £	Group 2017 £	Charity 2018 £	Charity 2017 £
<b>Tangible fixed assets</b>					
Fixed assets	11	8,428,195	8,400,523	6,197,831	6,116,117
Investments	12	453,109	499,276	541,497	587,664
Social investments: loans to clubs > 1 year	13	17,293	27,627	17,293	27,627
		<u>8,898,597</u>	<u>8,927,426</u>	<u>6,756,621</u>	<u>6,731,408</u>
<b>Current assets</b>					
Social investments: loans to clubs < 1 year	13	9,334	9,334	9,334	9,334
Stocks	14	350,608	320,925	16,759	19,896
Debtors	15	638,464	520,324	1,633,006	1,514,953
Cash at bank and in hand		696,289	584,427	452,259	446,370
		<u>1,694,695</u>	<u>1,435,010</u>	<u>2,111,358</u>	<u>1,990,553</u>
<b>Creditors</b>					
Amounts falling due within one year	16	(1,736,081)	(1,553,168)	(1,465,278)	(1,355,491)
<b>Net current (liabilities) / assets</b>		<u>(41,386)</u>	<u>(118,158)</u>	<u>646,080</u>	<u>635,062</u>
<b>Total assets less current Liabilities</b>		<u>8,857,211</u>	<u>8,809,268</u>	<u>7,402,701</u>	<u>7,366,470</u>
<b>Deferred income</b>	17	<u>(379,422)</u>	<u>(364,314)</u>	<u>(277,330)</u>	<u>(292,594)</u>
<b>Net assets</b>		<u>8,477,789</u>	<u>8,444,954</u>	<u>7,125,371</u>	<u>7,073,876</u>
<b>Funds of the Charity</b>					
<b>Unrestricted Funds</b>	18	7,949,827	7,882,843	6,597,409	6,511,765
<b>Restricted Funds</b>					
Overseas Team Fund	19	144,936	170,723	144,936	170,723
Young Shooters Fund	19	56,682	56,787	56,682	56,787
<b>Endowment Fund</b>					
Special Prizes Fund	20	326,344	334,601	326,344	334,601
<b>Total Charity Funds</b>		<u>8,477,789</u>	<u>8,444,954</u>	<u>7,125,371</u>	<u>7,073,876</u>

The financial statements on pages 15 to 39 were approved by the Council and authorised for issue on 13 April 2019 and are signed on its behalf by:

  
.....  
John Webster  
Chairman of the Council

  
.....  
Derek Lowe  
Treasurer

# NATIONAL RIFLE ASSOCIATION

## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2018

	Note	£	2018 £	£	2017 £
<b>Net cash provided by operating activities</b>	26		581,017		583,682
<b>Cash flow from investing activities:</b>					
Dividends, interest and rents from investments		13,504		12,801	
Proceeds from the sales of property, plant and equipment		5,540		2,492	
Purchase of property, plant and equipment		<u>(488,199)</u>		<u>(723,413)</u>	
<b>Net cash provided by (used in) investing activities</b>			<u>(469,155)</u>		<u>(708,120)</u>
Change in cash and cash equivalents in the reporting period	26		<u>111,862</u>		<u>(124,438)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	26		<b>584,427</b>		<b>708,865</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	26		<u><b>696,289</b></u>		<u><b>584,427</b></u>

# NATIONAL RIFLE ASSOCIATION

## ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2018

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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.

### **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 2018, the budget for the year ending 31 December 2019, 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 the Charities SORP.

### **Income**

All income is 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.

### **Expenditure**

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 2018

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### **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 on a straight line basis 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 (Freehold & Leasehold)	2% on cost or valuation
Range modifications, plant & equipment	2%, 5%, 10% or 25% on cost or valuation
Fixture, fittings & equipment	25% on cost
Rifles for hire	10% on cost
Historical assets	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 2018

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### **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 2018

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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.

### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### **Critical estimate and judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision effects both current and future periods. There are no specific critical estimates, uncertainties or judgements in the view of the trustees.



# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

1	<b>Donations and legacies</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total 2018 £</b>	<b>Total 2017 £</b>
	Subscriptions	940,617	-	940,617	872,872
	Gift aid	87,413	-	87,413	83,015
	Donations	2,412	22,559	24,971	22,272
		1,030,442	22,559	1,053,001	978,159

## 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:

	<b>2018 £</b>	<b>2017 £</b>
<b>Turnover</b>	3,355,711	3,184,725
<b>Costs</b>		
Cost of sales	1,311,231	1,213,433
Other operating expenses	1,563,678	1,491,916
	(2,874,909)	(2,705,349)
<b>Profit on ordinary activities after taxation</b>	480,802	479,376
Gift Aid payment to the National Rifle Association	(450,000)	(426,612)
<b>Retained profit</b>	30,802	52,764

The turnover of £3,355,711 (2017: £3,184,725) includes inter-company revenue of £554,779 (2017: £521,621) and lottery fund write down of £49,462 (2017: £49,462) which have been excluded on consolidation.

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

<b>Fixed assets</b>		
Tangible assets	2,230,364	2,284,408
<b>Current assets</b>		
Stocks	333,849	301,029
Debtors	82,167	105,202
Cash at bank and in hand	244,031	138,057
<b>Carried forward</b>	660,047	544,288

**NATIONAL RIFLE ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS (continued)  
FOR THE YEAR ENDED 31 DECEMBER 2018**

<b>2</b>	<b>Other trading activities - operations (continued)</b>			<b>2018</b>	<b>2017</b>
				<b>£</b>	<b>£</b>
	<b>Brought forward</b>			660,047	544,288
	<b>Creditors</b>				
	Amounts falling due within one year			(1,397,670)	(1,346,971)
	<b>Net current (liabilities)</b>			(737,623)	(802,683)
	<b>Total assets less current liabilities</b>			1,492,741	1,481,725
	<b>Creditors</b>				
	Amounts falling due after more than one year			(1,015,723)	(1,035,509)
	<b>Net Assets</b>			477,018	446,216
	<b>Capital &amp; Reserves</b>				
	Called up share capital			88,388	88,388
	Profit and loss account			388,630	357,828
	<b>Shareholders' funds</b>			477,018	446,216
<b>3</b>	<b>Other trading activities – estate</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total 2018</b>	<b>Total 2017</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Rents	948,714	-	948,714	974,375
	Services and utilities recovered	281,236	-	281,236	269,224
	Other	55,057	-	55,057	42,891
		1,285,007	-	1,285,007	1,286,490
<b>4</b>	<b>Charitable shooting activities</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total 2018</b>	<b>Total 2017</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Imperial meeting	708,677	11,108	719,785	709,523
	Course hire	204,175	-	204,175	207,498
	Other shooting events	194,883	-	194,883	174,506
		1,107,735	11,108	1,118,843	1,091,527

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 5 Expenditure on raising funds - Estates

	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
Permanent staff costs	333,289	-	333,289	271,900
Maintenance	390,366	-	390,366	349,558
Utilities	296,250	-	296,250	253,999
Rents, rates and cleaning	40,204	-	40,204	38,317
Depreciation	108,257	-	108,257	117,144
Rent charged to National Shooting Centre Limited	(41,000)	-	(41,000)	(41,000)
	<u>1,127,366</u>	<u>-</u>	<u>1,127,366</u>	<u>989,918</u>
Support costs (see note 7)	159,894	-	159,894	188,404
	<u>1,287,260</u>	<u>-</u>	<u>1,287,260</u>	<u>1,178,322</u>

### 6 Charitable shooting activities

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total 2018 £	Total 2017 £
Permanent staff costs	727,768	-	-	727,768	691,341
Imperial Meeting	368,878	1,836	-	370,714	361,617
Imperial Meeting prizes	-	-	5,331	5,331	4,959
Courses and other NRA events	218,383	-	-	218,383	208,903
Support of other bodies/teams	7,665	405	-	8,070	14,642
Support of young shooters	-	1,180	-	1,180	229
Team travel	-	39,980	-	39,980	6,000
Membership insurance	108,484	-	-	108,484	110,078
Insurance	60,508	-	-	60,508	62,115
Depreciation	96,228	-	-	96,228	104,128
	<u>1,587,914</u>	<u>43,401</u>	<u>5,331</u>	<u>1,636,646</u>	<u>1,564,012</u>
Support costs (see note 7)	339,774	1,625	2,609	344,008	405,216
	<u>1,927,688</u>	<u>45,026</u>	<u>7,940</u>	<u>1,980,654</u>	<u>1,969,228</u>

£554,779 of inter-company costs (£340,701 Imperial Meeting, £184,643 Courses and other NRA Events, £29,127 Support of other bodies and teams, £308 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 2018

### 7 Support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the two key charitable activities undertaken in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

		Support £	Governance £	2018 £	2017 £
<b>General fund</b>	<b>Basis</b>				
Permanent staff costs	Support	204,794	-	204,794	231,762
Trustee costs	Governance	-	3,358	3,358	8,319
Information technology costs	Support	37,949	-	37,949	37,989
Office and banking costs	Support	102,897	-	102,897	110,826
Professional fees	Support	110,191	-	110,191	149,152
Audit Fee	Governance	-	11,890	11,890	11,667
VAT Recovery		(7,497)	-	(7,497)	-
Depreciation		36,086	-	36,086	39,048
		<u>484,420</u>	<u>15,248</u>	<u>499,668</u>	<u>588,763</u>
Allocated to:					
Expenditure on raising funds – estate				(159,894)	(188,404)
Charitable shooting activities				(339,774)	(400,359)
				<u>-</u>	<u>-</u>
<b>Restricted fund</b>					
Investment management charges				1,625	2,104
<b>Endowment fund</b>					
Investment management charges				2,609	2,753

### 8 Net movement in funds

	2018 £	2017 £
Net movement in funds is stated after charging/(crediting):		
Depreciation of tangible fixed assets:		
- Owned assets	457,466	478,180
Rent receivable under operating leases	(614,003)	(628,815)
Operating lease rentals payable:		
- Land and buildings	20,015	19,894
Auditor's remuneration:		
- Audit fees	18,385	18,056
- Fees for other services	2,725	944

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 9 Staff costs

	2018 Number	2017 Number
The average monthly number of persons employed by the group during the year was:		
Office, maintenance, range staff and instructors	74	72

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:

	2018 £	2017 £
Wages and salaries	2,097,288	1,981,151
Redundancy costs	6,096	-
Social security costs	197,515	190,611
Other pension costs	93,530	89,427
Other benefits	16,071	15,202
	<u>2,410,500</u>	<u>2,276,391</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, two (2017: one) employee's annual emoluments were between £60,000 and £69,999, one (2017: one) employee's annual emoluments were between £120,000 and £129,999.

The key management personnel comprise the Chief Executive Officer, Head Of Support Services, Head Of Shooting & Training, Head Of Range Services, Commercial Operations Manager, Regional Ranges Manager, Membership Services Manager and Group Accountant. The eight (2017: seven) key management personnel remunerations for the year totalled £533,705 (2017: £488,643).

### 10 Transactions relating to trustees

#### Trustees' costs

No trustee (2017: none) received remuneration. Two trustees (2017: two) received reimbursements of £426 (2017: £1,180) for out of pocket travel and subsistence expenses.

#### Property transactions

Six (2017: 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 £8,440 (2017: £10,079).

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 11 Fixed assets

Group	Freehold land & buildings £	Leasehold land & buildings £	Range modifications, plant & machinery £	Fixtures fittings & equipment £	Historical assets £	2018 Total £
Cost or valuation:						
1 January 2018	5,766,754	1,019,256	5,150,384	1,097,107	269,776	13,303,277
Additions	26,930	-	393,270	67,999	-	488,199
Disposals	-	-	(10,886)	(51,944)	-	(62,830)
<b>31 December 2018</b>	<b>5,793,684</b>	<b>1,019,256</b>	<b>5,532,768</b>	<b>1,113,162</b>	<b>269,776</b>	<b>13,728,646</b>
Depreciation						
1 January 2018	1,378,786	410,799	2,282,894	830,275	-	4,902,754
Charge for the year	54,483	18,990	257,826	126,167	-	457,466
Disposals	-	-	(7,825)	(51,944)	-	(59,769)
<b>31 December 2018</b>	<b>1,433,269</b>	<b>429,789</b>	<b>2,532,895</b>	<b>904,498</b>	<b>-</b>	<b>5,300,451</b>
<b>Net book value</b>						
31 December 2018	4,360,415	589,467	2,999,873	208,664	269,776	8,428,195
31 December 2017	4,387,968	608,457	2,867,490	266,832	269,776	8,400,523

The net book value of fixed assets comprises:

	2018 £	2017 £
Assets held for charity use	1,457,112	1,558,531
Estate assets	4,378,854	4,683,631
Assets held for administrative purposes	361,865	387,051
Assets held by trading subsidiary	2,230,364	1,771,310
	<b>8,428,195</b>	<b>8,400,523</b>

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 2018

### 11 Fixed assets (continued)

Charity	Freehold land & buildings £	Leasehold land & buildings £	Range modifications, plant & machinery £	Fixtures fittings & equipment £	Historical assets £	2018 Total £
Cost or valuation:						
1 January 2018	5,766,754	636,306	2,090,505	648,105	269,776	9,411,446
Additions	26,930	-	241,241	56,938	-	325,109
Disposals	-	-	(6,491)	(51,944)	-	(58,435)
<b>31 December 2018</b>	<b>5,793,684</b>	<b>636,306</b>	<b>2,325,255</b>	<b>653,099</b>	<b>269,776</b>	<b>9,678,120</b>
Depreciation						
1 January 2018	1,378,786	284,440	1,078,320	553,783	-	3,295,329
Charge for the year	54,483	11,331	129,892	44,865	-	240,571
Disposals	-	-	(3,667)	(51,944)	-	(55,611)
<b>31 December 2018</b>	<b>1,433,269</b>	<b>295,771</b>	<b>1,204,545</b>	<b>546,704</b>	<b>-</b>	<b>3,480,289</b>
<b>Net book value</b>						
31 December 2018	4,360,415	340,535	1,120,710	106,395	269,776	6,197,831
31 December 2017	4,387,968	351,866	1,012,185	94,322	269,776	6,116,117

The net book value of fixed assets comprises:

	2018 £	2017 £
Assets held for charity use	1,457,112	1,437,901
Estate assets	4,378,854	4,321,122
Assets held for administrative purposes	361,865	357,094
	<b>6,197,831</b>	<b>6,116,117</b>

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

	2018 £	2017 £	2016 £	2015 £	2014 £
<b>Additions:</b>					
Purchases of rifles	-	-	-	7,776	4,000
Donations	-	-	-	-	-
<b>Total additions:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,776</b>	<b>4,000</b>

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 12 Investments

	<b>Group 2018 £</b>	<b>Group 2017 £</b>	<b>Charity 2018 £</b>	<b>Charity 2017 £</b>
At 1 January 2018	499,276	456,382	587,664	544,770
Additions	-	-	-	-
Disposals	-	-	-	-
Increase/(decrease) in valuation	(46,167)	42,894	(46,167)	42,894
<b>At 31 December 2018</b>	<b>453,109</b>	<b>499,276</b>	<b>541,497</b>	<b>587,664</b>

At 31 December 2018, the market value and historical cost of the investments were represented by:

	<b>Group market value 2018 £</b>	<b>Group historical cost 2018 £</b>	<b>Charity market value 2018 £</b>	<b>Charity historical cost 2018 £</b>
Special Prizes Funds				
Category A Funds	310,872	267,250	310,872	267,250
Category B Funds	15,472	13,302	15,472	13,302
	<b>326,344</b>	<b>280,552</b>	<b>326,344</b>	<b>280,552</b>
Overseas Team Fund	126,765	127,147	126,765	127,147
Subsidiary company shares	-	-	88,388	88,388
<b>At 31 December 2018</b>	<b>453,109</b>	<b>407,699</b>	<b>541,497</b>	<b>496,087</b>
<b>At 31 December 2017</b>	<b>499,276</b>	<b>396,177</b>	<b>587,664</b>	<b>484,565</b>

The Special Prizes Fund is the Endowment Fund referred to in Note 20 and invested in investment trusts and unit trusts and loan stocks. 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 a Restricted Fund referred to in Note 19 and invested in a portfolio of quoted unit trusts and investment bonds £126,765 (2017: £146,862).

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 2018

### 13 Social Investments: loans to clubs

	<b>Group and Charity</b>	
	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Killingholme Full Bore Club	4,627	6,961
Penrhiwpal Shooting Club	2,000	3,000
Colchester Rifle Club	8,000	12,000
Baildon Rifle & Pistol Club	12,000	15,000
Loans to Clubs carried forward	<u>26,627</u>	<u>36,961</u>
Loans to Clubs brought forward	36,961	29,295
Repayments received	(10,334)	(7,334)
New loans granted	-	15,000
Loans to Clubs carried forward	<u>26,627</u>	<u>36,961</u>

The loans to clubs are usually repayable in annual instalments, and are interest free. The current year balance of £26,627 (2017: £36,961) includes a figure of £17,293 (2017: £27,627) which is repayable in greater than one year.

### 14 Stock

	<b>Group</b>	<b>Group</b>	<b>Charity</b>	<b>Charity</b>
	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Ammunition	259,869	243,827	-	-
Medals and badges	16,759	19,896	16,759	19,896
Souvenirs	2,387	-	-	-
Clays	23,273	11,516	-	-
Hire and other stock	48,320	45,686	-	-
	<u>350,608</u>	<u>320,925</u>	<u>16,759</u>	<u>19,896</u>

### 15 Debtors

	<b>Group</b>	<b>Group</b>	<b>Charity</b>	<b>Charity</b>
	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Amounts due within year:				
Trade debtors	460,018	430,025	395,302	335,028
Amounts owed by group undertakings	-	-	1,076,709	1,099,831
Other debtors and prepayments	178,446	90,299	160,995	80,094
	<u>638,464</u>	<u>520,324</u>	<u>1,633,006</u>	<u>1,514,953</u>

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 16 Creditors

Amounts falling due within one year:

	<b>Group 2018 £</b>	<b>Group 2017 £</b>	<b>Charity 2018 £</b>	<b>Charity 2017 £</b>
Trade creditors	195,380	102,498	119,824	73,270
Membership in advance	675,211	670,576	675,211	670,576
Rents and utilities in advance	443,983	350,983	441,150	348,149
Other creditors	295,160	284,430	137,968	145,603
Accruals	88,638	111,118	61,385	88,813
Deferred income (note 17)	37,709	33,563	29,740	29,080
	<u>1,736,081</u>	<u>1,553,168</u>	<u>1,465,278</u>	<u>1,355,491</u>

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

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 17 Deferred income

	<b>Group 2018 £</b>	<b>Group 2017 £</b>	<b>Charity 2018 £</b>	<b>Charity 2017 £</b>
Due within one year (see note 16)	37,709	33,563	29,740	29,080
Due after more than one year	379,422	364,314	277,330	292,594
	<u>417,131</u>	<u>397,877</u>	<u>307,070</u>	<u>321,674</u>
	<b>Group 2018 £</b>	<b>Group 2017 £</b>	<b>Charity 2018 £</b>	<b>Charity 2017 £</b>
Deferred lease premium income:				
At 1 January 2018	234,405	251,716	234,405	251,716
Additions during the year	-	-	-	-
Transferred to Estate income	(17,234)	(17,311)	(17,234)	(17,311)
<b>At 31 December 2018</b>	<u>217,171</u>	<u>234,405</u>	<u>217,171</u>	<u>234,405</u>
Deferred lease premium income:				
At 1 January 2018	76,203	80,686	-	-
Additions during the year	-	-	-	-
Transferred to Operations income	(4,483)	(4,483)	-	-
<b>At 31 December 2018</b>	<u>71,720</u>	<u>76,203</u>	<u>-</u>	<u>-</u>
Life & Term Members Funds:				
At 1 January 2018	87,269	93,166	87,269	93,166
Additions during the year	1,432	5,732	1,432	5,732
Transferred to Membership income	(11,206)	(11,629)	(11,206)	(11,629)
<b>At 31 December 2018</b>	<u>77,496</u>	<u>87,269</u>	<u>77,496</u>	<u>87,269</u>
Rifle Donation:				
At 1 January 2018	-	-	-	-
Additions during the year	12,509	-	12,509	-
Transferred to Charitable income	(106)	-	(106)	-
<b>At 31 December 2018</b>	<u>12,403</u>	<u>-</u>	<u>12,403</u>	<u>-</u>
Optics Donation:				
At 1 January 2018	-	-	-	-
Additions during the year	41,827	-	-	-
Transferred to Operations income	(3,486)	-	-	-
<b>At 31 December 2018</b>	<u>38,341</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>417,131</u>	<u>397,877</u>	<u>307,070</u>	<u>321,674</u>

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 18 Unrestricted funds

Group	Balance 1 January 2018 £	Income £	Expenditure £	Transfers £	Balance 31 December 2018 £
National Shooting Centre	357,828	2,751,470	(2,874,909)	154,241	388,630
Lottery capital grant funds	1,013,250	-	-	(49,462)	963,788
Designated Fund	<u>1,371,078</u>	<u>2,751,470</u>	<u>(2,874,909)</u>	<u>104,779</u>	<u>1,352,418</u>
General Fund	6,511,765	3,423,184	(3,214,948)	(122,592)	6,597,409
	<u>7,882,843</u>	<u>6,174,654</u>	<u>(6,089,857)</u>	<u>(17,813)</u>	<u>7,949,827</u>

Designated 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 and the net book value of the capital assets purchased with the Lottery grant.

Included within the General Fund at the balance sheet date are unrealised gains of £3,036,356 (2017: £3,036,356) relating to the revaluation of certain fixed assets, calculated by reference to the implementation of FRS102 under the transitional arrangements.

### 19 Restricted funds

#### Group & Charity

	Balance 1 January 2018 £	Income £	Expenditure £	Unrealised Investment Losses £	Balance 31 December 2018 £
Overseas Team Fund	170,723	38,155	(43,845)	(20,097)	144,936
Young Shooters Fund	56,787	1,076	(1,181)	-	56,682
	<u>227,510</u>	<u>39,231</u>	<u>(45,026)</u>	<u>(20,097)</u>	<u>201,618</u>

The Overseas Team Fund detailed in Note 12 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. Income for the year was £38,155 (2017: £35,647), expenditure £43,845 (2017: £13,540) and unrealised losses on investments £20,097 (2017: gain £12,734).

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. Income for the year was £1,076 (2017: £1,354) and expenditure £1,181 (2017: £229).

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 20 Endowment funds

	Balance 1 January 2018 £	Unrealised Gains £	Unrealised Losses £	Transfers £	Balance 31 December 2018 £
Fund A	319,765	-	(26,706)	17,813	310,872
Fund B	14,836	636	-	-	15,472
	<u>334,601</u>	<u>636</u>	<u>(26,706)</u>	<u>17,813</u>	<u>326,344</u>

The Special Prizes Fund referred to in Note 12 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 £123,284 (2017: £149,354) relating to the revaluation of investments.

### 21 Funds Held As Custodian Trustee

The National Rifle Association acts as custodian, managing a bank account on behalf of ICFRA members' funds belonging to the Beneficial Owners. Assets held in this way are not aggregated in these financial statements as the Association does not control them. The assets held in this way may be summarised as follows:

	2018 £	2017 £
ICFRA	<u>24,994</u>	<u>20,798</u>
Total assets held as custodian trustee	<u>24,994</u>	<u>20,798</u>

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 22 Analysis of net assets between funds

Fund balances at 31 December 2018 are represented by:

Group	Designated & General Funds £	Overseas Team Fund £	Young Shooters Fund £	Special Prizes Fund £	2018 Total £
Tangible fixed assets	8,417,995	-	10,200	-	8,428,195
Fixed asset investments	-	126,765	-	326,344	453,109
Loans to Clubs > 1 year	17,293	-	-	-	17,293
Current assets	1,627,102	21,111	46,482	-	1,694,695
Current liabilities	(1,733,141)	(2,940)	-	-	(1,736,081)
Deferred income	(379,422)	-	-	-	(379,422)
	<u>7,949,827</u>	<u>144,936</u>	<u>56,682</u>	<u>326,344</u>	<u>8,477,789</u>

**Note:** Tangible fixed assets of £8,428,195 (2017: £8,400,523) include £963,789 (2017: £1,013,251) representing the total of Designated Funds in relation to Capital Grants in the charity's wholly owned subsidiary.

Fund balances at 31 December 2017 are represented by:

Group	Designated & General Funds £	Overseas Team Fund £	Young Shooters Fund £	Special Prizes Fund £	2017 Total £
Tangible fixed assets	8,390,323	-	10,200	-	8,400,523
Fixed asset investments	-	146,862	-	352,414	499,276
Loans to Clubs > 1 year	27,627	-	-	-	27,627
Current assets	1,296,012	30,801	46,587	61,610	1,435,010
Current liabilities	(1,466,805)	(6,940)	-	(79,423)	(1,553,168)
Deferred income	(364,314)	-	-	-	(364,314)
	<u>7,882,843</u>	<u>170,723</u>	<u>56,787</u>	<u>334,601</u>	<u>8,444,954</u>

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 22 Analysis of net assets between funds (continued)

Fund balances at 31 December 2018 are represented by:

Charity	Designated & General Funds £	Overseas Team Fund £	Young Shooters Fund £	Special Prizes Fund £	2018 Total £
Tangible fixed assets	6,187,631	-	10,200	-	6,197,831
Fixed asset investments	88,388	126,765	-	326,344	541,497
Loans to Clubs > 1 year	17,293	-	-	-	17,293
Current assets	2,043,765	21,111	46,482	-	2,111,358
Current liabilities	(1,462,338)	(2,940)	-	-	(1,465,278)
Deferred income	(277,330)	-	-	-	(277,330)
	<u>6,597,409</u>	<u>144,936</u>	<u>56,682</u>	<u>326,344</u>	<u>7,125,371</u>

Fund balances at 31 December 2017 are represented by:

Charity	Designated & General Funds £	Overseas Team Fund £	Young Shooters Fund £	Special Prizes Fund £	2017 Total £
Tangible fixed assets	6,105,917	-	10,200	-	6,116,117
Fixed asset investments	88,388	146,862	-	352,414	587,664
Loans to Clubs > 1 year	27,627	-	-	-	27,627
Current assets	1,851,555	30,801	46,587	61,610	1,990,553
Current liabilities	(1,269,128)	(6,940)	-	(79,423)	(1,355,491)
Deferred income	(292,594)	-	-	-	(292,594)
	<u>6,511,765</u>	<u>170,723</u>	<u>56,787</u>	<u>334,601</u>	<u>7,073,876</u>

### 23 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.

# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 24 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 (2017: £2,036,647).

### 25 Commitments under operating leases

At 31 December 2018, the group and charity had total commitments payable under non-cancellable operating leases as follows:

	<b>Group 2018 £</b>	<b>Group 2017 £</b>	<b>Charity 2018 £</b>	<b>Charity 2017 £</b>
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	196,252	202,252	196,252	202,252
	<hr/>	<hr/>	<hr/>	<hr/>
	224,199	230,199	224,199	230,199



# NATIONAL RIFLE ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2018

### 26 Notes to the consolidated cash flow statements

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

	2018 £	2017 £
Net income	32,835	172,614
Loss/(Gains) on investments	46,167	(42,894)
Dividends received	(13,504)	(12,801)
Surplus on disposal of tangible fixed assets	(2,479)	(700)
Depreciation	457,466	478,180
(Increase)/Decrease in stocks	(29,683)	17,847
Decrease/(Increase) in loans to clubs	10,334	(7,666)
(Increase) in debtors	(118,140)	(85,116)
Increase in creditors	198,021	64,218
<b>Net cash inflow from operating activities</b>	<b>581,017</b>	<b>583,682</b>

#### 26.2 Reconciliation of net cash flows to movements in net debt

	£
Increase in cash in the year	111,862
Net cash at 1 January 2018	584,427
<b>Net Cash at 31 December 2018</b>	<b>696,289</b>

#### 26.3 Analysis of changes in net debt

	At 1 January 2018 £	Cash flow £	Non-cash changes £	At 31 December 2018 £
Cash at bank and in hand	584,427	111,862	-	696,289
<b>Net cash</b>	<b>584,427</b>	<b>111,862</b>	<b>-</b>	<b>696,289</b>