

REGISTERED COMPANY NUMBER: 03549029  
REGISTERED CHARITY NUMBER: 1070331

**REPORT OF THE TRUSTEES AND**  
**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011**  
**FOR**  
**NATIONAL GOVERNORS' ASSOCIATION**

Crombies Accountants Limited  
Chartered Accountants and Registered Auditor  
34 Waterloo Road  
Wolverhampton  
West Midlands  
WV1 4DG

**NATIONAL GOVERNORS' ASSOCIATION**  
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**FOR THE YEAR ENDED 31 MARCH 2011**

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**NATIONAL GOVERNORS' ASSOCIATION**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2011**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2011. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

03549029

**Registered Charity number**

1070331

**Registered office**

Ground Floor  
36 Great Charles Street  
Birmingham  
West Midlands  
B3 3JY

**Trustees**

Stephen Adamson

Judith Bennett

Clare Collins

Terry Douris

Siddique Hussain

Judith Leggett

- resigned 22.10.10

Frederick Manning

Susan Marsh

Paul Mason

- resigned 6.11.10

Doris Neville-Davies

Frank Ridley

Lesley Stout

Richard Thompson

Carol Woodhouse

Patricia Astwood

Mark Blois

Peter D Haworth

John Pay

Joyce Woodham

- appointed 22.10.10

Frank Newhofer

- appointed 6.11.10

**Company Secretary**

Malford Harris

**Auditors**

Crombies Accountants Limited

Chartered Accountants and Registered Auditor

34 Waterloo Road

Wolverhampton

West Midlands

WV1 4DG

## NATIONAL GOVERNORS' ASSOCIATION

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2011

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The company was incorporated on 20 April 1998, company number 3549029 and is a registered charity, charity number 1070331.

##### **Recruitment and appointment of new trustees**

The management of the company is the responsibility of the Directors who are elected and appointed under the terms of the Articles of Association. Under charity law the directors are deemed to be trustees of the charity.

The Board of Directors consisted of nine Regional Directors appointed by Regional Associations following elections held by them and nine General Directors elected by all classes of members by postal ballot. The Board of Directors appoints, from its members, five honorary officers, being the Chair, two vice-chairs, Treasurer and Honorary Secretary.

The current Board will continue in office until the next Annual General Meeting of the Association to be held on 19 November 2011.

##### **Induction and training of new trustees**

New board members undergo an induction training day led by the Chair of NGA and its Chief Executive to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the structure and meeting schedule of the committees and working groups, and the Board's annual action plan. During the session, which takes place at the NGA's office, they meet the staff of the organisation and are briefed on their roles. During the next year, the existing handbook for trustees will be replaced by a new Trustees' section of the NGA's website, so that it can be kept up-to-date more efficiently and accessed more readily by board members.

##### **Organisational structure**

The Directors met five times during the year as a full board to confirm a strategic action plan to guide the organisation's work, and to monitor its implementation. In addition, Directors served on committees addressing the operational work of the organisation covering finance, communications, policy and staffing. This year the Board has invested in its own development with a training session to evaluate its effectiveness, and has streamlined the way business is conducted at Board meetings

Operational implementation of the strategic objectives and development of the action plan is delegated to a Chief Executive who is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. To facilitate effective operations, the Chief Executive, Emma Knights, has delegated authority, within terms of delegation approved by the Directors, for operational matters including finance, employment and service delivery.

##### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Chief Executive reviews the risk assessment at regular intervals and reports on any changes in this risk assessment to the relevant Committees and then to the Board. Progress against the objectives in the three-year strategic plan now forms the basis of the reporting of the Chief Executive to each meeting of the Board. The annual budget, set before the start of each financial year, is monitored through monthly reports to the finance committee. Internal risks are minimised by sound financial procedures.

## NATIONAL GOVERNORS' ASSOCIATION

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2011

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The National Governors' Association aims to improve the well-being of children and young people by promoting high standards in all our schools, and improving the effectiveness of their governing bodies. This is done by:

1. Providing information and advice to governors - **EXPERT**
2. Ensuring the voices of governors are heard - **REPRESENTATIVE**
3. Being recognised as the leading organisation on school governance, exercising influence through high quality policy publications and communications, and through appropriate partnerships - **INFLUENTIAL**
4. Being a sustainable, well-managed and successful organisation through effective internal operations, sound financial management, and the development of the organisation, its business and its people - **SECURE and HEALTHY**

Membership of the NGA is open to Associations of Governing Bodies (normally covering a local authority area but independent of the local authority), to Governing Bodies, to individual Governors, and to public authorities and companies who have an interest in school governance. NGA represents and supports governors from all state-funded schools, both maintained schools and academies.

#### **ACHIEVEMENT AND PERFORMANCE**

##### **Charitable activities**

A survey of NGA members carried out in October 2010 showed high satisfaction with both membership services and the suite of four guides. Welcome to Governance continues to be the most widely used induction pack in England. The e-newsletter sent to members each Friday during term-time continues to be very well received. This year Q&A briefings were developed for both the SATs boycott and the new academies, and were rated very highly.

We revised our Code of Practice for governing bodies with input from many members and advertised this more widely than in previous years, with the result that more governing bodies adopted a code of practice this year.

Two national conferences were held during the year, the theme for November 2010 being financial management and in March 2011 School Improvement. Regional meetings were held for members in Autumn 2010 and Spring 2011, with the theme for the autumn being conversion to academies.

The Department of Children, Schools and Families became the Department for Education (DfE), and the NGA was represented on a large number of meetings, both with ministers and officials, and other relevant national organisations, and participated in a number of partnerships to achieve the changes requested by its members. The NGA responded to all relevant formal consultations, and actively lobbied parliament during the passage of the Academies Bill with the help of our President, Baroness Howe, and were pleased that changes were implemented on two of the areas on which we lobbied, consultation and parent governors.

#### **FINANCIAL REVIEW**

##### **Reserves policy**

The NGA aims to hold sufficient funds to ensure the continuing operation of its charitable activities for a period of 6 months in the event of interruptions to funding. As part of this, fifteen per cent of any annual surplus is paid into a separate protected reserves bank account which is held primarily for use in winding up the company (including redundancy costs, legal and accountancy costs)

##### **Principal funding sources**

The combination of the recession, the new Government's policy of a marketing freeze and towards the quangos dramatically reduced the NGA's consultancy and advertising income considerably, as well as adversely affecting conference income. Our reliance on our two main sources of income - membership and publications sales - has therefore grown.

The principal funding source was membership £216,143 with a significant contribution from publication sales at £73,409. The six per cent increase in membership income over the previous year was due to a higher number of members, as the price of membership was not increased.

## NATIONAL GOVERNORS' ASSOCIATION

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2011

#### **FINANCIAL REVIEW**

##### **Investment policy and objectives**

The Directors have full powers under the Memorandum of Association to make investments on behalf of the charity. The Directors having regard to the liquidity requirements of the NGA's operations have operated a policy of keeping available funds in short term interest bearing deposit accounts, and seek to achieve the best available market return on such deposits having regard to the requirement for absolute security of capital.

The Directors set a budget for the financial year 2009/2010 based on a review of the NGA's activities and on an annual action plan outlining the NGA's targets. NGA continued to work throughout the year to achieve its budgeted profit from membership subscriptions, sales of publications, and sponsorships. Expenditure was tightly monitored, and therefore the fall in income were matched by falls in expenditure.

The Company made an audited trading surplus of £2,147 in 2010/2011, against a budgeted surplus of £17,426. This difference was primarily due to the loss of advertising income and marketing contracts.

#### **FUTURE DEVELOPMENTS**

The Directors have developed a strategic plan with key objectives to underpin future developments. Our top priority for 2011/12 continues to be to increase the profile of the organisation. To achieve that we need to focus on:

- increasing our income from all sources, but in particular to increase our membership. We aim to improve our marketing and to take advantages opportunities presented by Government policy changes.

- developing our policy and public affairs work as part of a communications strategy.

- maintaining NGA as the representative voice for school governors and governing bodies in England, and establishing NGA as the independent source of guidance and support for school governors, governing bodies and clerks.

High priority will continue to be given to the quality of our products and services in order ensure the NGA is an organisation that others want to join or fund

#### **STATEMENT OF TRUSTEES RESPONSIBILITIES**

The trustees (who are also the directors of National Governors' Association for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

NATIONAL GOVERNORS' ASSOCIATION

REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2011

**AUDITORS**

The auditors, Crombies Accountants Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD :

A handwritten signature in black ink, appearing to read "Clare Collins", with a horizontal line underneath the name.

Clare Collins - Trustee

2 July 2011

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
NATIONAL GOVERNORS' ASSOCIATION**

We have audited the financial statements of National Governors' Association for the year ended 31 March 2011 on pages eight to fourteen. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of trustees and auditors**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, 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 Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
NATIONAL GOVERNORS' ASSOCIATION**

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Report of the Trustees.



I J Cattell (Senior Statutory Auditor)  
for and on behalf of Crombies Accountants Limited  
Chartered Accountants and Registered Auditor  
34 Waterloo Road  
Wolverhampton  
West Midlands  
WV1 4DG

Date: ..... 2 July 2011 .....

**NATIONAL GOVERNORS' ASSOCIATION**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 MARCH 2011**

		2011 Unrestricted funds £	2010 Total funds £
<b>INCOMING RESOURCES</b>	Notes		
<b>Incoming resources from generated funds</b>			
Activities for generating funds	2	30,084	40,313
Investment income	3	43	27
<b>Incoming resources from charitable activities</b>	4		
Income from Charitable Activities		327,567	413,651
<b>Total incoming resources</b>		<u>357,694</u>	<u>453,991</u>
<b>RESOURCES EXPENDED</b>			
<b>Costs of generating funds</b>			
Costs of generating voluntary income	5	3,422	9,360
Charitable activities	6		
Expenses of Charitable Activities		312,765	357,940
Governance costs	7	39,360	50,636
<b>Total resources expended</b>		<u>355,547</u>	<u>417,936</u>
<b>NET INCOMING RESOURCES</b>		<u>2,147</u>	<u>36,055</u>
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>		121,791	85,736
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>123,938</u></u>	<u><u>121,791</u></u>

The notes form part of these financial statements

**NATIONAL GOVERNORS' ASSOCIATION**

**BALANCE SHEET**  
**AT 31 MARCH 2011**

	Notes	2011 Unrestricted funds £	2010 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	11	2,031	9,199
<b>CURRENT ASSETS</b>			
Stocks		6,582	2,023
Debtors	12	34,443	65,309
Cash at bank and in hand		102,433	67,258
		<u>143,458</u>	<u>134,590</u>
<b>CREDITORS</b>			
Amounts falling due within one year	13	(21,551)	(21,998)
<b>NET CURRENT ASSETS</b>		<u>121,907</u>	<u>112,592</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		123,938	121,791
<b>NET ASSETS</b>		<u>123,938</u>	<u>121,791</u>
<b>FUNDS</b>	14		
Unrestricted funds		<u>123,938</u>	<u>121,791</u>
<b>TOTAL FUNDS</b>		<u>123,938</u>	<u>121,791</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Trustees on 2 July 2011 and were signed on its behalf by:



Peter D Haworth -Trustee

The notes form part of these financial statements

**NATIONAL GOVERNORS' ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011**

**1. ACCOUNTING POLICIES**

**Accounting convention**

The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

**Incoming resources**

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

**Resources expended**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	
Short leasehold	
Long leasehold	
Improvements to property	- 10% on cost
Plant and machinery	
Fixtures and fittings	- 25% on cost
Motor vehicles	
Computer equipment	- 33.3% on cost

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**2. ACTIVITIES FOR GENERATING FUNDS**

	2011	2010
	£	£
Advertising & sponsorship income	<u>30,084</u>	<u>40,313</u>

**NATIONAL GOVERNORS' ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31 MARCH 2011**

**3. INVESTMENT INCOME**

	2011	2010
	£	£
Bank Interest	43	27
	<u>43</u>	<u>27</u>

**4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	Activity	2011	2010
		£	£
Consultancy & Contract			
Income	Income from Charitable Activities	20,104	67,796
Membership fees	Income from Charitable Activities	216,143	203,057
Publications	Income from Charitable Activities	73,409	97,166
Other income from Charitable activities	Income from Charitable Activities	2,127	3,161
NGA Awards	Income from Charitable Activities	-	86
Conferences	Income from Charitable Activities	15,784	42,385
		<u>327,567</u>	<u>413,651</u>

**5. COSTS OF GENERATING VOLUNTARY INCOME**

	2011	2010
	£	£
Staff costs	3,075	9,360
Insurance	20	-
Office rent and services	190	-
Telephone and stationary	31	-
IT equipment and maintenance	36	-
Professional development	6	-
Bank charges	12	-
Depreciation	44	-
Loss on sale of assets	8	-
	<u>3,422</u>	<u>9,360</u>

**6. CHARITABLE ACTIVITIES COSTS**

	Direct costs	Totals
	£	£
Expenses of Charitable Activities	<u>312,765</u>	<u>312,765</u>

**NATIONAL GOVERNORS' ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31 MARCH 2011**

**7. GOVERNANCE COSTS**

	2011	2010
	£	£
Staff costs	18,076	20,651
Trustees' expenses	7,035	14,241
Audit	2,550	2,400
Legal fees	1,636	997
Bank charges	83	39
Meetings and conferences	5,616	5,738
Office Expenses	1,303	1,630
Office rent and services	1,322	2,050
IT Equipment and Maintenance	252	555
Insurance	137	456
Professional development	987	-
Relocation costs	-	1,064
Depreciation	304	815
Loss on sale of assets	59	-
	<u>39,360</u>	<u>50,636</u>

**8. NET INCOMING/(OUTGOING) RESOURCES**

Net resources are stated after charging/(crediting):

	2011	2010
	£	£
Depreciation - owned assets	7,164	8,151
Deficit on disposal of fixed asset	1,329	-
Audit fee	-	2,400
	<u>8,493</u>	<u>10,551</u>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2011 nor for the year ended 31 March 2010.

**Trustees' Expenses**

	2011	2010
	£	£
Trustees' expenses	<u>7,035</u>	<u>14,241</u>

During the year 18 trustees (2009 - 16) were reimbursed for expenses incurred, (travel, subsistence and telephone) as shown above.

**10. STAFF COSTS**

	2011	2010
	£	£
Wages and salaries	<u>187,710</u>	<u>190,533</u>

**NATIONAL GOVERNORS' ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31 MARCH 2011**

**11. TANGIBLE FIXED ASSETS**

	Improvements to property £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1 April 2010	2,244	24,632	29,579	56,455
Additions	-	-	1,119	1,119
Disposals	(2,244)	(21,350)	(10,294)	(33,888)
At 31 March 2011	<u>-</u>	<u>3,282</u>	<u>20,404</u>	<u>23,686</u>
<b>DEPRECIATION</b>				
At 1 April 2010	898	24,470	21,889	47,257
Charge for year	224	161	6,779	7,164
Eliminated on disposal	(1,122)	(21,350)	(10,294)	(32,766)
At 31 March 2011	<u>-</u>	<u>3,281</u>	<u>18,374</u>	<u>21,655</u>
<b>NET BOOK VALUE</b>				
At 31 March 2011	<u>-</u>	<u>1</u>	<u>2,030</u>	<u>2,031</u>
At 31 March 2010	<u>1,346</u>	<u>162</u>	<u>7,690</u>	<u>9,198</u>

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2011 £	2010 £
Trade debtors	33,084	61,171
Other debtors	1,359	4,138
	<u>34,443</u>	<u>65,309</u>

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2011 £	2010 £
Trade creditors	8,717	7,008
Taxation and social security	(2,148)	3,721
Other creditors	14,982	11,269
	<u>21,551</u>	<u>21,998</u>

**NATIONAL GOVERNORS' ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 MARCH 2011**

**14. MOVEMENT IN FUNDS**

	At 1.4.10 £	Net movement in funds £	At 31.3.11 £
<b>Unrestricted funds</b>			
General fund	121,791	2,147	123,938
<b>TOTAL FUNDS</b>	<u>121,791</u>	<u>2,147</u>	<u>123,938</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	357,694	(355,547)	2,147
<b>TOTAL FUNDS</b>	<u>357,694</u>	<u>(355,547)</u>	<u>2,147</u>

**NATIONAL GOVERNORS' ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2011

RESOURCES EXPENDED	2011										2010			
	Charitable activities										Governance	Fundraising	Total	Total
	Consultancy and contract costs	Membership services	Conferences	Publication costs	NGA Awards	Governance	Fundraising & Sponsorship	Total	£	£	£	£		
Meetings and conferences	-	8,130	13,398	-	-	5,616	-	-	-	29,163	39,861	-		
Marketing & publicity	444	1,310	-	866	-	-	-	-	-	2,620	8,749	-		
Trustees' expenses	-	-	-	-	-	7,035	-	-	-	7,035	14,241	-		
Representation expenses	-	6,392	-	-	-	-	-	-	-	6,392	-	-		
Consultancy Contract Costs	-	-	-	-	-	-	-	-	-	-	29,224	-		
NGA Awards	-	-	-	-	1,425	-	-	-	-	-	1,425	235		
Matters Arising	-	27,888	-	-	-	-	-	-	-	27,888	25,689	-		
Other publication costs	-	-	-	12,220	-	-	-	-	-	12,220	36,175	-		
Wages	5,198	124,009	13,336	24,018	2,220.73	14,076	3,075	-	-	189,231	190,533	-		
Office rent and services	377	21,508	1,887	4,529	377	1,322	190	-	-	30,191	20,500	-		
Insurance	39	2,231	196	470	39	137	20	-	-	3,131	4,561	-		
Professional Development	-	-	-	-	13	987	6	-	-	1,006	-	-		
Office Expenses	199	13,932	1,998	2,856	61	1,303	31	-	-	20,379	20,402	-		
Audit fees	-	-	-	-	-	2,550	-	-	-	2,550	2,400	-		
Legal fees	-	-	-	-	-	1,636	-	-	-	1,636	1,714	-		
IT Equipment and maintenance	72	7,338	562	1,470	72	252	36	-	-	9,802	8,466	-		
Bank charges	24	1,348	118	284	24	83	12	-	-	1,892	1,696	-		
Depreciation - Computers	85	4,830	424	1,017	85	297	43	-	-	6,780	6,533	-		
Depreciation - Fixtures & Fittings	2	115	10	24	2	7	1	-	-	161	1,371	-		
Depreciation - Inupa to Property	-	-	-	-	-	-	-	-	-	-	224	-		
Profit / (Loss) on disposal	17	959	84	202	17	59	8	-	-	1,346	-	-		
Relocation costs	-	-	-	-	-	-	-	-	-	-	5,321	-		
	6,457	220,008	34,012	47,955	4,334	39,360	3,422	-	-	355,548	417,937	-		
2010 Total	55,493	195,339	30,064	76,810	235	80,636	9,360	-	-	417,937	-	-		