

Annual Report 2018 - 2019

Planning for the Future of Our Sport



Palma Match
Trentham, New Zealand, 2019

Australia

	800	900	1000	800	900	1000	Total
Peter Kinnear	75 ⁴	74 ⁴	68 ⁴	75 ¹¹	72 ⁵	68 ⁶	432 ⁴⁴
Christopher Sawndel	75 ⁴	73 ¹	73 ¹	75 ¹⁰	74 ⁹	72 ⁹	442 ⁵⁰
Mathew Woodward	75 ⁴	75 ⁵	75 ⁵	75 ¹⁴	75 ⁹	70 ⁷	6.7 ⁵
Matthew Woodward	73 ⁴	75 ⁵	72 ⁷	75 ¹⁴	75 ⁹	70 ⁷	
Duncan Davies	74 ⁴	75 ⁵	71 ⁵	75 ¹¹	74 ⁹	72 ⁷	
Ashley Biddood	75 ⁴	74 ⁴	73 ⁵	75 ¹¹	75 ⁵	65 ⁷	
Lee Robinson	75 ⁴	73 ¹	74 ⁷	75 ¹⁰	75 ⁹	73 ⁵	
Ben Pickett	73 ⁴	74 ⁴	73 ⁷	75 ¹⁰	74 ⁵	70 ⁷	
David Black	75 ⁴	73 ¹	73 ⁴	75 ¹⁰	73 ⁷	71 ⁹	
Brian McCaulley	75 ⁴	73 ¹	72 ⁵	75 ¹¹	74 ⁶	69 ⁷	
Matthew Shepherd	75 ⁴	74 ⁴	73 ⁵	75 ¹¹	74 ⁵	73 ⁵	
Gillian Webb Ensin	75 ⁴	74 ⁴	70 ⁴	75 ¹¹	75 ⁷	71 ⁴	
Dana Negus	75 ⁴	75 ⁵	72 ⁷	75 ¹⁰	73 ⁵	72 ⁴	
Kathryn Kent	74 ⁴	74 ⁴	70 ⁴	75 ¹⁰	75 ⁸	69 ⁵	
Robert Sweetser	71 ⁴	73 ⁴	71 ⁴	75 ¹⁰	74 ⁷	61 ³	
Andrew Wilson	75 ⁴	75 ⁵	74 ⁵	75 ⁸	74 ⁶	71 ⁴	
	1192 ⁵⁵	1182 ⁴¹	1154 ³⁸	1200 ⁴⁸	1156 ⁴⁰	1114 ³⁸	
	237 ⁴⁴	352 ³⁸	472 ³	591 ¹³			

Team Total **7028** ⁷⁷³

Place **1ST**

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Australian Veterans Rifle Team, World Champions

MEMBERS



BOARD AND APPOINTMENTS

Company Directors

Term End: Nov 2019 Mr. G Duncan, Mr. G Wittorff, Mr. P Cambridge

Term End: Nov 2021 Mr. C McGowan, Mr. A van Wyk

President Major General John Hartley, AO [Retd] Resigned July 2019

Executive Officer Mrs. C Berry

Council Delegates

ACT - Mr. S Wingrove

NSW - Mr. J Baxter

NQLD - Mr. M Eiteneuer

NT - Mr. P Mulligan

QLD - Mr. A McKillop

SA - Mr. M Flavel

TAS - Mr. J Collis

VIC - Mr. G Kay

WA - Mr. G Craigie

Chief Range Officer Mr. P Hulett

Deputy Range Officer Mr. J Leask

Technical Officer Mr. G Grenfell

ICFRA Delegates

Mr. G Wittorff - Council and Veterans Committee

Mr. C McGowan - TR and F Class Committee

Patron His Excellency General the Honourable David Hurley AC DSC [Retd]

Vice Patron Lt. General Lawrence G O'Donnell, AC, FAICD

Auditor Harding Martin Chartered Accountants
PO Box 763, Ipswich, QLD 4305

OUR VISION

To be Australia's foremost target shooting sport; recognised as being safe, family inclusive and progressive.

OUR MISSION

To promote and grow the sport of target rifle shooting, so that; more people participate and learn, with more successes; underpinned by a strong community with a culture of safety, commitment and enjoyment.

OUR VALUES

- Leadership (fearless, proactive, innovative, progressive, transparent, accountable, effective)
- Inclusiveness (flexibility, equality, diverse, impartial, objective)
- Integrity (fair, ethical, open, clear, honest, responsible)
- Excellence (to achieve the best outcomes for the sport)
- Courage (be brave to make bold decisions, think the unthinkable, speak the unspeakable)



Jim Bailey, Commonwealth Games Silver Medallist,
NZ Ballinger Belt Winner



STRATEGIC PLAN







You would be aware that the Board has worked hard this year to produce the Strategic Plan. Whilst not perfect, it will be a 'live' document and we will make suggested changes on a yearly basis. That said, it does provide the framework for the Board and the S&T Associations to work towards and grow our great sport.

This year the Board agreed to tackle 5 key issues as part of the strategic planning. The Board is proud of its achievements to date and the current progress is assessed as:

LEGEND:

 On track to be completed/completed  In Progress  Not Commenced/or Significant Issues

What the Board indicated it would have completed by November 2019:

-  Develop and publish a strategic plan.
-  Develop a new ammunition supply.
-  Develop a new discipline and update our rules.
-  Develop a membership application/update webpage/competitions calendar online.
-  Develop a Centre of Excellence - (Safety, Rules, Competitions).
-  Have discussion papers for November workshop on strategic issues.


Next year, it will be important for the Board to progress 2 - 3 key issues. Your input at the November workshop will be key in identifying those issues and progressing them as a collective effort in the betterment of the sport. A summary of what we have progressed against the strategic plan, follows.

Action 1 - Growth and Participation













-  Grow the membership of Our Sport through regular campaigns to recruit new members.
-  Grow Our Sport through attraction by a broader base of shooters by adopting new disciplines, where it is safe and feasible to do so
-  Develop strategic alliances with other national shooting bodies and/or commercial providers where it supports NRAA outcomes and strengthens Our Sport.
-  Develop a national online membership system, that strengthens the management of Our Sport.
-  Reinvigorate communication in Our Sport through a revitalised website, use of social media and targeted stakeholder communications.
-  Refresh the ATR and encourage more technical articles.
-  Recognise Our Sport's Volunteers at the national level, annually.
-  Investigate a revised membership system and different cost structures to attract different shooters to Our Sport.
-  Look at alternate pathways to attract new shooters to Our Sport, focused on technology, such as laser systems.
-  Develop a national junior development pathway to grow, encourage, mentor and teach young shooters in Our Sport.

STRATEGIC PLAN

Action 2 - Raise our Profile

-  Rebrand the NRAA, focusing on our strong culture underpinned by our values and our heritage as a sport.
-  Provide strong leadership and governance to Our Sport.
-  Actively work with the State and Territory Associations to reduce the administration and governance overhead and to work as one organisation, aligned to Government Direction.
-  Actively target diversity to strengthen Our Sport, focusing on people with disabilities, women and families.
-  Improve membership services, specifically in insurance, the membership database and communication.
-  Consider partnering with a charity, to promote Our Sport as being friendly, inclusive, caring and good community citizens.
-  Develop a comprehensive media plan for Our Sport and formalise our access to public relations and media outlets.
-  Investigate the development of an NRAA Foundation, where it can be used to strengthen Our Sport and support our longevity.
-  Continue to focus Our Sport on being safe and inclusive.

Action 3 - Competition Development

-  Re-evaluate the teams and individuals competitions program, to ensure greater participation aligned to an inclusive program of competitions.
-  Actively promote Australia as a location for international competitions; actively bidding for international competitions over the next decade.
-  Develop a 5 year rolling calendar of international and national events.
-  Develop an 8 year plan for Our Teams to be successful, focusing initially on:
 -  2020 NRAA Touring Team - South Africa
 -  2021 Australia Match - Bisley UK
 -  2021 F Class World Championships - South Africa
 -  2023 Palma/World Championships - Bisley UK
-  Bid for the Long Range World Championships to be held in 2029.
-  Represent Our Sport's members at international and national level bodies and forums such as ICFRA and Shooting Australia.
-  Simplify and where appropriate, align our rules with ICFRA (and other international bodies such as ISSF).
-  Focus on maintaining and developing our range facilities, which is a key strength and opportunity.

STRATEGIC PLAN

Action 4 - Strong Governance

- Create a Centre of Excellence, that will focus on:
 - Safety and range design
 - Training and Education for Our Shooters and Our Volunteers
 - Development of shooters, officials and range officers
 - Assisting clubs with 3rd party hiring of their facilities, grants and other mandatory requirements
 - Developing elite athlete pathways.
- Develop a repository of helpful information and guidance to the Clubs.
- Actively target the right people to be on the Board of the NRAA, specifically women, to meet Government directed policy.
- Review the NRAA constitution.
- Promote openness and transparency into NRAA decisions, underpinned by strong governance and reduced administration and timely communication.
- Align Our Sport to the *Australian Sports Commission Sport Governance Principals, 2012*.
- Re-evaluate the cost model of Our Sport and how members are charged fees, with a simpler model aligned to specific outcomes.

What Does Success Look Like?

- More participants and membership growth - 5% (250 people annually) annual growth in membership to 2025.
- Deployed a new membership database and communications tools by 2020.
- Strong Governance - we will be meeting the *Australian Sports Commission Sport Governance Principals, 2012*, by 2020.
- Stable and strong relationships - the NRAA and S&T will work collaboratively and reduce administrative overheads by 2021.
- Competitiveness at all levels and elite success - we will continue to place in the top 3 at all international competitions.
- We will have developed a new program of national competitions by 2020.
- Reviewed the NRAA constitution by 2021.
- We will have a woman on the NRAA Board by 2020.
- We will have developed a pathway to attract and develop young shooters by 2021.

COMPETITIONS - Craig McGowan

2019 has been a special year for the NRAA starting off on a high with 6 World Championships trophies coming home to Australia:

- World Long Range Champion - Steve Negus
- Veterans World Champion - Mark Buchanan
- Under 25 World Champion - Chris Schwebel
- Palma Match - Long Range World Champions
- Veterans Team World Champions
- Under 25 Team World Champions

Off the back of this success the NRAA have instigated a four year plan to retain the knowledge learned from the previous team members and grow on this towards 2023. With this in mind the NRAA called for nominations of an Australian High Performance Captain to guide the program towards retaining the Palma Long Range World Championships.

The formation of the various sub committees has begun and underway to give great voice to the membership to ensure a positive way forward for our sport. Great ideas and recommendations to the board are expected over the next year.

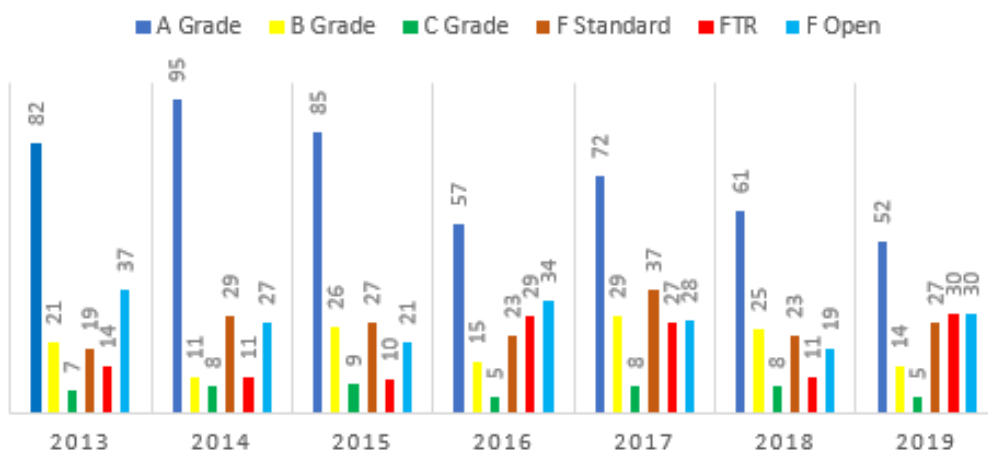
The 5 Year competitions calendar is in progress and over the next 6 to 12 months feedback will be sought from the members and S&T Associations over the future of some of the competitions, as we look to create better value and reduce costs to you the shooter.

Next year will be a busy year internationally for Australian shooters, with two international competitions currently scheduled:

- Bisley (Blue Blazer Team)
- South Africa (Blue Blazer Team)

In addition to this, the F Class Teams will be in full preparations for the 2021 F Class World Championships to be held in South Africa.

NATIONAL CHAMPIONSHIP ATTENDANCE



COMPETITIONS - Craig McGowan



2019 National Championship Winners



Alex Davies, National Queen's Winner 2019

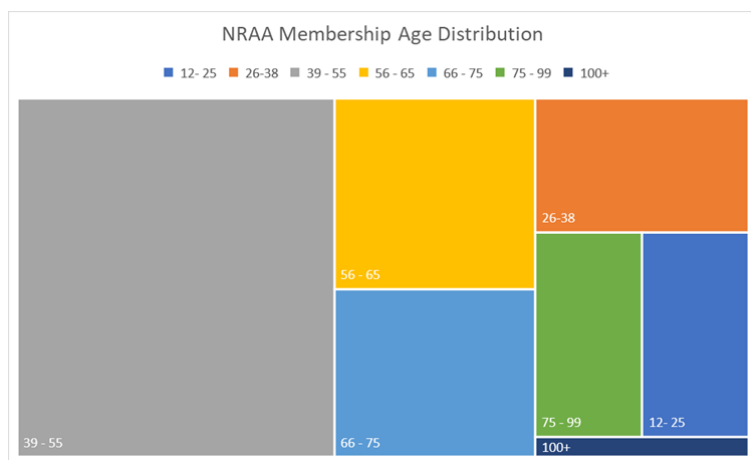
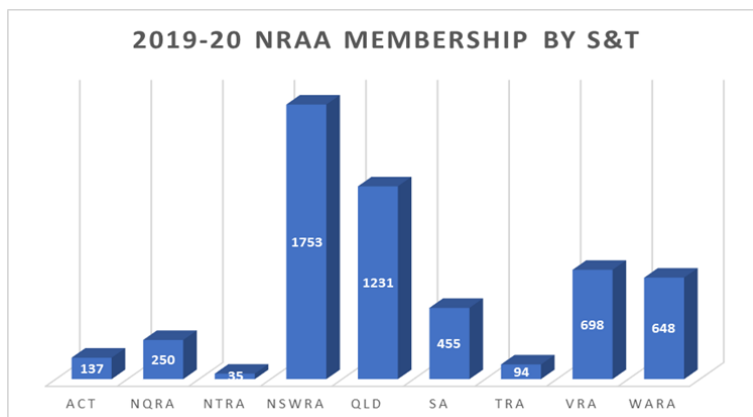


Victorian F Class Team



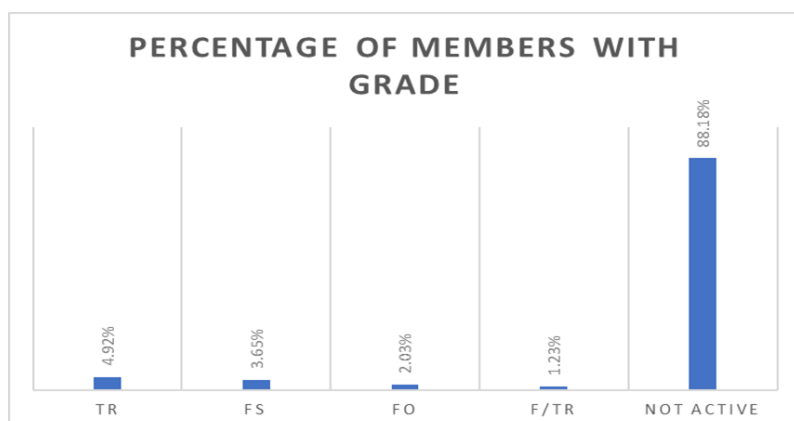
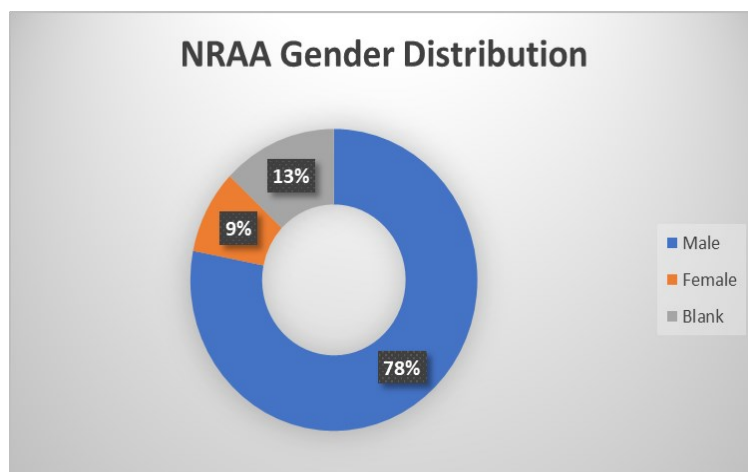
MEMBERSHIP AND IT - Albert van Wyk

This report on Membership and Technology will focus on key activities during the preceding 9 months, covering both the strategy, as set out during membership update #47 and the attainment, or not, of those goals.



One of the membership goals was to understand what our member composition looked like, who they are and additionally how to develop strategies to attract more of those members. The data highlighted several inaccurate assumptions, in particular, the assumed level of active participation within our sport at a competition level.

The data highlighted the need to change our thinking and the way we approach membership, to allow for not only the NRAA, but all states, territories and clubs to become more aware of their relevance to their target audience.



MEMBERSHIP AND IT

Key Strategies set out for consideration were:

Establishing a strong brand.

NRAA name change

Although the NRAA name change was proposed as part of the original Membership strategy, it has not been furthered through this portfolio. Other Directors have drafted and circulated discussion papers on this topic.

NRAA Rebrand

Motion requesting funding (\$5,000) put to the Board in consideration of initiating design concepts of NRAA branding and collateral. Board decision was to postpone activity until more input has been received from Members and members.

Update website with new look and feel and functional areas to provide a centralised digital community.

Motion requesting funding (\$15,000) to engage web design company Veritec in consideration of changing the website look and feel, incorporating the ability to publish content through online articles and blogs.

Motion Successful and project initiated.

Purpose:

The new website will incorporate a modern look and feel by using active tiles/containers as holding areas for content. The tiles will dynamically generate new content and allow a visitor to be drawn to new updates, articles and information. Of critical importance is the ability for the website to be functional across all device profiles.

A key design principle is to provide the next evolution of the ATR online, by enabling S&T Associations and clubs to easily create and publish content. Strong guidelines and approval processes will be implemented to ensure that content abide by the NRAA standards.

The website will incorporate a greater collection of shooting events/competitions on the calendar with a view to expand this functionality to allow competitors to enter online.

Results, Grading and Competition Management will continue to be managed by the existing competition management system with a view to transition to a new system as part of future IT projects.

Project Timelines:



MEMBERSHIP AND IT

Improve on member communication through regular updates and EDM's (electronic direct mail)

Phase one of this strategy is to improve the ability for content to be delivered through the new website.

Phase two requires the collection and or supply of member information and the building of a communication portal that enable the NRAA, S&T Associations and Clubs to actively communicate to their members with relevant content, across media and technology platforms.

Broader marketing awareness within local communities

The following media items have been created and or facilitated:

- Press Release: Rod Davies and Isabelle Cameron
- Press Release: Australian Palma and Individuals Success
- Engagement: Senator Bridget McKenzie (then Minister of Sport) to communicate team success and obtain quote and media access
- TV Media: WIN News Queensland Darren & Gillian Enslin (self-initiated following Palma success)
- TV Media: WIN Gippsland - Rosedale Rifle Club Open Prize Meeting

It is important to note that my learning thus far indicates that journalists are more likely to pick up a story, when approached by entities and individuals within the community. This learning will change the approach of creating broader media awareness by enabling Clubs and S&T Associations through training, providing media templates and technology to assist them to create and publish.

Online Shop/S&T Orders

Phased as part of Tranche II of the Technology Strategy and have not been progressed further as a stand-alone initiative.

Members Database/Member Management Platform

Options Identified:

Revolutionise Sport

Low cost, hosted by supplier, reasonably quick to deploy, easy to update
Limited customizability, not able to integrate to existing NRAA systems without extensive integration leading to higher costs, feedback on support - less than favourable

Techmark Digital

Full Custom solution, integration to Website, grading and competition systems. Service to extend and include S&T Associations and Clubs at no additional costs, have built SARA online shop.

Costs range Medium \$45,000 - \$55,000, reasonable feedback on support (based in Adelaide, might be a concern) Smaller sized organisation.

Online Solution Experts

Based in Brisbane with extensive corporate cliental, comprehensive understanding of member engagement through web presence, strong processes and governance.

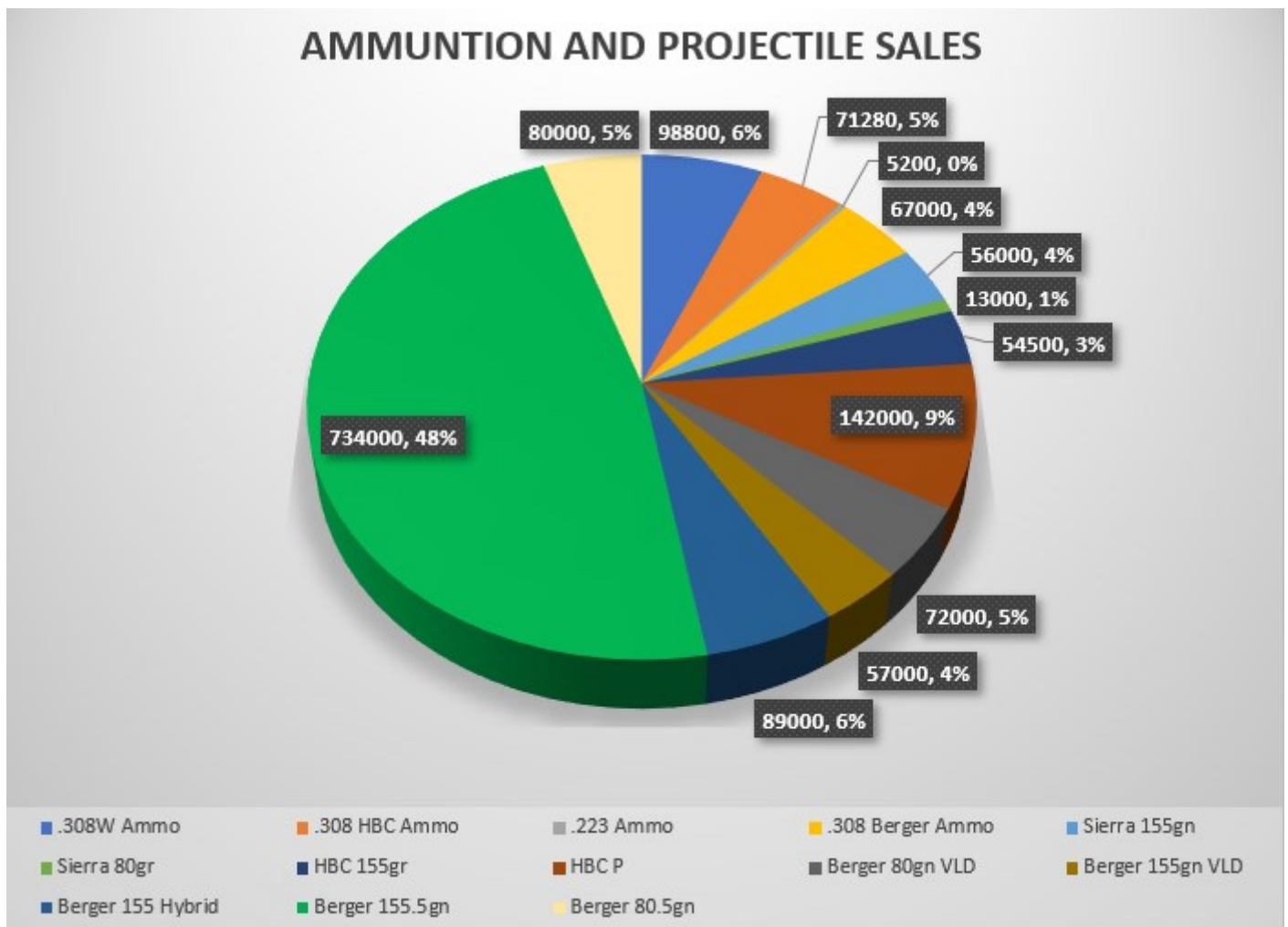
Limited knowledge in membership management and systems, would outsource member platform development, not ideal.

AMMUNITION - Piers Cambridge

The Board has selected the ADI made round, sold through OSA as the next factory round. The round production was initially delayed, but is scheduled for November 2019. We expect this to be a high quality round. That said, the Board has sourced a Berger projectile, Winchester (US) made round. There will be discussion at the November Workshop on how/when we introduce this round as an alternative.

You would be aware that HBC has decided to move its manufacturing to the US (see <http://www.optimusprojectiles.com/hbc-news.html>). This exemplifies the difficult relationship the Board has had with the current management. The Board is aware that the HBC is a cost effective projectile; we are investigating alternate supply arrangements, hopefully with an AUS made alternative. S&T Associations should be aware that is proving difficult and will take some time to resolve.

There needs to be some discussion on the projectile levy and you have been provided a paper with alternate solutions (of which there are many). At the November workshop we need to discuss what we do with this levy and how we might equal the playing field from a cost attribution perspective.



AMMUNITION

Communication

The Board released three discussion papers and has been active in providing a timely Members Update post the Board Meetings. This means the Board are being open and transparent in the decisions and outcomes being made. Whilst some (or many) may not have agreed with some of the Discussion Papers, the fact that we have consulted should not be lost in the emotion of our discussion. Some of those papers were designed to be controversial; the aim being to elicit feedback and *new ideas* from the membership. To that end this Board welcomes feedback and this is reflected in creating a Centre of Excellence across a number of functional areas. Discussion and new ideas must be about the survival of the sport; not personal agendas. Finally, the Centre of Excellence is about you helping us to help you! We can't do it by ourselves, we need a coalition of the willing!

Governance

Many of the Board members attended a series of workshops on Governance and the Australian Sports Commission Guidelines for Good Governance. These new requirements are being reflected in our sport and it's important to understand that we must comply if we want to benefit from National and State funding (even down at club level). To that end the Board has had a few wins, the Strategic Plan, open and transparent communication and living within our means (fiscal responsibility). What we really need to focus on now is diversity in our Board; that is, we must meet our requirement for having women on the board (40% must be women). Acknowledging this might take time, we would ask the ladies of our sport to come forward and nominate to be on the Board.

New Ideas and Membership

Some of us Army folk (not just me) have been working behind the scenes to get soldiers involved in target shooting as a weekday sport. This is being trialled in Brisbane under the tutelage of the QRA and a number of Brisbane members. This is a great opportunity to develop our long lost ties with Defence and get more members (or provide a positive experience that can be passed on to others). The intent is to learn from the Brisbane experience and expand more broadly across Australia. This will take some time and so I would ask that you encourage the Defence people you meet. We will look to expand this in Townsville, Adelaide, Darwin and Canberra. There are opportunities in other States with cadets and Reserve units. Can I say a big thanks to the QRA who have done the heavy lifting along with a number of Brisbane shooters. Thank you.



Steve Negus, World Long Range Champion

RULES - George Wittorff

ICFRA

As NRAA Director - Rules, I attended the ICFRA TR Committee meeting, held at Trentham in January 2019. Two items relevant to NRAA teams were endorsed, to be put forward to the ICFRA Council meeting. They were:

- Palma Team: The position of Armorer is considered redundant and therefore to be dropped from the PALMA Team.
- The approval of 223 projectiles, up to 91 grains in international teams. [This precipitated a similar rule being placed in the NRAA SSRs].



SSRs

Rules Sub-Committee:

In order to better examine and manage the NRAA's Standard Shooting Rules, I invited members of the various disciplines represented in the SSRs plus the NRAA's CRO as a 'generalist' to join a Rules Sub-Committee. This committee's function was to do an audit of the existing rules with the aim of editing for errors, redundancies, omissions etc. In addition, each member was tasked with reviewing their area and submitting proposals for possible additional necessary rules.

Any changes or new rules were then reviewed by the committee as a whole and once consensus was reached, taken to the Board for approval. As a result of this process, in excess of 20 changes to the SSRs have been effected this year.

Thanks to the members of this committee for their diligence and professional approach to the task.

They are:

F Open:	Rod Davies	F Standard:	Bill Hallam	FTR:	Betta Gianasi
Match Rifle:	Phil Bain	Service Rifle:	Mike Rowe	Sporting/Hunting:	Wayne Oldfield.
Target Rifle:	James Corbett				

It is hoped that this committee continues into the future, their contributions have been of great benefit to the NRAA.

RULES

New Disciplines:

In keeping with the Board's Strategic Plan of enhancing our sport and attracting new members by introducing a greater variety of disciplines, there has been the introduction of two new disciplines (*pending Board Approval of PRS at the November Board Meeting*).

Sporting/Hunting:

This discipline is designed to allow standard shop bought sporting type rifles to be used on NRAA rifle ranges. The prime purpose for its introduction is to encourage participation, rather than competition and to foster membership.

The introduction of Sporting/Hunting, where taken up by clubs has proved its worth in attracting new (and younger) members. Flyers placed in local gun shops etc., plus word of mouth has resulted in access to a very large demographic of men and women who already own hunting rifles and are keen to take the opportunity to test their skills on a rifle range. My own club has attracted in excess of 20 new members this year due to its introduction.

I strongly recommend that Members make clubs aware of this discipline's potential to gain membership and inject a younger and enthusiastic cohort to their ranks.

Precision Service Rifle (PSR):

This discipline emanated from a relatively large group of existing shooters in NSW who are wishing to shoot traditional service rifle matches as per Chapter 16, but with more modern equipment.

The submission came to the NRAA via an endorsed submission from NSWRA. It was then examined by the Rules Sub-Committee and approved by the NRAA at the November Board Meeting.

While something of a specialist/boutique discipline, it meets the criteria of the NRAA's Strategic Plan and has the potential to grow and thus improve membership.



Australian Veterans Rifle Team, World Championships 2019

INSURANCE

Public/Products Liability

Claim \$12,000

Insurer: Lloyds of London
Policy Number: 71148913
Due: 30/11/19
Limit: \$20,000,000
Insured: NRAA, State Associations, DRA, Rifle Clubs, Members, Range Officers
Coaches & Visitors
Business: Rifle Clubs and Associated Activities
Covers: World Wide (Excluding USA & Canada)

Association Liability

Nil Claims

Insurer: Lloyds of London
Policy Number: 81152297
Due: 30/11/19
Limit: \$2,000,000 - Association & Office Bearers
\$2,000,000 - Professional Indemnity
\$100,000 - Employment Practices
Insured: NRAA, State Associations, DRA, Rifle Clubs, Members, Range Officers
Coaches & Visitors
Business: National Administration and Association for the Administration
And Organisation of Rifle Shooting
Covers: At and From Belmont Rifle Range Queensland

Personal Accident

Nil Claims

Insurer: CGU Insurance
Policy Number: 0021651
Due: 30/11/19
Limit: \$100,000 - Death & Capital Benefits
\$500 - Per Week Accident Only
\$500 - Per Week Home Help (For Non-Income earners)
\$500 - Per Week Student Tutorial Benefits (For Non-Income Earners)
Insured: NRAA, State Associations, DRA, Rifle Clubs, Members, Range Officers
Coaches & Visitors
Business: All Voluntary Workers of the Insured including Directors
Covers: Up to 58 Years of age - 104 Weeks
59 yrs. to 65 yrs. of age - 52 Weeks
66 yrs. to 70 yrs. of age - 26 Weeks
Over 70 nil Cover

INSURANCE

Travel

Claims \$2,947

Insurer: CGU
Policy Number: 0021652
Due: 30/11/19
Insured: NRAA and all Authorised management, Committee members, State and National Teams including accompanying Partner and Dependent Children.

Policy extends to cover Holidays after the event.

Covers:

Death and Capital Benefits	\$ 100,000
Weekly Benefits Event 20	\$ 1,000
Weekly Benefits Event 23	\$ 1,000
Medical, Medical Evacuation & AHI Ass	\$ Unlimited - 24 Months
Additional Expenses	\$ 100,000
Baggage, Travel Docs, Credit Cards	\$ 10,000
Computers/Electronic Equipment	\$ 5,000
Money	\$ 1,000
Loss of deposits/Cancellation	\$ 10,000
Kidnap, Ransom, Detention & Extortion	\$ 250,000
Extra Territorial Workers Comp	\$ 500,000
Hire car excess expenses	\$ 2,500
Alternative employee expenses	\$ 5,000 1
Personal Liability	\$ 10,000,000
Evacuation Cover & Personal Safety	\$ 25,000
Life Insurance	\$ 50,000
Difference in Conditions	\$ Not Included
Travel and Emergency Expenses	\$ Included
Proactive Platinum Membership	\$ Not Included
Fire Arms and Accessories	\$ 10,000

Age Limits:

There are certain age limits which apply to this Policy. There is no cover for any Person over the age of eighty-five (85) years for Sections 1-11 and no cover for any Person over the age of sixty-five (65) years for Section 12. If You choose cover under Section 1 (Personal Accident and/or Sickness), then the compensation paid if the Insured Person is under nineteen (19) years of age for Insured Events 1 to 19 will be 10% of the Sum Insured set out in the Policy Schedule unless otherwise specified.

Please note this is a summary only and full description of the Cover and Policy wordings can be obtained from the NRAA Insurance Broker.

FINANCE - Gordon Duncan, Piers Cambridge

The Board has extensively re-worked the budget with a view to reducing costs and keeping the budget in the 'black'. This has not been easy and it will mean some changes, the projectile levy being one of those topics that links to the overall financial viability of Our Sport.

Some changes that the Board has made:

- The production of the ATR will move to a Blog under the new Webpage at a cost saving.
- We have seriously looked at travel and have reduced travel costs, including the use of 'Skype' board meetings. Only food is provided to Directors at meetings (and accommodation), alcohol is a self pay.
- We are in the process of looking at IT and office costs.
- We are tracking budget items to stay in line with the proposed forecasts.

At the time of writing we are reviewing insurance costs and ensuring that all parties understand the insurance provided by the NRAA.

PLEASE SEE ATTACHED MANAGEMENT AND AUDITOR'S REPORT



Chris Schwebel, Under 25 World Champion



Mark Buchanan, Veteran World Champion