

Trustees' annual report for the period



CHARITY COMMISSION
FOR ENGLAND AND WALES

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Period End Date

3 1 1 2 2 0

Charity name: Royal Air Force Small Arms Association

Charity registration number: 1176860

Objectives and Activities		
	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	<p>The object of the CIO is to promote military efficiency of Her Majesty's Armed Forces in such charitable ways as the trustees think fit with particular reference to:</p> <p>increasing physical fitness; fostering esprit de corps; raising morale; of members of the Royal Air Force;</p> <p>encouraging disciplined marksmanship amongst members of the Royal Air Force, contributing towards the defence of the realm.</p> <p>In particular, (but not by way of limitation), the trustees may further the object through encouraging and facilitating the participation in, and provision of or assisting in the provision of facilities for, small arms shooting in the Royal Air Force.</p>
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	<p>Mindful of the guidance issued by the Charities on public benefit, RAFSAA has a full and varied programme of events on an annual basis. Foremost of these is competing for the Inter-Services matches in all the main disciplines: Service Weapons, Target Rifle, Clay Pigeon and Small Bore. This represents the pinnacle of sporting achievement in the military field and is hotly contested by each Service. In preparation, RAFSAA organises various events for each of the disciplines. These events include training events to hone individual marksmanship skills. Development training camps are also held across the disciplines, to provide valuable training and experience for grass roots shooters. These events culminate in separate RAF Championships for each discipline. All members of the RAF including</p>

		<p>Reserves are eligible to enter and the events are hotly competed, not least because the results inform selection for the coveted Inter-Services teams.</p> <p>Major overseas tours are organised on an annual basis for Service Weapons and Target Rifle. Service Weapons preferred destination in recent years is Canada, although there are plans to return to the Armed Forces Skill at Arms (AFSAM) meeting at Camp Robinson, Arkansas, USA as these matches provide realistic training and operational based experiences and skill-sets to the participants. The Canadian, USA and RAFOSC matches really test the participants to the limit of their physical capabilities, with arduous shooting practices involving obstacles, casualty evacuation and so on. Target Rifle generally visit South Africa early in the season, however, tours to other destinations such as New Zealand and California have also been carried out. Small Bore usually participate in the Isle of Man championships, which gives the participants excellent experience of shooting against high class international shooters from several Countries. Selection to any of the tours is partly on merit, but also on contribution to the wider Association and newcomers in order to encourage grass roots shooting.</p> <p>The Target Rifle discipline within RAFSAA is also engaged in a full season of fixtures with prestigious civilian shooting clubs, such as Cambridgeshire, Lloyds Bank, North London, the Home Countries, in addition to organising an RAF International Invitation match, which is enthusiastically supported by several overseas teams, in addition to military teams from the UK. Whilst affording a high quality of shooting to the RAF team, it also has the benefit of extending good community relations and enhancing the RAF footprint of key stakeholders up and down the country.</p> <p>This focus on grass roots shooting, with development training camps for each discipline, has been an adopted policy of the Association for some years. This focus on that most important of grass roots cadres is now building a firm platform, not just for better overall performance, but also a wider influence on to all core members of the RAF and its Reserves.</p>
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Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	RAFSAA can confirm that the actions of its Trustees and the business of the Association have been done with due regard to the public benefit guides PB1, PB2 and PB3, where appropriate.
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Additional information (optional)

You may choose to include further statements where relevant about:

	SORP reference	
Policy on grant making	Para 1.38	
Policy on social investment including program related investment	Para 1.38	
Contribution made by volunteers	Para 1.38	The reliance on suitably experienced volunteers is paramount within some disciplines, to ensure progression of the grass roots/development shooters. Associate members of RAFSAA, who are predominantly retired RAF personnel but also include members of other clubs with relevant experience and knowledge, are vital in passing on their knowledge and experience to new competitors and subsequently to develop the future RAF teams. In addition, volunteer support of the membership contributes to the upkeep and maintenance of RAFSAA facilities and equipment.
Other		

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	<p>General. The 2020 competition season was originally programmed to follow the normal programme of events with a focus on developing teams and methods of encouraging and introducing newcomers, unfortunately the Covid-19 Pandemic curtailed the majority of RAFSAA activity with a few exceptions</p> <p>Smallbore Discipline continues to perform well at Inter-Service level against strong Army and Royal Navy teams. Newcomer development continues to be fully encouraged, including Newcomers Days, training and coaching development and a match between the RAF and RAF Air Cadets to encourage development of youth competition. The participants have benefitted significantly with the commencement of attending the Isle of Man Shooting Championships, gaining valuable experience shooting alongside many top-class international athletes from various Countries and forming a good cadre with fellow athletes.</p> <p>Target Rifle Discipline The majority of events were cancelled due to Covid 19 restrictions, however under NGB (NRA UK) guidance some individual training was able to take place and a limited Target Rifle Imperial event was held in September rather than the usual July. Despite a distinct lack of practice opportunities, the Target Rifle Inter Services matches saw the RAF team win against a very strong Army team in the Short Range (300-600 Yards) event.</p> <p>Service Weapon Discipline once again the plan was to focus on several major events throughout the year. However, all events were cancelled due to Covid-19 restrictions.</p> <p>Group Operational Shooting Competition (GpOSC) was cancelled as Covid-19 restrictions came into place.</p> <p>RAF Regiment Operational Shooting Competition (RegtOSC) was cancelled due to Covid-19 restrictions and the additional training and operational demands on RAF Regt personnel.</p>

		<p>RAF Operational Shooting Competition (RAFOSC) was cancelled in line with the cancellation of DEFOSC 20</p> <p>Defence Operational Shooting Competition (DEFOSC). Cancelled due to Covid-19 restrictions and limitations of personnel and facilities available to support the event.</p> <p>International Competitions. Due to Covid-19 travel restrictions all planned overseas events were cancelled.</p> <p>Clay Pigeon. The Clay teams did manage some events at the end of the 2019/20 before restrictions came into place but unfortunately events post Mar 20 were cancelled.</p> <p>Summary by the RAFSAA Chairman: In common with many other Services sports bodies, RAFSAA was impacted significantly by COVID-19 and the Government and Ministry of Defence-imposed restrictions on activity. Numerous training and competitive events were cancelled, and the later relaxation of the restrictions had limited effect, given the long lead time required to organise shooting events and the sequential nature of training events and competitions. This unhelpful, but unavoidable situation seems set to continue to some degree for the remainder of the calendar year. Should the effects of the COVID pandemic continue into the early part of 2021, this may affect events planned for early in the shooting season.</p> <p>Reassuringly, there has been no significant loss of membership; however, there has been no growth either. Plans to introduce the Target Sprint discipline at Station level have matured during this year and may be implemented should restrictions ease again. This is hoped to attract more members to RAFSAA by lowering the cost of entry to shooting (predominately time and travel), whilst furthering the charity's aims amongst a larger audience.</p> <p>One area of progress has been securing financial support to redevelop some of RAFSAA's infrastructure at its Bisley site. The improvements are long overdue and will allow RAFSAA to both improve the quality to a level closer to shooters' expectations for accommodation in the 21st Century, and also improve its income generation</p>
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		potential. This will allow for more investment in RAFSAA shooting activity and more proactive maintenance of other parts of the infrastructure, driving up attractiveness for current and future shooters.
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Additional information (optional)

You may choose to include further statements where relevant about:

	SORP reference	
Achievements against objectives set	Para 1.41	
Performance of fundraising activities against objectives set	Para 1.41	
Investment performance against objectives	Para 1.41	
Other		

	SORP reference	
Review of the charity's financial position at the end of the period	Para 1.21	<p>With very little activity during 2020 due to COVID restrictions the charity suffered a difficult financial year.</p> <p>Despite a government grant for hospitality and leisure venues, income from the bar and accommodation were severely affected as there were only a few months where limited activity under Government rules were possible.</p> <p>The restricted funds held by the CIO reduced to £7,148 with Trustees allocating £44,196 to the new building project which included £11,536</p>

		<p>raised by members towards the new accommodation and ablutions fund, The build is due to start in the spring of 2021, In addition, a Government bounce back loan was secured for £49,000 to replace the lost opportunities for fund raising in 2020 for the new buildings. The repayments will start in September 2021 by which time the new building should have started to generate additional income.</p> <p>Repayments will last for 5 years if not able to be repaid earlier.</p> <p>Unrestricted funds increased by £31,644 to £258,567 following the Trustees decision to allocate most of the restricted funds for the building project to provide improved accommodation and ablutions. The Target Rifle Fund stands at £1,816 and Clay Pigeon Fund at £4,760 leaving a General Fund of £251,991. Once the value of the fixed assets (£190,974) has been deducted from the reserves, there remain free reserves of £67,593.</p> <p>Operational costs for 2020 underspent the RAF Central Fund Grant allocation by £3,478. Owing to the COVID pandemic and the restricted activity during the year, the association made a loss of £19,842 in the unrestricted funds as a result of very little income from accommodation and bar income but where expenditure was still required on club maintenance, fire safety improvements and the Steward's salary and pension. Furlough was not an option for the Steward as the clubhouse needed regular caretaking activity and the maintenance of security.</p>
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	<p>As 2020 has shown, it is imperative that the CIO has reserves to cover its many overheads which are normally supported by income from grants and clubhouse activities. Trustees have therefore assessed the contemporary risks and associated level of reserve allocation as shown in the table below.</p> <p>Concurrency</p> <p>Trustees assess that although it is possible that 2, or at worst 3 risks may arise within the same accounting year, it is highly unlikely that all risks considered would be realised concurrently.</p>

Potential Challenge	Likelihood	Worst Case Liability	Reserve Allocated
Loss of Grant income.	Both Elements Highly Unlikely One Element Unlikely	£87,900 £57,900	£25000
Unforeseen Events.	Unlikely	£52,175 ^[1]	£3,478 for 2021 ^[2]
Unplanned Routine Maintenance	Probable	£5,000	£5,000 ^[3]
Development Project	Possible	£180,000	£40,000 ^[4]
Need to wind up Association ^[5]	Highly unlikely	£70,000	Nil
Amount of reserves held	Para 1.22	In the light of the risk assessment shown above, Trustees have decided, unanimously, to aim to accumulate reserves of £70,000 ^[6] for the accounting year 2021 ^[7] .	
Reasons for holding zero reserves	Para 1.22	N/A	
Details of fund materially in deficit	Para 1.24	N/A	
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	N/A	

Additional information (optional)

You may choose to include further statements where relevant about:

^[1] Total cost of loan at full term redemption.

^[2] Bank loan underwritten by Government - first increment of repayment not due until 2022.

^[3] Estimate based on historical records.

^[4] Current shortfall in budget but major costs not realised until 2021 accounting year.

^[5] Now considered highly unlikely.

^[6] Equivalent to c40% of gross turnover in 2019 Accounting Year which was the last normal accounting year (i.e. unaffected by COVID).

^[7] Board of Trustees unanimous decision by Board of Trustees and recorded on 2 March 2021

	SORP reference	
The charity's principal sources of funds (including any fundraising)	Para 1.47	The Charity was once again supported by grants from the RAF Central Fund but also in 2019 by the RAF Training Group which has recognised that a percentage of RAFSAA activity is providing specific military small arms training and competition which could not be undertaken elsewhere in the RAF estate. Fund raising has been focussed on achieving the £160K required to build the Association's new accommodation and attached ablutions at the RAF Home for Sport at Bisley. Once built this will significantly enhance the facilities and provide a standard that Service personnel now expect when undertaking competitive sport and training. This project will also increase RAFSAA's income and start to reduce our reliance on the annual grant from the RAF Central Fund.
Investment policy and objectives including any social investment policy adopted	Para 1.46	N/A
A description of the principal risks facing the charity	Para 1.46	Falling membership. Ageing infrastructure and poor standard of accommodation and ablutions for members participating in lengthy competition and training.
Other		

Description of charity's trusts:	SORP reference	
Type of governing document (trust deed, royal charter)	Para 1.25	Association model constitution
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	The RAF Small Arms Association is a CIO -1176860
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	With the exception of the Chair, who is appointed by Air Officer Commanding Number 22 Group RAF (Head of RAF Sport), the remainder of the trustees are volunteers. The procedures for appointment are as follows: (a) At the first annual general meeting of the members of the CIO all the elected charity trustees shall retire from office;

		<p>(b) At every subsequent annual general meeting of the members of the CIO, one-third of the elected charity trustees shall retire from office. If the number of elected charity trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one charity trustee, he or she shall retire;</p> <p>(c) The charity trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot;</p> <p>(d) The vacancies so arising may be filled by the decision of the members at the annual general meeting; any vacancies not filled at the annual general meeting may be filled as provided in sub-clause (e) of this clause;</p> <p>(e) The members or the charity trustees may at any time decide to appoint a new charity trustee, whether in place of a charity trustee who has retired or been removed in accordance with clause 15 (Retirement and removal of charity trustees), or as an additional charity trustee, provided that the limit specified in clause 12(3) on the number of charity trustees would not as a result be exceeded;</p> <p>(f) A person so appointed by the members of the CIO shall retire in accordance with the provisions of sub-clauses (b) and (c) of this clause. A person so appointed by the charity trustees shall retire at the conclusion of the annual general meeting next following the date of his appointment, and shall not be counted for the purpose of determining which of the charity trustees is to retire by rotation at that meeting.</p>
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Additional information (optional)

You may choose to include further statements where relevant about:

	SORP reference	
Policies and procedures adopted for the induction and training of trustees	Para 1.51	

The charity's organisational structure and any wider network with which the charity works	Para 1.51	
Relationship with any related parties	Para 1.51	
Other		

Charity name	Royal Air Force Small Arms Association
Other name the charity uses	RAFSAA
Registered charity number	1176860
Charity's principal address	RAFSAA Clubhouse

Names of the charity trustees who manage the charity

Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
Scott Miller	Chairman	26 January 2018-31 Mar 18 (Air Vice Marshal Warren James, Air Officer Commanding 22 Group RAF
Robert Fishwick	Vice President	26 January 2018	
Christopher Hockley	Treasurer (Plans and Budgets)	26 January 2018	
Adrian Waters	Director Service Weapons	26 January 2018	
Jeffery Fitzpatrick	Vice Chairman	8 May 19	
Mathew Fray	Director Sporting Disciplines	14 November 19	

Reference and Administrative details

(cont)

Corporate trustees – names of the directors at the date the report was approved

Director name		

Name of trustees holding title to property belonging to the charity

Trustee name	Dates acted if not for whole year	

Funds held as custodian trustees on behalf of others

Description of the assets held in this capacity	

Name and objects of the charity on whose behalf the assets are held and how this falls within the custodian charity's objects	
Details of arrangements for safe custody and segregation of such assets from the charity's own assets	

Additional information (optional)

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address

Name of chief executive or names of senior staff members (Optional information)

Exemptions from disclosure

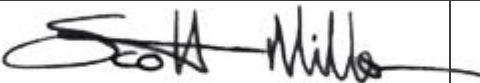
Reason for non-disclosure of key personnel details

Other optional information

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)		
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Full name(s)	Scott Morley Miller	
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Position (eg Secretary, Chair, etc)	Chair	
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Date	21 October 2020
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**ROYAL AIR FORCE
SMALL ARMS ASSOCIATION**

**ANNUAL REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31st DECEMBER 2020**

CHARITABLE INCORPORATED ORGANISATION

CIO NUMBER 1176860

Independent Examiners Ltd
Unit 2
The Broadbridge Business Centre
Delling Lane
Bosham
Chichester
PO18 8NF

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

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ROYAL AIR FORCE SMALL ARMS ASSOCIATION

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

LEGAL AND ADMINISTRATIVE INFORMATION

CIO NUMBER	1176860
START OF FINANCIAL PERIOD	1 January 2020
END OF FINANCIAL PERIOD	31 December 2020
TRUSTEES AT 31 DECEMBER 2020	<div>Scott Miller (Chair)</div> <div>Robert Fishwick</div> <div>Christopher Hockley</div> <div>Adrian Waters</div> <div>Jeffery Fitzpatrick</div> <div>Mathew Fray</div> <div>Colin Sach Appointed 2 March 2021</div> <div>Colin Hill Appointed 2 March 2021</div>
CORRESPONDENCE ADDRESS	<div>The RAF Clubhouse</div> <div>Bisley Camp</div> <div>Brookwood</div> <div>Woking</div> <div>GU24 0NY</div>
GOVERNING DOCUMENT	Constitution
BANKERS	<div>Royal Bank of Scotland</div> <div>Holt's Military Banking</div> <div>200 Fowler Avenue</div> <div>Fowler Business Park</div> <div>Farnborough</div> <div>Hampshire</div> <div>GU14 7JP</div>
INDEPENDENT EXAMINER	<div>L M Tempest</div> <div>Independent Examiners Ltd</div> <div>Unit 2</div> <div>The Broadbridge Business Centre</div> <div>Delling Lane</div> <div>Bosham</div> <div>Chichester</div> <div>PO18 8NF</div>
OBJECTS	<p>The objects for which the CIO is established (the "Objects") are to promote the effectiveness of Her Majesty's Armed Forces by increasing physical fitness, fostering the esprit de corps and raising morale of members of the Royal Air Force and other services in an inclusive and safe environment, through the promotion of participation and furthering its proper administration whilst enabling the provision of facilities for Small Arms Shooting.</p>

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

REPORT OF THE TRUSTEES (continued) FOR THE YEAR ENDED 31 DECEMBER 2020

MAIN ACTIVITIES OF THE CIO

Mindful of the guidance issued by the Charities on public benefit, RAFSAA has a full and varied programme of events on an annual basis. Foremost of these is competing for the Inter-Services matches in all the main disciplines: Service Weapons, Target Rifle, Clay Pigeon and Small Bore. This represents the pinnacle of sporting achievement in the military field and is hotly contested by each Service. In preparation, RAFSAA organises various events for each of the disciplines. These events include training events to hone individual marksmanship skills. Development training camps are also held across the disciplines, to provide valuable training and experience for grass roots shooters. These events culminate in separate RAF Championships for each discipline. All members of the RAF including Reserves are eligible to enter and the events are fiercely competed, not least because the results inform selection for the coveted Inter-Services teams.

Major overseas tours are organised on an annual basis for Service Weapons and Target Rifle. Service Weapons preferred destination in recent years is Canada, as the dates fall nicely into RAFSAA's calendar and the Canadian matches provide realistic training and operational based experiences and skill sets to the participants. Canada and the RAFOSC matches really test the participants to the limit of their physical capabilities, with arduous shooting practices involving obstacles, casualty evacuation and so on. Target Rifle generally visit South Africa early in the season, however, tours to other destinations such as New Zealand and California have also been carried out. Small Bore usually participate in the Isle of Man championships, which gives the participants excellent experience of shooting against high class International shooters from several Countries. Selection to any of the tours is partly on merit, but also on contribution to the wider Association, in order to encourage grass roots shooting.

The Target Rifle discipline within RAFSAA is also engaged in a full season of fixtures with prestigious civilian shooting clubs, such as Cambridgeshire, Lloyds Bank, North London, the Home Countries, in addition to organising an RAF International Invitation match, which is enthusiastically supported by several overseas teams, in addition to military teams from the UK. Whilst affording a high quality of shooting to the RAF team, it also has the benefit of extending good community relations and enhancing the RAF footprint of key stakeholders up and down the country.

This focus on grass roots shooting, with development training camps for each discipline, has been an adopted policy of the Association for some years. This focus on that most important of grass roots cadres is now building a firm platform, not just for better overall performance, but also a wider influence to all core members of the RAF and its Reserves.

RAFSAA can confirm that the actions of its Trustees and the business of the Association have been done with due regard to the public benefit guides PB1, PB2 and PB3, where appropriate.

It is acknowledged that sport in the RAF is delivered through the aegis of the Sports Associations and the willing, enthusiastic volunteers who undertake roles on the Executive Committees and in the associations. The delivery of RAF competition would not be possible without officials and committee, all of whom are volunteers. The contribution in these roles is highly valued and much appreciated and recognised as a duty activity in Service policy documents.

ACHIEVEMENTS AND PERFORMANCE

In common with many other Services' sports bodies, RAFSAA was impacted significantly by COVID-19 during 2020 and the Government and Ministry of Defence-imposed restrictions on activity. Numerous training and competitive events were cancelled, and the later relaxation of the restrictions had limited effect, given the long lead time required to organise shooting events and the sequential nature of training events and competitions. This unhelpful, but unavoidable situation seems set to continue to some degree well into 2021. Should the effects of the COVID pandemic continue into the middle part of 2021, this may affect events planned for the summer shooting season. The Joint Services Shooting Committee has already cancelled the Defence Operational Shooting Competition in June, although single Services may be able to hold their own competitions if restrictions allow.

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020 (continued)

ACHIEVEMENTS AND PERFORMANCE (continued)

Reassuringly, there has been no significant loss of membership; however, there has been no growth either. Plans to introduce the Target Sprint discipline at Station level have matured during this year and will be implemented once restrictions ease again. This is hoped to attract more members to RAFSAA by lowering the cost of entry to shooting (predominately equipment and ammunition costs, but also time and travel), whilst furthering the charity's aims amongst a larger audience.

One area of progress has been securing financial support to redevelop some of RAFSAA's infrastructure at its Bisley site. The improvements are long overdue and will allow RAFSAA to both improve the quality to a level closer to shooters' expectations for accommodation in the 21st Century and improve its income generation potential. Funds have now been secured entirely from the Association's own efforts from benefactors and loans. This will allow for more investment in RAFSAA shooting activity and more proactive maintenance of other parts of the infrastructure, driving up attractiveness for current and future shooters.

FINANCIAL REVIEW

With very little activity during 2020 due to COVID restrictions the charity suffered a difficult financial year. Despite a Government grant for hospitality and leisure venues, income from the bar and accommodation were severely affected as there were only a few months where limited activity under Government rules were possible.

The restricted funds held by the CIO reduced to £7,148 with Trustees allocating £44,196 to the new building project which included £11,536 raised by members towards the new accommodation and ablutions fund. The build is due to start in the spring of 2021. In addition, a Government bounce back loan was secured for £49,000 to replace the lost opportunities for fund raising in 2020 for the new buildings. The repayments will start in September 2021 by which time the new building should have started to generate additional income. Repayments will last for 5 years if not able to be repaid earlier.

Unrestricted funds increased by £31,644 to £258,567 following the Trustees decision to allocate most of the restricted funds for the building project to provide improved accommodation and ablutions. The Target Rifle Fund stands at £1,816 and Clay Pigeon Fund at £4,760 leaving a General Fund of £251,991. Once the value of the fixed assets (£190,974) has been deducted from the reserves, there remain free reserves of £67,593.

Operational costs for 2020 underspent the RAF Central Fund Grant allocation by £3,478. Owing to the COVID pandemic and the restricted activity during the year, the association made a loss of £19,842 in the unrestricted funds as a result of very little income from accommodation and bar income but where expenditure was still required on club maintenance, fire safety improvements and the Steward's salary and pension. Furlough was not an option for the Steward as the clubhouse needed regular caretaking activity and the maintenance of security.

RESERVES POLICY

As 2020 has shown, it is imperative that the CIO has reserves to cover its many overheads which are normally supported by income from grants and clubhouse activities.

Trustees have therefore assessed the contemporary risks and associated level of reserve allocation as shown in the table below.

Concurrency

Trustees assess that although it is possible that 2, or at worst 3 risks may arise within the same accounting year, it is highly unlikely that all risks considered would be realised concurrently.

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020 (continued)

RESERVES POLICY (continued)

Potential Challenge	Likelihood	Worst Case Liability	Reserve Allocated
Loss or Reduction of Grant income	Both Elements Highly Unlikely	£87,900	£25,000
	One Element Unlikely	£57,900	
Unforeseen Events	Unlikely	£52,175 ¹	£3,478 for 2021 ²
Unplanned Routine Maintenance	Probable	£5,000	£5,000 ³
Development Project	Possible	£180,000	£40,000 ⁴
Need to wind up Association ⁵	Highly unlikely	£70,000	Nil

In the light of the risk assessment shown above, Trustees have decided, unanimously, to aim to accumulate reserves of £70,000⁶ for the accounting year 2021⁷.

¹ Total cost of loan at full term redemption.

² Bank loan underwritten by Government - first increment of repayment due Sept 2021.

³ Estimate based on historical records.

⁴ Possible shortfall in budget and delay to completion of project with subsequent reduction in earnings.

⁵ Now considered highly unlikely.

⁶ Equivalent to c40% of gross turnover in 2019 Accounting Year which was the last normal accounting year (ie unaffected by COVID).

⁷ Board of Trustees unanimous decision by Board of Trustees and recorded on 2nd March 2021

ADDITIONAL INFORMATION

The CIO was once again supported by grants from the RAF Central Fund but also in 2020 by the RAF Training Group which has recognised that a percentage of RAFSAA activity is providing specific military small arms training and competition which could not be undertaken elsewhere in the RAF estate. In addition, a Government COVID grant to leisure and hospitality venues was granted. These grants mitigated what might have been a serious financial loss to the charity.

Fund raising has been focussed on achieving the £180K required to build the Association's new accommodation and attached ablutions at the RAF Home for Sport at Bisley. Once open which is expected mid-2021, this will significantly enhance the facilities and provide a standard that Service personnel now expect when undertaking competitive sport and training. This project will also increase RAFSAA's income and start to reduce our reliance on the annual grant from the RAF Central Fund.

The principal risks facing the CIO are:

- Ongoing COVID restrictions if they persist beyond April. RAF competitions planned in June and July have already been cancelled.
- Falling membership following the extended period of inactivity.
- Ageing infrastructure and poor standard of accommodation and ablutions for members participating in lengthy competition and training.

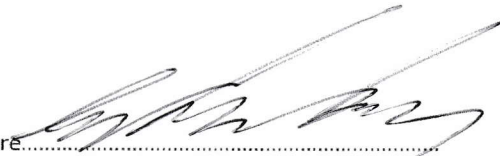
ROYAL AIR FORCE SMALL ARMS ASSOCIATION

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020 (continued)**

Trustees' Responsibilities

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the trust. They are also responsible for safeguarding the assets of the trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Date 18 August 2021

Signature 
PRINT NAME C. S. HOCKLEY

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2020

Incorporating income and expenditure account

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2020 £	TOTAL 2019 £
INCOMING RESOURCES						
Income and Endowments from:						
Donations and Legacies	3a	10,000	-	67,076	77,076	45,267
Charitable Activities	3b	52,415	-	-	52,415	84,941
Other Trading Activities	3c	6,245	-	-	6,245	28,123
Investments	3d	-	-	-	-	-
Other	3e	-	-	-	-	-
TOTAL		68,660	-	67,076	135,736	158,331
RESOURCES EXPENDED						
Expenditure on:						
Raising Funds	4a	13,776	-	-	13,776	13,538
Charitable Activities	4b	74,726	-	44,098	118,824	140,493
Other	4c	-	-	-	-	-
TOTAL		88,502	-	44,098	132,600	154,031
NET INCOME/(EXPENDITURE) BEFORE INVESTMENT GAINS/(LOSSES)		(19,842)	-	22,978	3,136	4,300
Net gains/(losses) on investments		-	-	-	-	-
NET INCOME/(EXPENDITURE)		(19,842)	-	22,978	3,136	4,300
Transfers between funds	11	51,486	-	(51,486)	-	-
NET MOVEMENT IN FUNDS		31,644	-	(28,508)	3,136	4,300
RECONCILIATION OF FUNDS:						
Total Funds Brought Forward		226,923	-	35,656	262,579	258,279
TOTAL FUNDS CARRIED FORWARD		258,567	-	7,148	265,715	262,579

Movements on all reserves and all recognised gains and losses are shown above. All of the organisation's operations are classed as continuing.
The notes on pages 10 to 16 form part of these financial statements.

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

BALANCE SHEET AS AT 31 DECEMBER 2020

	Note	Unrestricted Funds £	Restricted Funds £	31-Dec-20 Total £	31-Dec-19 Total £
Fixed Assets					
Tangible assets	2	190,974	-	190,974	141,106
Current Assets					
Stocks	6	3,436	-	3,436	4,033
Debtors	7	53,451	-	53,451	33,542
Cash at bank and in hand	8	80,995	7,148	88,143	132,027
Total Current Assets		137,882	7,148	145,030	169,602
Creditors: amounts falling due within one year	9	24,369	-	24,369	48,129
NET CURRENT ASSETS		113,513	7,148	120,661	121,473
TOTAL ASSETS less current liabilities		304,487	7,148	311,635	262,579
Creditors: amounts falling due in more than one year	10	45,920	-	45,920	-
NET ASSETS		258,567	7,148	265,715	262,579
Funds of the CIO					
General Funds		258,567	-	258,567	226,923
Restricted Funds	11	-	7,148	7,148	35,656
Designated Funds	12	-	-	-	-
Total Funds		258,567	7,148	265,715	262,579

Signed on behalf of all the trustees

Signature



Print Name

C.J. HOCKLEY

Date of approval

18/8/21

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

Basis of preparation:

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The accounts have been prepared in accordance with: the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011.

The CIO constitutes a public benefit entity as defined by FRS 102.

1. ACCOUNTING POLICIES

The particular accounting policies adopted are set out below.

INCOME**Recognition of Income**

These are included in the Statement of Financial Activities (SoFA) when:

- the CIO becomes entitled to the income;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Grants and Donations

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SoFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SoFA once the CIO has provided the related goods or services or met the performance related conditions.

Gifts in Kind

Gifts in kind for use by the CIO are included in the SoFA as income from donations when receivable.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the Directors' annual report.

Income from interest, royalties and dividends

This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Insurance claims

Insurance claims are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP) and are included as an item of other income in the SoFA.

Income from membership subscriptions

Membership subscriptions which gives a member the right to buy services or other benefits are recognised as income earned from the provision of goods and services as income from charitable activities.

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES (continued)

EXPENDITURE AND LIABILITIES

Liability Recognition

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the CIO to pay out resources and the amount of the obligation can be measured with reasonable certainty.

Grants with Performance Conditions

Where the CIO gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions

Where there are no conditions attaching to the grant that enables the donor CIO to realistically avoid the commitment, a liability for the full funding obligation must be recognised.

Deferred income

No material item of deferred income has been included in the accounts.

Provisions for liabilities

A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date

ASSETS

Investments

Fixed asset investments in quoted shares, traded bonds and similar investments are valued at initially at cost and subsequently at fair value (their market value) at the year end. The same treatment is applied to unlisted investments unless fair value cannot be measured reliably in which case it is measured at cost less impairment.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the CIO. Subsequently, they are measured at the cash or other consideration expected to be received.

2. TANGIBLE FIXED ASSETS

These are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the CIO on receipt. Depreciation on tangible fixed assets is calculated at a rate to write off their cost on a straight line basis over their estimated useful lives. The rates applied per annum are as follows:

		Historic	0%				
		Plant and Equipment	20%				
		Fixtures and Fittings	10%				
		Firearms	0%				
		Trophies	0%				
				Fixtures, Fittings & Equipment	Firearms	Trophies	TOTAL
		Historic		£	£	£	£
Cost	01-Jan-20	300	-	13,593	33,250	97,130	144,273
Additions		-	44,196	-	9,000	-	53,196
Disposals		-	-	-	(1,200)	-	(1,200)
Cost at	31-Dec-20	300	44,196	13,593	41,050	97,130	196,269
Depreciation	01-Jan-20	-	-	3,167	-	-	3,167
Disposals		-	-	-	-	-	-
Charge		-	-	2,128	-	-	2,128
Depreciation at	31-Dec-20	-	-	5,295	-	-	5,295
Net Book Value	31-Dec-20	300	44,196	8,298	41,050	97,130	190,974
Net Book Value	31-Dec-19	300	-	10,426	33,250	97,130	141,106

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

2. TANGIBLE FIXED ASSETS (continued)

The annual commitments under non-cancelling operating leases and capital commitments are as follows:

31st December 2020 : None

31st December 2019 : None

3. ANALYSIS OF INCOME

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2020 £	TOTAL 2019 £
a) Donations and Legacies					
Grants Received	-	-	51,388	51,388	78,688
Grant Returned	-	-	-	-	(40,000)
Donations	10,000	-	11,536	21,536	6,579
Gift Aid tax reclaim	-	-	4,152	4,152	-
	10,000	-	67,076	77,076	45,267
b) Charitable Activities					
Income from Charitable Activities	41,210	-	-	41,210	60,984
Membership subscriptions	4,832	-	-	4,832	7,929
Other income	6,373	-	-	6,373	16,028
	52,415	-	-	52,415	84,941
c) Other Trading Activities					
Bar Sales	6,245	-	-	6,245	28,123
	6,245	-	-	6,245	28,123
d) Investments					
	-	-	-	-	-
e) Other					
	-	-	-	-	-

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2020

4. ANALYSIS OF EXPENDITURE

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2020 £	TOTAL 2019 £
a) Raising Funds					
Fundraising Staff Cost	13,776	-	-	13,776	13,538
	13,776	-	-	13,776	13,538
b) Charitable Activities					
Kit & Equipment	-	-	8,993	8,993	2,597
Operating Costs	42,729	-	31,392	74,121	68,598
Overseas Visit	-	-	-	-	1,050
DSF	-	-	3,713	3,713	3,664
SF	-	-	-	-	-
Depreciation	2,128	-	-	2,128	2,128
Loss on Disposal of Fixed Assets	1,200	-	-	1,200	-
Other RAFSAA	15,427	-	-	15,427	36,583
Target Rifle	4,734	-	-	4,734	15,491
Clay Pigeon	8,508	-	-	8,508	10,382
	74,726	-	44,098	118,824	140,493
c) Other					
	-	-	-	-	-

5. DETAILS OF CERTAIN TYPES OF EXPENDITURE

	TOTAL 2020 £	TOTAL 2019 £
Independent examiner's fees	900	2,280
Assurance services other than audit or independent examination	-	-
Tax advisory fees	-	-
Other fees (for example: financial advice, consultancy, accountancy services) paid to the independent examiner	-	-
	900	2,280

6. STOCK

	Unrestricted Fund £	Restricted Fund £	Total 31-Dec-20 £	Total 31-Dec-19 £
Bar stock	765	-	765	1537
Medals	1,507	-	1,507	1507
Other	1,164	-	1,164	989
	3,436	-	3,436	4,033

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2020

7. DEBTORS AND PREPAYMENTS

	Unrestricted Fund £	Restricted Fund £	Total 31-Dec-20 £	Total 31-Dec-19 £
Debtors	14,360	-	14,360	30
Prepayments	6,672	-	6,672	966
Accrued Income	32,419	-	32,419	32,546
	53,451	-	53,451	33,542

8. CASH AT BANK AND IN HAND

	Unrestricted Fund £	Restricted Fund £	Total 31-Dec-20 £	Total 31-Dec-19 £
Cash at bank and on hand	80,995	7,148	88,143	132,027
Other	-	-	-	-
Total	80,995	7,148	88,143	132,027

9. CREDITORS AND ACCRUALS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	Total 31-Dec-20 £	Total 31-Dec-19 £
Creditors	2	-	2	45,154
Accruals	20,807	-	20,807	1,925
Deferred Income	480	-	480	1,050
Loans	3,080	-	3,080	-
	24,369	-	24,369	48,129

10. CREDITORS AND ACCRUALS: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	Total 31-Dec-20 £	Total 31-Dec-19 £
Loans	45,920	-	45,920	-
	45,920	-	45,920	-

The loan is scheduled to be repaid by August 2026.

11. RESTRICTED FUNDS

	CURRENT REPORTING PERIOD			
	Balance 01-Jan-20 £	Income £	Expenditure £	Transfers** £
RAF Central Fund	-	44,098	44,098	-
RAF Sports Federation	-	7,290	-	(7,290)
RAF Benevolent Fund	9,475	-	-	(9,475)
Accommodation Fund	6,516	15,688	-	(19,785)
Tucker Legacy Fund	19,665	-	-	(14,936)
	35,656	67,076	44,098	(51,486)

Central Fund Grant - to be used for operating costs, kit and equipment, overseas visits and development activities.

Sports Federation Grant - to be used for kit & equipment.

The amounts transferred were used to purchase fixed assets in accordance with the terms of those funds.

The restricted funds are wholly represented by cash reserves of the CIO.

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2020

11. RESTRICTED FUNDS (continued)

	PREVIOUS REPORTING PERIOD			
	Balance 31-Dec-19 £	Income £	Expenditure £	Transfers £
RAF Central Fund	-	60,398	60,398	-
RAF Sports Federation	-	8,815	-	(8,815)
Nuffield Trust	40,000	(40,000)	-	-
RAF Benevolent Fund	-	9,475	-	-
Accommodation Fund	-	6,516	-	-
Tucker Legacy Fund	-	13	-	-
	40,000	45,217	60,398	(8,815)
				35,656

The transfer is an unrestricted fixed asset purchased from restricted fund.
The grant from the Nuffield Trust was returned in 2020 due to unavoidable delays in the expenditure of it, and was included in Creditors in the 2019 financial statements.

12. DESIGNATED FUNDS

	CURRENT REPORTING PERIOD			
	Balance 01-Jan-20 £	Income £	Expenditure £	Transfers £
	-	-	-	-
	PREVIOUS REPORTING PERIOD			
	Balance 01-Jan-19 £	Income £	Expenditure £	Transfers £
Tucker Fund	19,652	-	-	(19,652)
	19,652	-	-	(19,652)

The Trustees decided that the Tucker Fund should be treated as a restricted fund.

13. STAFF COSTS AND NUMBERS

	TOTAL 2020 £	TOTAL 2019 £
Gross Wages and Salaries	13,375	13,156
Employer's National Insurance Costs	-	-
Pension	401	382
	13,776	13,538

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2020

13. STAFF COSTS AND NUMBERS (continued)

Employees who were engaged in the following activities:

	TOTAL 2020 £	TOTAL 2019 £
Costs of generating funds/fund raising	1	1
Activities in furtherance of organisation's objects	-	-
Management and administration	-	-
Other	-	-
TOTAL	<u>1</u>	<u>1</u>

No employees received emoluments in excess of £60,000.

14. TRANSACTIONS WITH TRUSTEES AND OTHER RELATED PARTIES

No payments were made to trustees or any persons connected with them during this financial period. No material transaction took place between the organisation and a trustee or any person connected with them.

15. RISK ASSESSMENT

The trustees have given a full description of their risk assessment in their Trustees' Report.

16. RESERVES POLICY

The trustees have given a full description of their reserves policy in their Trustees' Report.

17. PUBLIC BENEFIT

The CIO acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the CIO has achieved this are provided in the Trustees report. The trustees confirm that they have paid due regard to the CIO Commission guidance on public benefit before deciding what activities the CIO should undertake.

ROYAL AIR FORCE SMALL ARMS ASSOCIATION

INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS

I report to the trustees on my examination of the accounts of the above Charitable Incorporated Organisation ("the CIO") for the first period of operation, ended 31st December 2020.

As the CIO's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

Responsibilities and basis of report

I report in respect of my examination of the CIO's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

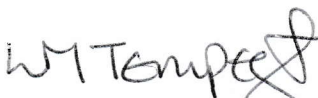
Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed



Name

LINDA M. TENPEST

Date:

23rd August 2021

Independent Examiners Ltd
Unit 2
The Broadbridge Business Centre
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