

THE GEOGRAPHICAL ASSOCIATION

(Company Number: 07139068)

(Charity Registration Number: 1135148)

ANNUAL REPORT

PERIOD ENDED 31 AUGUST 2011

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

The Trustees are pleased to present their report together with the financial statements of the charity for the period ending 31 August 2011.

1. Reference and Administrative Details

<u>Charity number</u>	1135148																																												
<u>Company number</u>	07139068																																												
<u>Principal and registered office</u>	160 Solly Street, Sheffield, S1 4BF																																												
<u>Auditor</u>	PKF (UK) LLP, Fountain Precinct, Balm Green, Sheffield, S1 2JA																																												
<u>Bankers</u>	National Westminster Bank PLC, 244 Fulwood Road, Sheffield, S10 3AA																																												
<u>Solicitors</u>	Wrigleys Solicitors LLP, Fountain Precinct, Balm Green, Sheffield, S1 2JA																																												
<u>Investments advisors</u>	Investec Wealth & Investment Ltd, Beech House, 61 Napier Street, Sheffield, S11 8HA																																												
<u>Trustees/Directors</u>	During the period the following Trustees/Directors served on the Governing Body: <table><tr><td>Dr J Hopkin</td><td>Senior Vice President 2009-10, President 2010-11</td></tr><tr><td>Mr J Halocha</td><td>President 2009-10, Past President 2010-11</td></tr><tr><td>Mrs M Roberts</td><td>Past President 2009-10</td></tr><tr><td>Dr F Martin</td><td>Junior Vice President 2009-10, Senior Vice President 2010-11</td></tr><tr><td>Mr Bob Digby</td><td>Junior Vice President 2010-11 (appointed 1 September 2010)</td></tr><tr><td>Mr B Ellis</td><td>Named Trustee, Honorary Treasurer</td></tr><tr><td>Mr P Fox</td><td>Named Trustee</td></tr><tr><td>Mr J Krause</td><td>Named Trustee</td></tr><tr><td>Mr A Kinder</td><td>Chair of Education Committee</td></tr><tr><td>Mr M Higginbottom</td><td>Elected Member</td></tr><tr><td>Mr P Maudsley</td><td>Elected Member</td></tr><tr><td>Mrs H Martin</td><td>Elected Member</td></tr><tr><td>Mr N Simmonds</td><td>Co-option</td></tr><tr><td>Mr M Shevill</td><td>Co-option</td></tr><tr><td>Professor M Bradford</td><td>Co-option</td></tr><tr><td>Dr I Cook</td><td>Co-option (appointed 1 September 2010)</td></tr></table> During the period the following Trustees resigned from the GA's Governing Body: <table><tr><td>Past President</td><td>Mrs M Roberts (resigned 31 August 2010)</td></tr><tr><td>Co-option</td><td>Professor M Bradford (resigned 31 August 2010)</td></tr><tr><td>Past President</td><td>Mr J Halocha (resigned 31 August 2011)</td></tr><tr><td>Elected Member</td><td>Mr M Higginbottom (resigned 31 August 2011)</td></tr><tr><td>Elected Member</td><td>Mrs H Martin (resigned 31 August 2011)</td></tr><tr><td>Co-option</td><td>Mr N Simmonds (resigned 31 August 2011)</td></tr></table>	Dr J Hopkin	Senior Vice President 2009-10, President 2010-11	Mr J Halocha	President 2009-10, Past President 2010-11	Mrs M Roberts	Past President 2009-10	Dr F Martin	Junior Vice President 2009-10, Senior Vice President 2010-11	Mr Bob Digby	Junior Vice President 2010-11 (appointed 1 September 2010)	Mr B Ellis	Named Trustee, Honorary Treasurer	Mr P Fox	Named Trustee	Mr J Krause	Named Trustee	Mr A Kinder	Chair of Education Committee	Mr M Higginbottom	Elected Member	Mr P Maudsley	Elected Member	Mrs H Martin	Elected Member	Mr N Simmonds	Co-option	Mr M Shevill	Co-option	Professor M Bradford	Co-option	Dr I Cook	Co-option (appointed 1 September 2010)	Past President	Mrs M Roberts (resigned 31 August 2010)	Co-option	Professor M Bradford (resigned 31 August 2010)	Past President	Mr J Halocha (resigned 31 August 2011)	Elected Member	Mr M Higginbottom (resigned 31 August 2011)	Elected Member	Mrs H Martin (resigned 31 August 2011)	Co-option	Mr N Simmonds (resigned 31 August 2011)
Dr J Hopkin	Senior Vice President 2009-10, President 2010-11																																												
Mr J Halocha	President 2009-10, Past President 2010-11																																												
Mrs M Roberts	Past President 2009-10																																												
Dr F Martin	Junior Vice President 2009-10, Senior Vice President 2010-11																																												
Mr Bob Digby	Junior Vice President 2010-11 (appointed 1 September 2010)																																												
Mr B Ellis	Named Trustee, Honorary Treasurer																																												
Mr P Fox	Named Trustee																																												
Mr J Krause	Named Trustee																																												
Mr A Kinder	Chair of Education Committee																																												
Mr M Higginbottom	Elected Member																																												
Mr P Maudsley	Elected Member																																												
Mrs H Martin	Elected Member																																												
Mr N Simmonds	Co-option																																												
Mr M Shevill	Co-option																																												
Professor M Bradford	Co-option																																												
Dr I Cook	Co-option (appointed 1 September 2010)																																												
Past President	Mrs M Roberts (resigned 31 August 2010)																																												
Co-option	Professor M Bradford (resigned 31 August 2010)																																												
Past President	Mr J Halocha (resigned 31 August 2011)																																												
Elected Member	Mr M Higginbottom (resigned 31 August 2011)																																												
Elected Member	Mrs H Martin (resigned 31 August 2011)																																												
Co-option	Mr N Simmonds (resigned 31 August 2011)																																												
<u>Chief Executive</u>	Professor D Lambert																																												
<u>Website</u>	www.geography.org.uk																																												

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

2. Structure, Governance and Management

Legal structure

The Geographical Association (company number 07139068) was incorporated under the Companies Act 2006 on 28th January 2010 as a private company limited by guarantee. Charitable status was subsequently conferred by the Charity Commission on 24th March 2010, under registration number 1135148.

The Geographical Association (GA) had previously existed as an unincorporated association (registered charity number 31329), since its formation in 1893. The motivation for the change in the legal structure of the GA, from unincorporated association to company limited by guarantee, was the purchase of property in the form of land and buildings that the GA had been occupying since 1997, at 160 Solly Street, Sheffield. The decision to incorporate the GA was made following discussions with professional advisers and also having due regard for Charity Commission guidance in this area.

The property purchase was completed by the newly incorporated GA at the end of May 2010. On the same date the activities of the ('old') unincorporated GA were transferred to the ('new') incorporated GA. Through this transfer process all of the pre-existing contractual arrangements for the old GA – including those with employees, customers and suppliers – were assigned to the new GA and the fourteen Trustees of the old GA became the Trustees, Directors and legal Members of the GA limited company (herein after referred to as the Trustees). Following the transfer of its assets and liabilities to the new GA, the old GA was dissolved in accordance with clause 16 of its governing Statutes.

The new GA elected to file dormant company accounts with Companies House for its first short accounting period from 28th January 2010 to 30th April 2010. The company then successfully applied to change its accounting reference date to 31st August, hence the current financial statements covering the 16 month period from 1st May 2010 to 31st August 2011. This accounting reference date was chosen because it follows the September to August academic year, to which the GA's activities are closely aligned. This was also the old GA's accounting reference date. It should be noted however that there were no trading transactions in the new company until after the merger of the old and new GA and the purchase of 160 Solly Street at the end of May 2010. These financial statements therefore only contain 15 months of trading transactions, covering the period from June 2010 through to August 2011.

Governing documents

The GA's statutory governing document is the Articles of Association of the Geographical Association, which is publicly available as a downloadable document from the GA website. In addition, the GA also has its own more detailed internal By-laws that set out classifications of and procedures relating to the following areas: Membership, Officers, the Governing Body and the Education Committee.

Appointment of Trustees

The GA is governed by a Board of 14 Directors. They are the legal Members of the Geographical Association limited company and also its Trustees. This Board is called the Governing Body. The power to appoint Members of the Governing Body rests with the Governing Body itself, but the wider membership of the GA may, by means of the election procedures set out in the By-laws, make nominations for membership of the Governing Body. The Governing Body also has the power to co-opt up to three individuals (within the total of 14) to fill specialist roles.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

The Governing Body comprises:

- (i) The four Presidents. The President, who is the Chair of the Governing Body, is elected two years before the twelve months term of office begins and serves one of these years as Junior Vice President and one as Senior Vice president. After the twelve months term of office the President serves for one further year as Past President.
- (ii) The Chair of the GA Education Committee and the Honorary Treasurer who are each subject to a three-year term with eligibility for immediate re-nomination and re-election for a further three year period. The Honorary Treasurer is one of the three Named Trustees.
- (iii) Three Named Trustees. The initial term of the non-Honorary Treasurer Named Trustees is six years and they are eligible for immediate re-election for a further three-year period.
- (iv) Three elected members who serve for three years and are eligible for immediate re-nomination and re-election for a further three-year period.
- (v) Up to three co-options who serve for an initial term of three years and are eligible for immediate re-appointment for one further three-year period.

Induction

The GA has an appointment and induction policy, which is regularly reviewed by the Governing Body. As part of their induction Trustees are provided with an information pack on the GA, which contains the Articles of Association, By-laws, the most recent set of audited financial statements and latest management accounts information, the strategic plan and lists of staff and other Trustees. Incoming Trustees are also encouraged to read Charity Commission publications that set out the responsibilities of Trustees.

Organisation

The Governing Body has overall responsibility for the GA's affairs and formally meets three times per year. The day to day operation of the charity has been delegated to a Chief Executive, Professor David Lambert, who has been in post since October 2002. In addition to the three meetings of the full Governing Body, the Chief Executive attends regular Presidents Group meetings with the four Presidents and the Honorary Treasurer.

The Education Committee has responsibility for formulating the educational policy of the Geographical Association. It meets three times per year and comprises a Chair, Vice-Chair and representatives of each of the GA's sub groups, recruited to tap the wider range of expertise and experience of GA members.

Sub group	Title
Phase Committees	Early Years and Primary Phase Committee Secondary Phase Committee Post 16 and Higher Education Phase Committee
Special Interest Groups	Fieldwork and Outdoor Learning Information and Communications Technology Education for Sustainable Development Independent Schools Assessment and Examinations International Teacher Education Citizenship Physical Geography

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

Communication Boards	<i>Geography</i> Editorial Board <i>Teaching Geography</i> Editorial Board <i>Primary Geographer</i> Editorial Board <i>GA Magazine</i> Editorial Board Publications Board Website Board Conference Board
----------------------	---

Related parties

The GA is an independent charity that is funded by its members via membership subscriptions and the sale of educational resources and services. It also raises external funds to undertake specific curriculum development and continuing professional development (CPD) consultancy projects.

Risk management

The Trustees have considered the financial and operational risks to which the GA is liable, and have introduced policies and management structures to mitigate them. Financial controls are designed to minimise the risk of fraud or other losses. The GA has appropriate insurance coverage for the activities in which it is involved. The GA reserves policy allows the GA to continue operating for a several years with a deficit budget if the Trustees decide this is warranted. The GA's strategic plan specifically makes reference to embedding risk management in all areas of the GA's operations, as a key activity that is to be continually reviewed and assessed.

3. Objectives and Activities

The Geographical Association is the leading national subject association for geography. The primary objective of the charity is the advancement of education for the public benefit by furthering geographical knowledge and understanding, through the promotion and dissemination of good practice in geographical teaching and learning.

The GA believes that geography is important because it helps us to make sense of the world. The GA's manifesto, *A Different View*, sets forth our belief that geography makes an essential contribution to a balanced education for all young people in schools, colleges and other settings. Geography tackles the big issues – environmental responsibility, global interdependence, cultural understanding, and the interplay of physical, economic, social, cultural and political processes. As an independent subject association the GA exists to promote, support and develop geography subject leadership at all levels and this is reflected by its membership, which includes large numbers of primary and secondary teachers as well as teachers in further education, academic geographers and teacher trainers and educators.

The GA, through its volunteer interests, expertise and experience (both at volunteer committee, special interest group and communication board member level and also through its staff input overseen by the Chief Executive) is continually working in support of the above over-arching objectives. The Trustees of the GA have identified, as part of the latest strategic plan covering the period 2009-14, the following key priorities for the organisation. How these strategic priorities are tackled is reviewed annually by the Governing Body, enabling the GA to adapt to an educational world that is always challenging and changing.

- To demonstrate the value of geography in education
- To serve the professional needs of geography teachers at all levels
- To increase awareness, membership and participation across all sectors
- To secure and maintain a sustainable financial future

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

The funding to support the GA's work is currently derived from four main areas of activity – membership subscriptions, the sale of educational resources, conferences and events, and externally funded curriculum development project activity.

(i) Membership subscriptions:

Members subscribe to one or more of the GA's three journals - *Primary Geography*, *Teaching Geography* and *Geography* - and they also get *GA Magazine*, each of which is produced three times per year. They also receive online access to a searchable archive of past journal issues through their own membership log-in to the GA website, where they can also access photo galleries, topical teaching materials, third party discount vouchers and other networking opportunities. For group members the GA also offers institution wide IP-access in return for the payment of an additional fee. Full members receive significant discounts on GA publications and other teaching resources, online and face-to-face continuing professional development (CPD) courses and consultancy services. In the current period the GA introduced a new low cost Entry Level membership category, with a subscription fee of only £15 per year that provides access to *GA Magazine* and the members' area of website (excluding journals and discounts).

(ii) The production and sale of teaching resources

The GA produces an extensive range of niche educational resources for teachers of geography, including an acclaimed series of handbooks forming a core in-school CPD resource for geography subject leaders, plus many more innovative learning materials in both print and electronic format. A list of new resources published during the period under review is included in Section 4 of this report.

(iii) Conferences and events

The GA organises and runs an Annual Conference and Exhibition held over 3 days, as well as programme of one-day regional CPD events that are oriented to the professional support of geography teachers in primary and secondary schools.

(iv) Curriculum development and CPD projects

The GA leads teachers in school-focussed geography curriculum development through its management of and participation in externally funded projects. Notable in the current period were the Department for Education funded *Action Plan for Geography* (2006-08 and 2008-11) and the Paul Hamlyn Foundation funded *Making My Place in the World* project (2011-2012). The outcomes from all of the projects that the GA has been involved with during the period under review can be viewed from the Projects area of the GA website.

Public benefit

Because the Geographical Association believes that knowledge of geography helps everyone to make sense of the world and contributes to an understanding of civil society, membership of the GA is open to all. The GA offers discounted membership subscriptions for students, newly qualified teachers and also unwaged individuals (including those who are unemployed or retired). Through its new low cost Entry Level membership category the GA is also aiming to boost numbers of personal members and thereby its community engagement.

Through its website the GA offers a wide range of resources, many of which are freely available to either read or download. In particular the GA's *Worldwise* brand has its own dedicated section of the website that offers an extensive range of engaging and free-of charge activities for students of all ages. An important element of the GA Annual Conference is the (free-of-charge) Public Lecture; in 2011 this was at the University of Surrey and took the form of a 'Confessions of a Map Addict' presentation by travel writer and broadcaster, Mike Parker.

The Trustees have given due consideration to Charity Commission published Guidance on the operation of the Public Benefit requirement.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

4. Achievements and Performance

Much of the volunteer effort of the Geographical Association in the areas of educational policy and the curriculum is channelled through its Education Committee (EC). This committee includes representation from each of the GA's volunteer Phase Committees (PC's), Special Interest Groups (SIG's) and Communication Boards (CB's). For a full list of these EC groups see Section 2. The work of EC, to direct and co-ordinate the actions of its constituent parts continued to evolve during the period under review through the identification of priority themes e.g. assessment and the development of teaching resources related to the forthcoming 2012 Olympic & Paralympic Games. This gave both structure and guidance to the work of these groups, whilst leaving them with opportunities to take further initiative as their specialist interests saw fit.

There follows a report on the work of GA, through both the volunteer EC groups and its paid professional staff, for the period being reported on. This report uses three overarching headings that have been taken from the GA's strategic development plan (2009-14) plus a fourth for 'other' activities. Those Phase Committees, Special Interest Groups and Communication Boards that are specifically mentioned by name are illustrative of the EC groups as a whole.

Leadership in geographical education

Several EC groups took actions that provided practical guidance on aspects of curriculum development through workshops at the 2011 Annual Conference, *Teaching Geography* articles and additions to their own areas of the GA website, e.g. the Teacher Education group's conference session on what makes a good geography lesson. Some groups, such as the Early Years and Primary Phase Committee and the Independent School group also directed their work through other organisations and events such as the Chamey Manor conference and 'cluster group' events organised through Independent Schools. The Assessment and Examinations group provided data on uptake and performance in public examinations. EC also has worked hard to respond collectively to key issues, such as the latest Education Bill. The effectiveness of EC and its various groups in providing integrated and timely leadership in geographical education remains a key priority and challenge for the future.

Support and guidance

The effectiveness of the EC groups in providing resources and ideas to support teachers can be identified through many of their specific journal articles, annual conference workshops and web site contributions. The Secondary Phase Committee for example, continued its tradition of providing well attended and enthusiastically run conference workshops, in addition to providing a wealth of practical teaching ideas on the GA's website. Similar work has also been done by the Information Technology and Communications group (on how ICT can be used in the new GCSE Controlled Assessments) and by the recently-renamed Fieldwork and Outdoor Learning SIG (flagging up fieldwork resources and guidance available on the GA website).

The GA Annual Conference and Exhibition (this year on a theme of 'Progress in Geography'), which is the largest CPD event of its kind, was held at the University of Surrey, from 14-16 April 2011. The first day was set aside for the Association at Work meetings and the Annual Meeting, which were followed in the evening by the Public Lecture, Awards Presentations and the Conference Dinner. The annual Awards Presentations provide for the formal recognition of excellence across various areas of GA activity. On the second and third days several hundred delegates enjoyed a rich programme of lectures and workshops, and a large exhibition of resources.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

In addition to the flagship Annual Conference, the GA now runs a suite of around 40 regional events oriented to the professional support of geography teachers in primary and secondary schools. These are highly regarded and provide a very sound basis for a steady growth in the GA's CPD business with clusters of schools, Federations and in the future, alliances led by the new Teaching Schools. In addition, this year has seen the piloting of on-line training sessions, a technology that may be highly pertinent in the roll out of a new national curriculum with very limited government support for teachers.

Spring 2011 saw a fresh new look for the primary journal *Primary Geography* (and a revised title from its former *Primary Geographer*). Throughout the period under review all three of the GA's journals (*Primary Geography*, *Teaching Geography* and *Geography*) continued to be published in both hard copy and online formats three times per year, with each one providing GA members with access to quality assured geography resources and inspirational teaching ideas. The summer 2011 issues featured the first of a series of articles on the current Curriculum Review. In 2011-12 the journals (and *GA Magazine*) will include further articles aimed at engaging teachers in the related debate about 'core knowledge' with a view to supporting all teachers of geography with the implementation of any announced curriculum changes (that are currently scheduled for teaching from September 2014). In 2011 we were delighted to receive the news that JStor had completed the digitization of the entire *Geography* back catalogue: this will become available to subscribers at no extra cost in 2012.

The Publications Board has responsibility for setting and overseeing the GA's publishing programme and in the period under review the following new resources were completed:

- Four new titles in the *Top Spec Geography* (post-16) series: *Flood Risk and Management*; *The Rapidly Changing Arctic*; *Changing Populations - The New Europe*; *Energy - The Burning Questions*
- Three new titles in the *GCSE Geography Teachers' Toolkit* (GCSE) series: *Hot and Bothered? - A Study of Climate Change*; *A Disposable Future? - A Study of a Wasteful World*; *Life on the Edge? - A Study of Extreme Environments*
- Two new titles in the *Geography Plus* (primary) series: *Little Blue Planet - Investigating Spaceship Earth*; *The UK - Investigating Who We Are*
- *Postcards* (packs of 96)
- *Geography Gives You Options* (leaflet packs)

Membership and the wider community

The importance of GA membership recruitment and retention was a constant theme throughout the period under review, together with a focus on the need to become more efficient in how the EC groups manage their work. The Teacher Education group continued to play a key part in recruiting PGCE trainees to the GA. The International group continued to maintain an international profile for the GA through, for example, helping to fund delegates to attend the GA annual conference. Many EC groups have placed increased emphasis on disseminating their work as widely as possible, in order to create member benefit and encourage membership retention. For example, the Post-16 Phase Committee underpinned its conference edition newsletter with its workshop and lecture themes and made this available for download through the GA website. Several EC groups now use this type of approach – where meetings and conference workshops linked to other forms of output, which are made available to members through virtual means. Another aspect of note has been the growth on activity in virtual networking. The GA 'Ning' is now used not only for internal communications (for example, the Education Committee Ning group) but as a means of encouraging interaction between EC activists and GA members. The Fieldwork and Outdoor Learning Ning, for example, has recruited the largest membership on the GA Ning. EC members are also very active in support of other real and virtual networks, such as the Primary Champions network, local branches and so on.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

Other activities

The GA believes in developing its key links and partnerships to increase the level of awareness of geography's educational potential among policy makers and also extend the reach of its influence, guidance and advice for the community of practice itself. To this end the GA, mainly through the work of its Chief Executive, has continued to maintain close relationships with government (mainly the Department for Education) and its agencies. The government's 2010 White Paper *The Importance of Teaching* has been welcomed by the GA. It has instigated some proactive work on visioning a curriculum with a much sharper focus on knowledge, culminating in the GA's 'geography curriculum consultation' undertaken between July and October 2011. With over 200 detailed responses to a curriculum rationale and set of proposals, this exercise has attracted interest and further meetings with Ministers and officials at the Department. Closer links have also been forged with a small number of key strategic partners, including the Ordnance Survey, ESRI UK Ltd (who helped produce a 'core knowledge' demonstration as part of the GA's consultation exercise) and the Field Studies Council. In addition, the GA works closely with other subject associations and is a member of the Council for Subject Associations. In all cases this is when there is clear mutual benefit and the GA's core mission can be served without compromise.

The GA website (www.geography.org.uk) continues to be a respected and well-used resource with a new page view record being broken in March 2011 when the Japan Tsunami page received just short of 3000 views in a single day. The GA website has more than maintained its footprint despite the welcome growth of the *Action Plan for Geography* funded 'geography teaching today' website which, during its funded period (2006-11) accumulated over one and a half million visits (the *Action Plan for Geography* website will, from 2012, revert to becoming a portal to the RGS-IBG and GA sites respectively). The GA email newsletter was redesigned in January 2011 and the new design and structure has proved popular with readers. The newsletter now has approximately 5,500 subscribers and attracts regular third party advertisers. Our social media presence continues to grow with Twitter providing an increasingly valuable tool for audience engagement.

There are currently approximately 40 Branches affiliated to the GA in England, Wales and Northern Ireland. During the period the Branches continued to put on their own unique range of activities for the benefit of the geographical community in their local area. The activities included lectures of general geographical interest, enthusiastically supported sixth form conferences, teachers' day conferences, primary in-service training workshops, field excursions and Worldwide local quiz events.

The GA's *Worldwise* activities (the local face-to-face quiz, the online quizzes, the My Places area of the website and Geography Awareness Week resources) continued to prove extremely popular with schools and colleges. The annual *Worldwise* Challenge weekend, the 'national final' for secondary schools taking part in *Worldwise*, took place Blencathra Field Studies Centre in the Lake District in May 2011. Three students from the previous year's *Worldwise* Challenge weekend went on to represent their country at the National Geographic World Championships held in San Francisco in July 2011.

The GA's purchase of its premises at 160 Solly Street at the end of May 2010 was a significant moment in the Association's evolution. By becoming an owner of land and buildings for the first time in its 117 year history, it had officially put down roots in Sheffield. The significance of this occasion was formally marked by a celebration event held in November 2010, attended by the Right Honorable David Blunkett MP and the Lord Mayor of Sheffield.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

5. Financial Review

The financial statements for the sixteen month period ended 31 August 2011 show total incoming resources of £2,783,749 and resources expended of £1,544,078 resulting in net incoming resources before other recognised gains and losses of £1,239,671. It should however be noted that the incoming resources figure includes £1,369,869 from the transfer into the new company of the net assets from the old (unincorporated) GA.

If the effect of the net assets transfer transaction is excluded, the net incoming resources figure changes to a deficit of £130,198 and in the opinion of the Trustees this is a better reflection of the underlying financial performance of the GA during the period under review. However in relation to this underlying deficit, the following additional points should also be noted:

(i) The final Trustees report for the old (unincorporated) GA highlighted that its financial projections indicated that there was a need for the GA to broaden its income base and, if necessary, take steps to reduce its core operating costs, mainly as a consequence of the reduction in externally funded curriculum project work. During the period under review steps were indeed taken to reduce the cost base of the GA, which included reducing staffing levels by approximately one quarter, achieved mainly through a programme of redundancies. As a consequence of this, the resources expended figure includes £20,755 of redundancy pay.

(ii) The resources expended figure also includes a further £27,102 of one-off legal and actuarial charges, incurred as a direct result of the GA's incorporation and related business transfer processes.

(iii) As a result of the extended reporting period the financial statements include two of the traditionally quieter June-August trading periods i.e. for both June-August 2010 and June-August 2011. The adverse impact of this factor on the reported outturn is estimated to be approximately £29,000.

(iv) A further contributor to the underlying deficit (which had been budgeted for) was the run-out of the *Action Plan for Geography* (APG) project contract, because whilst APG funding had been received on a fiscal year basis it was actually expended on an academic year basis. Hence in the final year of the project (September 2010 to August 2011) there were actually twelve months of expenditure but only seven months of related income. In very broad terms this is simply a reversal of the APG benefit the GA received in the first year of this project but it nevertheless accounts for much of the remainder of the above mentioned underlying deficit.

In the period under review membership subscriptions at £482,374 (representing 15 months of income), were the largest single income source for the GA. Reversing the long term trend of member numbers reduction remains a key priority for the GA. An analysis of membership trends for the past five years is presented in the tables on the following page.

The Trustees are conscious of the current external educational pressures on school geography. In particular it is noted that current demographic trends project a further fall in teacher numbers required for secondary schools, while at the same time teacher demographics indicate that large numbers of retirements are expected in coming years. On the other hand, the GA now operates in a policy setting environment which we expect will encourage more geography to be taught in schools. For example, the EBacc, introduced a year ago, is expected to show an increase of around 25% in GCSE geography candidature in English schools in 2011-12 – after 15 years of almost continual decline. Even if this increase does not result in the employment of additional geography specialist staff (and early signs are that it might not) it should improve trading conditions for publications (e.g. *GCSE Toolkits*) and CPD (e.g. for non-specialists teaching Key Stage 3). The GA's role interpreting and supporting a new 'knowledge based curriculum' will be extremely important.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

Analysis of membership by subscription grade (based on the month of May):

Year	2007	2008	2009	2010	2011
Grade					
Group	3,342	3,125	2,984	2,706	2,579
Full Personal	1,871	1,697	1,611	1,531	1,445
Associate	1,419	1,217	1,179	1,120	1,212
Other	163	256	201	308	281
<hr/>					
Total	6,795	6,295	5,975	5,665	5,517
<hr/> <hr/>					

Analysis of membership by subscription category (based on the month of May):

Year	2007	2008	2009	2010	2011
Category					
Geography	1,051	1,017	1,011	966	926
Teaching Geography	1,889	1,696	1,610	1,543	1,488
Primary Geographer	1,989	1,770	1,496	1,356	1,234
Geog/Teaching Geog.	1,280	1,266	1,330	1,232	1,244
Geog/Primary Geog.	30	32	30	29	26
Teaching/Primary Geog.	204	172	155	146	115
All three journals	352	342	343	393	375
GA Magazine only	-	-	-	-	109
<hr/>					
Total	6,795	6,295	5,975	5,665	5,517
<hr/> <hr/>					

In the opinion of the Trustees, the GA's closing balance sheet remains reasonably robust, with net current assets of £255,747 and total net assets of £1,257,204, of which £4,137 was held as restricted funds. The above reported financial outturn, together with the budget plans in place for 2011-12, which are based around securing a breakeven outturn, clearly demonstrate the on-going commitment and efforts of all staff and Trustees towards achieving a financially sustainable future for the GA.

Investment powers and policy

Under its Articles of Association, the Governing Body of the GA has the discretion to invest in any way the Trustees wish, after having obtained such advice from a financial expert as they consider necessary. The Trustees, having regard to the organisation's liquidity requirements have operated a policy of keeping a proportion of funds available in the form of cash deposits and maintaining the balance of funds on investment with Investec Wealth & Investment Ltd, to whom the asset management function has been delegated. The investment managers work to the GA's investment policy of maximising overall returns within an agreed asset allocation, subject to a target income requirement and of the overall investment strategy being one of moderate risk. The GA's investment policy was reviewed and updated in the current period under review to move towards a 'model' portfolio asset allocation over a 5 – 10 year time frame to strike a better balance between income generation and the potential for capital growth (replacing the previous bias towards income generation). The updated investment policy also reaffirmed the GA's commitment to its documented ethical policy, with regard to environmental and sustainability matters, human rights and social responsibility.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

At the year-end, the GA held £681,929 in two separate funds comprising a main mixed investment portfolio and a commercial property portfolio; the latter relating to an original investment made in 2007 of £280,000 received from the legacy of former GA President and member, Patrick Bailey. The total of the realised and unrealised investment gains over the period was £17,533.

The Trustees review investment performance at each meeting of the Governing Body and meet with the investment manager once a year. Performance is monitored against national and international benchmarks indices and the Named Trustees receive information from the investment manager of each transaction made on behalf of the GA. Since the period end there has been no material diminution in the overall value of the GA's investments.

Reserves policy

The GA's reserves currently stand at £1,257,204 of which £30,000 has been designated as a buildings expenditure reserve and £4,137 is in restricted funds. The unrestricted and undesignated reserves of £1,223,067, equate to approximately 14 months' normal expenditure based on the GA's budgeted total expenditure for 2011-12. The Trustees believe that the current level of reserves is reasonable in light of uncertainty over future income streams and possible expenditure variances, whether due to macro economic factors or unscheduled events. The GA's free reserves are also maintained at this level with a view to being able to support investment in new services and activities, and to allow the GA to support a short term trading loss whilst maintaining our long-term sustainability.

6. Plans for Future Periods

The present period and immediate future are challenging – characterised by the Chief Executive at the 2011 Association at Work meeting at the GA Annual Conference as 'the Doldrums'. It is a period of calm following the end of relatively easily available funds from government sources, during which the GA must prepare for its next phase of development – supporting a new national curriculum, the EBacc, A level reform, Teaching Schools and a highly competitive, increasingly marketised school system.

Specific priorities for the GA in the forthcoming year include:

- (a) Membership: Increase the range of GA member benefits (c.f. digitisation of the complete *Geography* journal archive by JStor and co-development of a new *Geoweb.tv* video resource library with Pumpkin Interactive) whilst ensuring that all existing benefits continue to meet members' needs.
- (b) Publications: Introduction of 'free postage & packaging' on GA resources and re-development of the GA's online shop (becoming a 'one stop shop' for geography).
- (c) CPD business: continued growth – through face-to-face and online events, the primary and secondary geography Quality Mark accreditation frameworks and other consultancy services.
- (d) National Curriculum Review: It is the intention that the GA's consultation and revised curriculum proposals become influential on the revised national curriculum. This can be seen as a major opportunity in the context of a 'big society' solution to major policy change.
- (e) EC reforms: proposals are currently under discussion to further refine the way in which volunteer-activists contribute to the work of the GA through its Education Committee. In short, we are looking to maximise the productive outcomes of volunteer activity.
- (f) Exploring new opportunities for collaboration and strategic partnerships in order to increase the GA's influence and impact on furthering the learning and teaching of geography in schools.
- (g) Olympics & Paralympics 2012: to support teachers in capitalising on the geographical opportunities given by this once in a generation 'mega event' – through publications, journals and website.
- (h) Achievement of a breakeven financial outturn.

THE GEOGRAPHICAL ASSOCIATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 AUGUST 2011

7. Auditors

A resolution will be proposed at the Governing Body meeting that PKF (UK) LLP be re-appointed as auditors for the ensuing year.

Provision of Information to Auditors

So far as each of the Trustees is aware, at the time the report is approved;

- there is no relevant audit information of which the association's auditors are unaware; and
- the Trustees have taken all reasonable steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This was approved by the Board on 5 November 2011 and signed on its behalf.

Peter S Fox
Honorary Treasurer

Important Note

The maintenance and integrity of the Geographical Association website is the responsibility of the Governing Body; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were originally presented to the website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

THE GEOGRAPHICAL ASSOCIATION
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING THE INCOME AND EXPENDITURE ACCOUNT
FOR THE PERIOD ENDED 31 AUGUST 2011

	Note	Unrestricted Funds £	Restricted Funds £	Total Period ended 31 Aug 2011 £
INCOMING RESOURCES				
Incoming resources from generated funds:				
<i>Voluntary income:</i>				
Donations		102	-	102
<i>Activities for generating funds:</i>				
Advertisements & inserts in journals		36,447	-	36,447
Sponsorships		61,515	-	61,515
<i>Investment income</i>	2	32,516	53	32,569
Incoming resources from charitable activities:				
Subscriptions		482,374	-	482,374
Sales of other publications		258,643	-	258,643
Conference & other events		175,207	-	175,207
Special project income		322,417	-	322,417
Royalty income		37,172	-	37,172
Miscellaneous		7,434	-	7,434
<i>Transfer of net assets from unincorporated charity</i>	15	1,360,522	9,347	1,369,869
Total Incoming Resources		2,774,349	9,400	2,783,749
RESOURCES EXPENDED				
Costs of generating funds:				
Investment management fees		7,996	-	7,996
Fundraising and publicity		106,134	-	106,134
Charitable expenditure:				
Publications costs		247,680	-	247,680
Other costs		1,023,643	5,263	1,028,906
Governance costs		153,362	-	153,362
Total Resources Expended	4	1,538,815	5,263	1,544,078
Net Income before other recognised gains and losses		1,235,534	4,137	1,239,671
Other Recognised Gains and Losses:				
Realised gains/(losses) on disposal of investments		14,192	-	14,192
Unrealised gains/(losses) on investments	6	3,341	-	3,341
Net Movement in Funds		1,253,067	4,137	1,257,204
Fund balances brought forward at 1 May 2010		-	-	-
Fund balances carried forward at 31 August 2011		1,253,067	4,137	1,257,204

All amounts are derived from acquired activities.

THE GEOGRAPHICAL ASSOCIATION

**BALANCE SHEET
AS AT 31 AUGUST 2011**

	Note	31 August 2011	
		£	£
FIXED ASSETS			
Tangible fixed assets	5		473,098
Investments	6		681,929
			1,155,027
 CURRENT ASSETS			
Stock	7	141,565	
Debtors	8	44,139	
Cash and bank balances		344,224	
			529,928
 CURRENT LIABILITIES			
Subscriptions paid in advance		149,157	
Creditors and accrued expenses	9	125,024	
			274,181
 NET CURRENT ASSETS			
			255,747
 LONG TERM LIABILITIES			
Creditors falling due in more than one year	10		153,570
 NET ASSETS			
			1,257,204
 FUNDS			
Restricted funds	11		4,137
Unrestricted funds:			
- Designated	11	30,000	
- General	11	1,223,067	
			1,253,067
			1,257,204

Approved by the Board on 5 November 2011 and signed on its behalf.

Peter S Fox
Honorary Treasurer