TOASTMASTERS INTERNATIONAL

DISTRICT 91

District Council Meeting

19th September 2026

10am - 1pm

DISTRICT 91 COUNCIL MEETING

ONLINE: SATURDAY 19TH SEPTEMBER 2026

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Welcome from District Director 2026/27

Dear District Council members,

As we come together for our first District Council meeting of the year, I want to take a moment to simply say Thank you**.**

Thank you for choosing to step forward and serve. I know that these roles take time, energy and commitment, alongside everything else life brings.

Your willingness to give your time and experience makes a real difference to our clubs and, most importantly, to our members.

District 91 has always been a district that rises to challenges. Our success has never been defined simply by numbers, it has been defined by the people who create welcoming communities where members can grow.

As we begin another Toastmasters year, we do so in a changing environment. Members have more choices than ever before, organisations continue to evolve and the recent international membership fee increase presents additional challenges for many clubs. Yet these challenges also present an opportunity to think differently, innovate and strengthen the value we provide to every member.

Our focus this year is: **Supportive. Simplify. Sustainable.**

We will support our clubs by providing practical resources, responsive leaders and opportunities to learn from one another. We will simplify the way we work by removing unnecessary complexity, sharing best practice and making it easier for volunteers to succeed. Most importantly, we will build a sustainable District by strengthening our clubs, growing new communities and developing confident leaders for the future.

This pack is more than a document, it is our shared commitment. It provides direction while allowing every Division, Area and Club the flexibility to adapt to the needs of their members. Success will not come from the District Team alone. It will come from thousands of members, club officers and district leaders working together with a common purpose.

Together, we will continue building clubs where every member feels they belong, every leader feels supported and every club has the opportunity to achieve excellence.

I look forward to serving alongside you as we make District 91 stronger than ever.

Warm regards

Seema

Seema Menon, DTM
District Director 2026/2027

Appointment of District Officers

Whilst some of our Area Directors are elected by area councils, and Division Directors are elected at our Annual Council meeting, a vacancy in any elective office shall be filled by the District Executive Committee based upon the recommendation of the District Director. This includes the appointed roles on the District Leadership team as decided by the District Director.

The following appointments have been made:

- DLT Public Relations Manager - Suhas Kumar DTM
- DLT Administration Manager - Deborah Stevens
- DLT Finance Manager - Violet Karamagi
- Area Director A1 - Kate Fraser-Smith
- Area Director A17 - Kevin Harrington
- Area Director A42 - Jaynie Shah
- Appointed Area A46 Director - Ana Rosales Damil had to step down for personal reasons, therefore, I appointed Joe Bastin as Area 46 Director
- Elected Area B8 Director Peter Francis had to step down due to personal health reasons, therefore, I appointed Angelie Bharwaney as Area B8 Director
- Area Director B9 - Annelise Lepage
- Area Director B18 - Joann Walsh
- Area Director B52 - Grace Nathan
- Area Director C2 - Afreen Kansal
- Area Director C5 - Martin Madden
- Area Director C25 - Nick Ronald
- Area Director C34 - Jyothi Banday
- Area Director C58 - Himanee Anthwal
- Area Director D21 - Tom Hostetler
- Area Director D29 - Hassan Aden
- Area Director D53 - Rafael Guzman
- Area Director H37 - Ahmed Abubakir
- Area Director J7 - Paul Ovington DTM
- Area Director J10 - Ryan Olden
- Area Director J11 - Sebastian Dixon-Lewis
- Area Director J22 - Pearl Cadogan
- Area Director L23 - Elaine Kelly DTM
- Area Director L47 - Andrea Sachtleben
- Area Director L56 - Rachel Akinsanya

Budget 2025/2026

Budget set for the year 2025/26 -

Break even	Revenue	Expense	Net	Policy
Conference	20,000	20,000	-	Meets Policy
Fundraising	-	-	-	Meets Policy
District Store	-	-	-	Meets Policy

Minimum Expense Type	Expense	%	Policy
Marketing Outside Toastmasters	4,843	**5.0%**	5.0%

Maximum Expense Type	Expense	%	Policy
Education and Training	13,975	**14.6%**	15.0%
Marketing Outside Toastmasters	4,843	**5.0%**	10.0%
Club Growth	10,175	**10.6%**	15.0%
Public Relations	4,200	**4.4%**	10.0%
Recognition	12,330	**12.9%**	20.0%
Travel	17,115	**17.8%**	25.0%
Lodging	9,833	**10.3%**	15.0%
Food and Meals	6,795	**7.1%**	15.0%
Speech Contest	4,550	**4.7%**	5.0%
Administration	7,290	**7.6%**	10.0%
Total Membership Dues	**95,901**	**100.0%**	

Year-end Profit and Loss Summary for 2025/26

	07/01/2025 Through 06/30/2026		
	Actual	Budget	Variance
District Revenue			
Membership Revenue	99,622.14	95,901.17	3,720.97
Conference Revenue	20,422.40	20,000.00	422.40
Oct/Nov Event Revenue	2,955.20	5,000.00	(2,044.80)
Speech Contest Revenue	365.00	0.00	365.00
Other Revenue	208.82	0.00	208.82
Total District Revenue	123,573.56	120,901.17	2,672.39
District Expenses			
Conference Expenses	20,687.29	20,000.00	687.29
Oct/Nov Event Expenses	2,323.00	5,000.00	(2,677.00)
Recognition	12,158.29	12,330.00	(171.71)
Club Growth	7,674.25	10,175.00	(2,500.75)
Marketing Outside of Toastmasters Expenses	5,625.60	4,843.00	782.60
Public Relations Expense	3,043.78	4,200.00	(1,156.22)
Education & Training Expense	8,146.28	13,975.00	(5,828.72)
Speech Contest Expenses	2,611.48	4,550.00	(1,938.52)
Administration Expenses	5,314.24	7,290.00	(1,975.76)
Food and Meals Expense	12,033.01	6,795.00	5,238.01
Travel Expense	22,368.30	17,115.00	5,253.30
Lodging Expense	13,463.72	9,833.00	3,630.72
Other Expenses	461.69	0.00	461.69
Allocation Expenses	4,895.36	4,795.08	100.28
Total District Expenses	120,806.29	120,901.08	(94.79)
Total Net Income	**2,767.27**	**0.09**	**2,767.18**

District 91 remained in a sound financial position throughout the reporting period. Membership revenue exceeded budget expectations, supported by strong club growth activity and an increase in membership payments during the final months of the year. Overall expenditure remained within Toastmasters International policy guidelines, with investment focused on supporting club growth, member recognition, conferences, and district operations.

Audit of last financial year

For the period 1 July 2025 to 30 June 2026, the accounts remained 100% compliant with all financial management and reporting requirements. Monthly financial reports were submitted in accordance with the required timescales, and all expenditure was reviewed and processed appropriately. In addition, the Audit Committee report was completed, providing assurance that financial controls, governance arrangements, and reporting obligations were effectively maintained throughout the reporting period.

Observations

1. Accounts and claims were in good order
2. All claims had clear evidence of being checked by approvers, many of them had comments or queries
3. All claims but one had a clear purpose stated.
4. Pre-approvals were attached to all claims but one, for which DC approval was obtained
5. Audit files were well organised and complete, only one supporting bill for a claim in error and corresponding check register entry was missing
6. Auditors’ queries were resolved in timely and professional manner

Recommendations

1. Enable conducting regular bill register check, ideally bi-monthly rather than every 6 months
2. Continue the diligent work to ensure that D91 accounts reflect the mission and guidance of Toastmasters International

District Success Plan

District Mission and Purpose

The District mission is to build new clubs and support all clubs in achieving excellence.

The District purpose is to enhance the quality and performance and extend the network of the member clubs of Toastmasters International within the boundaries of the District, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters education program by:

- ► Focusing on the critical success factors as specified by the District educational and membership goals.
- ► Ensuring that each club effectively fulfills its responsibilities to its individual members.
- ► Providing effective training and leadership-development opportunities for club officers and District leaders.

Team Composition	
Name the members of the District's core team.	Name the members of the District's extended team.
District Director: Seema Menon DTM Program Quality Director: Lynne Gayer DTM Club Growth Director: Alison Morris DTM Public Relations Manager: Suhas Kumar DTM Administration Manager: Deborah Stevens Finance Manager: Violet Karamagi IPDD: Debbie Williams DTM	District Parliamentarian: Steve Vear DTM, PDD Credentials Chair: Arnaud Sartre DTM, PDD Alignment Chair: Rupa Datta DTM, PDD Chief Judge: Paul Walsh DTM DLC Chair: Debbie Williams DTM, IPDD District Harmony Officer: Andy Hammond DTM, PDD Logistics Manager: Sean Dean Leadership Skills Lead: Yogendra Paranjpe **Club Growth team** Club Extension Chair: Rick Cooper DTM Sponsor Mentor Lead: Christine Wallach Club Retention Chair: Helyn Ashford Club Renewals Lead: Gillian Prior Corporate Renewals: David Goodman Club Coach Lead: Lucinda Brooks DTM Sergey Kornev : Speechcraft Lead Incentive Lead: Aayushi Jain Analysis Lead: Natalia Gomez **Program Quality team** Trainer Lead: Janet Alkema DTM DCP and Pathways Lead: Nadya Abdi DTM Mentor Buddy Lead: Simon Mckee November Contest Director: Jill Segal DTM Chief Judge: Paul Walsh DTM Incentive Lead: Aayushi Jain Analysis Lead: Natalia Gomez Conference Director: tbc **PR Team** Website: Rob Dewing Newsletter: Jeevan George PR Assistant: Saloni Sardana Creative: Dil Limbu Ditch the Nerves Podcast hosts: Monica Dragnescu, Glen Savage

Core Values

Toastmasters International's core values are integrity, respect, service, and excellence. These are values worthy of a great organization and should be incorporated as anchor points in every decision made within the organization. Toastmasters' core values provide a means of guiding and evaluating the organization's operations, planning, and envisioned future.

What are the District's core values?
District 91 embraces the Toastmasters International core values of **Integrity, Respect, Service and Excellence** as the foundation of everything we do.
In addition, we will be guided by three values that reflect how we aspire to work together as a District: **Collaboration, Accountability and Transparency**.
Collaboration recognises that our greatest strength lies in our people. By valuing diverse perspectives, sharing ideas openly and supporting one another, we create an environment where clubs, leaders and members can achieve more together than they could individually.
Accountability recognises that being a volunteer doesn't mean optional accountability. It reinforces taking ownership of our commitments, delivering on our responsibilities and holding ourselves to the high standards expected of District leaders. Through clear goals, regular review and mutual support, we will create a culture where everyone is empowered to contribute and succeed.
Transparency builds trust. By communicating openly, sharing information consistently and making informed decisions together, we strengthen confidence across the District. It also ensures continuity, enabling knowledge to be shared effectively so that our work remains sustainable and resilient, regardless of changes in leadership.
Together, these values underpin our commitment to building a District that is **Supportive, Simple and Sustainable**, where every decision is made in the best interests of our members and clubs.

Team Operating Principles

The District Leadership Team will lead with **integrity, transparency, accountability, collaboration and kindness**, creating an environment where every leader feels supported, respected and empowered to succeed. We will foster open communication, embrace constructive challenges and resolve differences professionally, always placing the best interests of our members and clubs first.
We will role model the behaviours we expect of others by being visible, accessible and committed to continuous learning. Every elected leader will honour the commitments made to our members, while every appointed leader will actively support clubs in delivering an exceptional member experience. We will take ownership of our responsibilities, keep our commitments, meet agreed deadlines and celebrate success together.
United by the District Mission, we will **pursue excellence together** through ambitious yet achievable goals. Together, we aspire to achieve **Smedley Distinguished District** with **191 net clubs, 10,360 membership payments and 106 Distinguished Clubs**. We will work towards **90% Pathways enrollment**, encourage **every member to complete at least one Pathways level**, challenge **every Area to achieve all clubs Distinguished while chartering one new club** and establish District 91 as a globally recognised leader with the highest proportion of clubs with **20 or more members**.
By supporting one another, leading with purpose and serving our members with excellence, we will build a District that is supportive, simple and sustainable.

Potential Obstacles

- **Communication gaps or misunderstandings** that may affect collaboration and alignment.
- **Limited resources** (financial, people, time or unexpected vacancies) impacting delivery.
- **Competing personal and professional commitments** that may affect availability and consistency.
- **Unforeseen external factors** such as economic or environmental changes.
- **Unresolved conflicts** that could distract from the District mission. A District Harmony Officer has been appointed to help restore alignment and agreement where needed.
- **Lack of clarity or alignment** on priorities distracts from keeping the main thing the main thing: *"We build new clubs and support all clubs in achieving excellence."*
- **Capability gaps** where team members need more support, knowledge or confidence in their roles. A Leadership skills lead has been appointed to organise monthly training for the Division Directors
- **Feeling overwhelmed leading** to demotivation and lack of commitment.

Meeting Protocol

The **Trio will meet weekly on Zoom every Sunday from 09:00hrs - 09:30hrs**, supported by regular 1:1 meetings with individual team members. This will be followed by the **District Leadership Team** (**DLT) meeting from 09:30hrs - 10:00hrs**. Meeting timings will be reviewed every six months.
The **DLT** will meet with **Division Directors (Div Dir) monthly (3rd Sunday)**, the timings will be as follows on that day.

- 09:00hrs - 09:30hrs: Trio check-in with Region Advisor
- 09:30hrs - 09:50hrs: DLT + Div Dirs joined by Leadership skills development session
- 09:50hrs - 10:15hrs: Division updates
- 10:15hrs - 10:30hrs: Monthly focus discussion and actions

Agendas will be prepared for all DLT and DLT+ Div Dir meetings, with clear actions, ownership and follow-up tracking to ensure progress

Team Interactions and Behavioral Norms

How will decisions be made?
Decisions will be made through open discussion, active listening and consideration of different perspectives, ensuring alignment with our goals and core values. **Transparency and collaboration** will guide our approach.
Team members are empowered to make decisions within their areas of responsibility. Where decisions impact other functions, discussion and alignment with relevant team members will be encouraged.
Where consensus cannot be reached or where a decision requires clear direction, the District Director will make the final decision, while ensuring that all viewpoints have been considered.
For formal business meetings such as District Executive Committee Meetings and District Council Meetings, decisions will follow **Robert's Rules of Order** and the governing documents of Toastmasters International.

What will be the team's method of communication?

The team will communicate through WhatsApp, emails, telephone and scheduled weekly Zoom calls. Formal communications to District Leaders, Club Officers and members will be via email, supported by monthly newsletters, social media and the District website to keep members informed.

- **Primary communication:** WhatsApp for quick updates, coordination and day-to-day communication within the District Leadership Team.
- **Secondary communication:** Email for formal, detailed and wider District communications.
- **Document sharing:** Google Drive will be used as the central repository for team documents.
- **Events and activities:** The District calendar and website will be used to share key events and information.

What will the communication parameters be?

Communication will be guided by the urgency and nature of the issue, while respecting team members' time commitments.

- Routine updates and discussions will take place through scheduled weekly team calls.
- WhatsApp will be used for matters that cannot wait until the next meeting.
- For urgent matters, a direct phone call may be made, with a WhatsApp message sent first where possible to check availability.
- Email will be used for formal, detailed or record-keeping communications.

How will the team resolve differences of opinion?

Differences of opinion will be addressed through open, honest and respectful discussion, allowing time to understand diverse perspectives while keeping the District goals and core values at the centre. Where consensus cannot be reached, the District Director will make a considered decision. For matters requiring further support, the team will refer to governing documents and any escalation may involve the District Harmony Officer.

How will the team support one another?

We will foster a culture of kindness, trust and collective responsibility, with regular connects to support the wellbeing of the DLT and wider team. Weekly DLT meetings will include a **check-in** segment to create space for team members to share and connect before moving to business.

We will communicate openly, offer support, ask for help when needed and remain receptive to feedback and diverse perspectives. Our interactions will be safe spaces guided by our core values of **Integrity, Respect, Service and Excellence**, ensuring everyone feels valued, supported and empowered to contribute.

How will the team ensure equitable participation when completing activities?

We will empower team members to lead within their areas of responsibility by valuing the different skills and perspectives each person brings. We will encourage proactive support, regular check-ins and open conversations to ensure everyone feels valued, included and able to contribute fully. By recognising that we each bring a different lens to our roles, we can collaborate more effectively and deliver better outcomes for the District.

How will team members be held accountable for their responsibilities?

We will set our goals collaboratively, track progress regularly and adapt where needed to ensure we are meeting our District goals. Each team member will have a clear understanding of their responsibilities and be regularly reminded that our collective success depends on each of us taking ownership, being accountable and delivering on our commitments.

How will the core team and extended teams be recognized for their efforts?

The core and extended teams will be recognised through public appreciation on our social media channels, at District events, the District Conference and the end-of-year Hall of Fame. Tangible recognition, where appropriate, will include certificates, trophies, Toastmasters pins, books and other awards to celebrate outstanding contributions.

Starting Number

9592 : Membership payments base
176 : Club base
7 & 35 : Number of Division and Area Directors

Qualifying Requirements

- Submission of District Success Plan by September 30
- Submission of Division and Area Directors Training Report for 85% of Division and Area Directors by September 30 - 36: Number of Division and Area Directors x 0.85
- Submission of District Market Analysis Plan by September 30
- Submission of District Communication Plan by September 30
- Complete a minimum of two meetings with the Region Advisor by May 31

Goal 1: Membership Payments Growth	
Distinguished	9688: Membership payments base x 1.01
Select Distinguished	9880: Membership payments base x 1.03
President's Distinguished	10072: Membership payments base x 1.05
Smedley Distinguished	10360: Membership payments base x 1.08

Situation Analysis

Year	Base	Year End
25/26	9441	9592 (+151)
24/25	9211	9441 (+230)
23/24	8079	9211 (+502)
22/23	7871	8709 (+838)
21/22	8878	7871 (-1007)

District payments were slow in coming in, we ended the year with 9592 was just over an increase of 1.6%.
You can see from the above figures that the increase in numbers has slowed every year since 22/23. The current climate means corporate clubs are suffering from redundancies and cost cutting exercises.
An extra challenge is the increase in renewal fees. There have been a lot of complaints from members not only on the amount of the increase but the short time to pay at the current rate. Many members belong to more than one club and we are hearing that they will be cutting back on dual membership, which will also affect our numbers.

The challenge will be to recoup the lost members and get another 8% on top of that. Taking into account that we lose roughly 25% at renewal this means we need to gain more than 3,000 new members.
Special challenges are corporate clubs who are notorious for paying late and needing time spent to try and obtain contact names and numbers. Clubs are not proactive in completing their renewals or chasing members and members who have not attended for a while.

Strategy

The strategy this year is to concentrate even more on renewals, to give Clubs ideas and support on member retention, to which I have a dedicated person on the CGD team to concentrate on renewals. For Corporate clubs we intend to get a dedicated contact person for corporate renewals to get these paid in time.

Currently we have 54 clubs under 20, with 17 clubs at 12 or under.
Tactic 1: Coaches offered for clubs under 12 members.
Tactic 2: Clubs under 20 members to be contacted and action plans agreed by the Area Director to get them over 20 by 30th May 2027.
Tactic 3: Contact all Corporate clubs that have yet to renew memberships and resolve any issues.
Tactic 4: Hints and tips made available for clubs on membership renewals and retention.
Tactic 5:CGD to get Incentives agreed and advertised to clubs.

Tactic 6: Continue with the Bus Campaign started last year, covering each Division. Linked in campaign requested to TMI.
Tactic 7: Surveys to go to leaving members to see why they are leaving and to new members to see why they joined
Tactic 8: Encourage clubs to run Open houses and send them packs, with leaflets etc. to help with gaining new members.
Tactic 9: Speechcraft Lead to liaise and encourage clubs to run speechcraft Courses.

Resources

We plan to run bus campaigns, to see if we can increase membership. Provide surveys for new members and for ones who have not renewed to see the reasons and to be able to see if bus campaigns work. There will be a budget for this Campaign roughly 2x £3k has been budgeted. Linked in campaign applied for through TMI £4,320.

CGD team to put together hints and tips for retention and renewals for clubs. Follow on incentives for early renewals and 100% renewals. Continue the focus on new corporate clubs paying for a year and getting other Corporate clubs on an annual payment basis.

Encourage members to renew for a year before 3rd August, to beat the increase in renewals and make less work for clubs.

Incentives

- Smedley Award, Talk up Toastmasters and Beat the Clock Award, £25 is allocated to the first 10 Clubs who achieve these awards in excess of the recognition by Toastmasters International - total £750
- The first 10 Clubs who achieve 8 new or reinstated members by 31st Aug and pay renewals for the 6 months will get a Superstar trophy – total £150
- The first 20 Clubs who obtain 100% early renewals to base figure by 15th September 26 get £50 for their club - total £1000
- The first 20 clubs who obtain 100% early renewals to base figure by 15th March 26 get £50 for their club - total £1000
- The first 20 Clubs with under 20 members, at base, get to 20 members by adding 5 or more new or reinstated members by 30th April 27, will each get £50 each - total £1,000
- Due to the complexity and variety of Corporate club payments, I will offer goods to the same value of the incentive achieved, if this is preferable to the Club.

NB: All figures quoted at current exchange rates and current prices

Assignments

Tactic 1: Club Coach lead to get coaches for any clubs under 12 members
Tactic 2: Division CGD to discuss with ADs action plans for all clubs under 20 members
Tactic 3: Corporate Renewals lead and ADs to contact corporate clubs to get payments completed on time
Tactic 4: CGD to get a HOW document together to send to all clubs with tips on retention and renewals
Tactic 5: CGD to get incentives approved by the DEC
Tactic 6: CGD & PRM for Bus campaigns and Linked In
Tactic 7: CGD and Team to agree on a survey to be sent monthly to new members and leavers to get an idea of reasons for leaving.
Tactic 8: CGD to look at content of Open House packs, see if they can be improved and sent to relevant Clubs.
Tactics 9: Speechcraft Lead to help Clubs wanting to set up a Speechcraft Course

Timetable

Tactic 1: July and to be completed by end December
Tactic 2: Action Plans to be done before AD visits starting in September and reviewed by March, before the next AD visit.
Tactic 3: August onwards, especially at renewal time, try and get a system set up by the Company going forward.
Tactic 4: Draft by end of July, approved and sent out by end of August, to include both Corporate and Community.
Tactic 5: Agreement of finance for Incentives by end of September, any before this time to be approved on an individual basis and communicated to members.
Tactic 6: Bus Campaign to start early September once areas assessed for need and to be quarterly in different areas, dependent on results.
Tactic 7: Late September/ Beginning October, November, January, March. Track with surveys and against any number increases in relevant areas
Tactic 8: Open House packs to be assessed and ready for sending out from August, once budget approved. Any packs currently held will be sent as requested by Clubs from July. Include pathways sheet in packs.

Goal 2: Club Growth		
Distinguished	178	Club base x 1.01
Select Distinguished	182	Club base x 1.03
President's Distinguished	185	Club base x 1.05
Smedley Distinguished	191	Club base x 1.08

Situation Analysis

What is the current situation in the District? How many clubs did the District add last year? Does the District have special challenges? (One situation might be that members in the District do not know how to generate interest in new clubs.)

Year	Base	Year End
25/26	174	176 (+2)
24/25	175	173 (-2)
23/24	169	175 (+6)
22/23	168	164 (-4)
21/22	177	165 (-12)

Looking at the last few years we still seem to be recovering from COVID and have only last year equaled our club numbers at the end of 20/21. This was a good result taking into account the current employment climate, where many Corporate clubs are suffering from redundancy and cost cutting measures. There is difficulty in motivating Divisions, Areas and Members to find and follow new leads.

Strategy

The District strategy is to achieve Smedley Distinguished, with a total of a net growth of 15 clubs, A Club extension chair has been appointed who has a lot of experience with both community and corporate clubs. They will be supported by a member concentrating on sponsorship and mentoring of new clubs. There is also a Corporate Advisor to help with Corporate clubs. This year we plan to have an addition of Division CGD's to help Division and Area Directors to look at club growth from the start of the year, rather than leaving it till later in the year when we are struggling to get clubs chartered.

Incentives;

- Any Club that charters By 30th September 26 and pay for 12 months get $200 of items for the club, for 3 clubs at a cost of £450
- Any Club that charters by 30th September 2026 and pays for 6 months get $150 of items for the club, for 3 clubs at a cost of £330
- A Sponsor whose club charters by the 30th June 2027 to receive an outstanding pin max 25 x £4.50 - total £113
- Mentors who qualify by 30th June 2027 to receive a Mentor Pin max 25 x£4 - total £100
- Sponsor 5 or more members by 30th June 2027 on application form to receive pin from TMI, if 10 or more pin from TMI and 15 or more pin and 25% off shop, no cost to District
- Areas with one new club to receive either Topic pack or Word of the Day packs £8 x 30 max - total £240
- Areas with a chartered new club from a Club lead to receive a perpetual trophy for that club. £16 per trophy max 20 - total £320
- All new clubs to receive a banner £70 x 20 clubs - total £1,400
- Corporate club recognition By 30th June 2027 to receive goods up to the value stated, if they do not want monetary value.

NB: All figures quoted at current exchange rates and current prices

Tactic 1: Updated Demo packs and help with Demo meetings, once Charter Payment has been made
Tactic 2: Club Extension Chair & CGD to follow up with leads generated by members as well as the LMS
Tactic 3: Div Dir appoint Div CGD or the Division Director will be the person responsible for new leads.
Tactic 4: Div CGD's to look at specialist clubs and spawning Clubs from current oversubscribed clubs
Tactic 5: Division CGD's to support the AD to charter one club per area and pass on identified gaps in the Areas.
Tactic 6: Encouraging any clubs with waiting lists to start a new club.
Tactic 7: CGD and PRM look at posters to promote new clubs, tailoring them to the Club demographic
Tactic 8: Look at feasibility of a Corporate Summit in January in London Area
Tactic 9: "Setting up a new club" booklet to be updated and available to Areas and Clubs

Resources

Resources are the CGD team, including A Club Extension chair and sponsor/mentor lead as well as a Corporate advisor.

Increasing the demo pack to make it more interesting for guests, cost to be around £30 per pack

Looking at a specialist club lead to concentrate on advanced clubs.

Looking at members wanting a L5 Pathway project and potential DTM's to help as sponsors/mentors and with setting up a new club as a project.

Assignments

Tactic 1: CGD and team to look at and revamp the Demo pack relevant to the type of Clubs
Tactic 2: Extension chair and CGD to use LMS for new leads and contact with information
Tactic 3: Appointing Division CGD to liaise with Div Dir and ADs for leads
Tactic 4: Div CGD to advise of any new club leads and specialist clubs, which may spawn from current clubs
Tactic 5: CGD to look at leads given by Areas to assess their feasibility
Tactic 6: Clubs with waiting lists to look at setting up a new club from the lists
Tactic 7: CGD and PRM to look at promotional posters that are more suitable for the different types of clubs.
Tactic 8: CGD will look for someone to lead the Corporate Summit as a project for their DTM
Tactic 9: CGD and New Club Lead to look at and update booklet

Timetable

Tactic 1: Demo pack sent out from October after approval of budget. Feedback from demo meetings
Tactic 2: July until 30th June 2027, weekly check of new leads and their situation
Tactic 3: July 30th, once appointed keep check on how many leads are progressing, if no appointment made then Division Director to assume responsibility.
Tactic 4: July, again ongoing until 30th June 2027
Tactic 5: From July, keeping list of leads per Div and Area and feasibility until 30th June 2027
Tactic 6: July on going to be assessed monthly along with all of the above
Tactic 7: August onwards, depending on feedback
Tactic 8: September to find project leader and set timescale for the Summit
Tactic 9: Author asked to update by the end of August, if not then CGD and Club Extension lead to update and send to pre charter clubs.

Goal 3: Distinguished Clubs		
Distinguished	80	Club base x 0.45
Select Distinguished	88	Club base x 0.5
President's Distinguished	97	Club base x 0.55
Smedley Distinguished	106	Club base x 0.6

Situation Analysis

In 2025-26 the District had 7 Divisions and 37 Areas. This has changed to 7 Divisions and 35 Areas in 2026-27. The district closed on 176 clubs. 119 Community and 57 corporate. Achieving Distinguished status.

The District closed on Smedley for Distinguished Clubs, over achieving the 105 target to reach 110. At 63% it is the highest percentage of distinguished clubs in 5 yrs since 2021-22. In 2022-23, 2023-24, 2024-25 D91 has also achieved Smedley on this goal.

The breakdown for 2025-26 on 176 clubs

Smedley	31
Presidents	15
Select	28
Distinguished	35
Not achieved	67

Of which 16 could have been distinguished or higher but did not have the appropriate membership numbers.

Overall including Community and Corporate Clubs

All community clubs had a CSP.

Of the 176 clubs 7 were added in the last 60 days so not in a position to achieve many goals or education goals, though one club did try.

67/176 (38%) have not achieved distinguished, i.e. 5 or more goals or the pre-requisites

67/176 (38%) did not have a minimum of 4 club officers trained twice (COT)

- 11/176 (6.25%) achieved 1 goal
- 10/176 (5.68%) achieved 2 goals
- 20/176 (11.36%) achieved 3 goals
- 10/176 (5.68%) achieved 4 goals
- 24/176 (13%) achieved 0 goals

Corporate Clubs Only

The District is challenged by lack of corporate club engagement.

- 9/57 (16%) did not do a CSP (and 5 others with a CSP ended up suspended)
- 32/57 (57%) have not achieved distinguished, i.e. 5 or more goals
- 10/57 (17.5%) achieved 1 goal
- 6/57 (10.5%) achieved 2 goals
- 11/57 (19%) achieved 3 goals
- 5/57 (8%) achieved 4 goals
- 17/57 (30%) achieved 0 goals

29/57 (51%) did not have a minimum of 4 club officers trained twice (COT)

Education Goals Performance

This highlights the need to:

- Ensure ALL clubs including corporates do a CSP
- Encourage Clubs to work with their members on individual goal setting
- Clubs, Areas, Divisions and District to celebrate members achievements
- Encourage prompt submission of completed educational awards
- Strengthen engagement with the pathways program

Year-on-Year Distinguished Club Trends

2025/26 – 110 clubs (63% of base)

2024/25 – 99 clubs (57% of base)

2023/24 – 102 clubs (60.36%)

2022/23 – 104 clubs (61.9%)

2021/22 – 81 clubs (45.7%)

2020/21 – 116 clubs (64.44%)

District 91 has a **legacy of high performance** in the Distinguished Club Program (DCP) and continues to perform above the global average, **ranking 8th in the world for the number of clubs Distinguished** and **1st in the region**. Results remain strong compared to many other districts.

Pathways Adoption

- 4,126 (82%) of our unique members are Pathways adopters.
- 749 (18%) of our members have yet to register for Pathways.
    - 306 / 749 (41%) of these members are in corporate clubs
    - 306 / 957 (32%) of corporate members are not on pathways
    - 31 / 2063 (3%) of club officers are not enrolled in Pathways. A 3% improvement from last year.
- Low Pathways adoption impacts educational goal achievements and overall DCP results. Note: late chartering clubs were not on Pathways, something we are looking to change in 2026-27 at the time of chartering.

Distinguished Club Program & COT Attendance Challenges

16 clubs achieved 5+ DCP points but did not reach Distinguished status due to membership levels falling below 20 or adding less than 3 to their base count.

31 clubs achieved Smedley with 10 DCP points

Club Officer Training (COT) attendance remains inconsistent:

Total officers trained in previous years

2025-26	R1 = 705	R2 = 629
2024-25	R1 = 714	R2 = 578
2023-24	R1 = 682	R2 = 620

- In 2025-26 First round – 125 clubs (72%) had 4+ officers trained.
- Second round – 114 clubs (66%) met this standard.
    - Only 5 clubs had all 7 officers trained in both rounds
- Many clubs still fail to send a full officer team, which limits leadership knowledge, weakens DCP planning and reduces the understanding of how to achieve club success.
- A lack of regular dashboard discussions within clubs further limits member and officer awareness of performance goals.
- The District has run webinars on contests, DCP and other topics, but more consistent knowledge-sharing and officer engagement will be crucial to improving results.

Strategy

What Has Worked in the Past

● Strong legacy in Distinguished Club Program (DCP) performance, consistently ranking above the global average. Aiming for Smedley in 2026-27 106+ Distinguished clubs.

Successful recognition programs such as the **Triple Crown** and **DCP Hall of Fame** have boosted engagement.

- High-value webinars and officer training have provided knowledge and skill-building opportunities.
- The new Smedley challenge has engaged several clubs

What Has Not Worked as Well

- Inconsistent **Club Officer Training (COT)** attendance, particularly in corporate clubs.
- Lower Pathways adoption among experienced members and officers, impacting educational goals.
- "Banking" of education awards until year-end rather than prompt submission, delaying recognition, despite incentives to the contrary.

Tactic 1: **Pathways Adoption** – Reduce non-adopters from 18% to 10%; Incentives for 100% enrolment in Nov and April. Triple Crown recognition to encourage timely award submissions. New members and newly chartered clubs to register members onto Pathways within first month.

Tactic 2: **Corporate club pathways engagement -** introduce a working group project to better understand why disengagement and how to encourage greater engagement.

Tactic 3: **Trainers Bureau educational sessions** – Specialist-led workshops to close skill gaps.

Tactic 4: **Early CSP Submissions** –Encourage clubs to develop achievement plans early so they can implement and track earlier. Aim for 50 clubs to submit by 7 September; promote at COTs and through drop-in sessions.

Tactic 5**: New COT Materials -** Promote the new COT materials to engage club officer training. Promote the skills for each roles especially to corporates to encourage better attendance.

Resources

- Incentives for CSP, Pathways, Distinguished, Education Awards, Corporate clubs, Triple Crowns, DTM's, Club Officer Pins = £8,600.
- Training Team and Division Teams, inc. Area Directors work towards COT attendance
- DCP & Pathways Team work towards Pathways enrolment, education awards and DCP achievement across both Community and Corporate clubs
- Division Teams inc. Area Directors work towards the CSP goals

Assignments

Tactic 1: Pathways Adoption - DCP & Pathways Lead. Pathways specialists. To reduce non pathways adopters to 10% by end June 2027. Look at pre & post charter pathways education and on boarding so all new members are on Pathways in 1st month. Look into data cleansing as there may well be unclaimed education awards.

Tactic 2: Corporate engagement for Pathways - Pathways Lead. Working party. Bring together corporate members from different clubs to understand how pathways is incorporated in their clubs and how that can be changed and implemented.

Tactic 3: Trainers Bureau - Training Lead and specialist trainers. To provide training on specific topics as needed by divisions and district via zoom. To develop mini motivational 'videos or audio clips' to encourage engagement, reminder of club officer roles and targets.

Tactic 4: CSP Submission - Area Directors. Encourage DivD & AD to complete their success plans by 15th July to encourage clubs to do theirs b**y 7th September.** All Club Officers. Develop achievement plans for the year, Encourage one up from current year i.e. zero to distinguished, distinguished to select etc. Incentive for 50 clubs to complete CSP by 7th Sept. 7 min video on how to do a CSP. Weekly CSP educational sessions from w/c 24 Aug.

Tactic 5: DOT and COTs (Community & Corporate) DOT - PQD 100% Div & Area Directors trained. COTs - Area Directors - 75% of Officers trained - including 75% of corporate club officers trained. Promote the new material, encourage in-person COTS for greater buy-in for in-person clubs. Online for online officers and corporates. Support Div & ADs vis mentor Buddy programme.

Tactic 6: Contest and Conference engagement - Nov Contest Director and Team and May Conference Director and Team. Showcase talent, engage with speakers and encourage pathways and COT engagement.

Timetable

Tactic 1: Pathways Adoption - DCP & Pathways Lead - July to June
Tactic 2: Corporate engagement for Pathways - Pathways Lead - working party July to October TBC, then ongoing
Tactic 3: Trainers Bureau - Training Lead July to June (minus mid December- mid January)
Tactic 4: CSP Submission - Area Directors - target by early September
Tactic 5: DOTS & COTs (Community & Corporate)- Area Directors - end of June, August and February. \buddy Programme: July to June.
Tactic 6: Nov Contests Aug to Nov. May Conference Sept to May.

Tactics & Timetable

- Tactic 1: DCP and Pathways Adoption
  - Lead: Nadya Abdi and supported by Division and Area Directors
  - Responsibilities: Promote track and incentivise adoption
  - Timeframe: July 2026-June 2027
  - Tracking: Dashboard and Membership Lists
- Tactic 2: Corporate engagement for Pathways
  - Lead: Nadya Abdi and supported members from corporate clubs
  - Responsibilities: Promote track and incentivise adoption
  - Timeframe: July 2026-June 2027
  - Tracking: Dashboard and Membership Lists
- Tactic 3: Trainers Bureau
  - Lead: Janet Alkema and supported by Training Volunteers
  - Responsibilities: Deliver Educational sessions and short video / audio soundbites
  - Timeframe: July 2026-June 2027
  - Tracking: Number of sessions / members attending
- Tactic 4: Club Success Plans
  - Lead: Lynne Gayer and supported by Trainers Bureau, Division and Area Directors
  - Responsibilities: Promote incentive, advertise end date, run educational sessions
  - Timeframe: July to 30th Sept, incentive by 7th September 2026
  - Tracking: Dashboard
- Tactic 5a: DOT
  - Lead: Lynne Gayer and supported by DLT and Training Volunteers
  - Responsibilities: Organise and run DOTs and additional training for Division and Area Directors
    - DOT1 27-28 June 2026
    - Additional Training 06/09/26
    - DOT 22/11/26
    - DOT2 13/02/27
    - Additional Training 11/04/27
  - Timeframe: June 2026 through to April 2027
  - Tracking: Attendance records
- Tactic 5b: COTS
  - Lead: Division and Area Directors supported by Training Volunteers
  - Responsibilities: Organise and run 3-hour COT sessions
  - Timeframe: July to 31st August
  - Tracking: Toast Host and Dashboard
- Tactic 5c: Corporate COTS
  - Lead: Janet Alkema and supported by Training Volunteers

- Responsibilities: Organise and run 3 x 1 hour COT sessions
    - Timeframe: July to 31st August
    - Tracking: Toast Host and Dashboard
- Tactic 5d: Mentoring Buddy
    - Lead: Simon Mckee
    - Responsibilities: Assign Mentor Buddies for the current Division and Area Directors from previous years Leaders and monitor progress
    - Timeframe: July 2026 through to June 2027
    - Tracking: Mentor / Mentee Tracking
- Tactic 6a: November Contest
    - Lead: Jill Segal and Contest Team
    - Responsibilities: Organise (plan, schedule, budget) the D91 November Humorous and Table Topic Contests
    - Timeframe: Plan and Deliver, August through to 21st November 2026
    - Tracking: Attendees and feedback
- Tactic 6b: May Conference
    - Lead: TBC
    - Responsibilities: Organise (plan, schedule, budget, training sessions, gala dinner) the D91 May Conference including the International Speech and Evaluation Contests
    - Timeframe: From September 2026 through to 2nd weekend in May 2027
    - Tracking: Attendees and feedback

Incentives

CSP by 7th September = two sets of club ribbons for 1st 50 clubs totaling £750
100% Pathways in Nov = two sets of level ribbons for 1st 50 clubs totaling £750
100% Pathways in April = two sets of level ribbons for 1st 50 clubs totaling £750

<20 members 2 Education awards by end January = £50 for 1st 10 clubs
20 - 29 members 3 Education awards by end January = £50 for 1st 10 clubs
>= 30 members or more 4 Education awards by end January = £50 for 1st 10 clubs

Early Bird Distinguished by end of 24th April = £40 for 1st 20 clubs
Community First timer Distinguished in 3 yrs by end April = £50 for 1st 10 clubs

Corporate First timer Distinguished by 24th April = Trophy for 1st 10 clubs £200
Corporate - 100% Pathways by end April not previously distinguished in 3 yrs - two sets of level ribbons for 1st 10 clubs £150

AD reports - 1-month early end Oct - award = cinch bag £5 x 18 = £90
AD reports - 1-month early end April - award = cinch bag £5 x 18 = £90
AD gets Area to Distinguished when not Distinguished last year 1st 10 = O/S member pin GBR (see pin below)

Triple Crown = email, newsletter, pin, video totaling £800

7 Officers trained Round 1 or 2 = Club Officer Pins totaling £1350

DTM= email, newsletter, pin, video totaling £60

Various = Outstanding Member Pin totaling £90

Signatures

Seema Menon - District Director	01/09/26
Lynne Gayer – Program Quality Director	01/09/26
Alison Morris – Club Growth Director	01/09/26
Suhas Kumar – Public Relations Manager	01/09/26
Violet Karamagi – Finance Manager	01/09/26
Deborah Stevens – Administration Manager	01/09/26
Debbie Williams – Immediate Past District Director	01/09/26

Area Contest Funding Sub-Committee Report

Introduction

This report is submitted on behalf of the sub-committee to the District Director 2025/26 Debbie Williams DTM and the incoming District Director for 2026/27 Seema Menon DTM for ratification at the next meeting of the District Executive Committee.

Background

It has been a longstanding convention of District 91 that area budgets are not to be used for area contests. Page 12 of the 2025/2026 finance guides states that Area Directors should use one of the following options:

- Encourage clubs to take turns hosting the area contests
- Hire a venue and divide all the costs between the clubs taking part
- Find a free venue
- Ask attendees to pay a small fee

There is no Toastmasters International policy or protocol that prevents the use of district monies to fund area contests. However, protocol 8 dictates that no than 5% of the overall budget to be allocated to speech contests.

For the 2025/26 Toastmasters year this equated to a maximum of £4,795.05. The actual allocation in the budget was approved at 4.7% which equated to £4,550.

It is recognised that this allocation also has to cater for other speech contest costs at the Division and District level, so in practical terms this available amount is even less.

Committee formation and meeting

At the District Council meeting in May 2026, current Division Director Mary-Ann Ledger raised a concern about continuing to prevent the use of district funds to cover area contests. Mary-Ann specifically highlighted the challenges with finding venues for areas' corporate clubs together with the growing costs of venue hire in the London area. As it was not possible to pass a motion that tie the hands of a future District Council, as an alternative it was agreed that this issue would be referred to a subcommittee of the District Executive Committee.

The current and incoming District Director appointed Immediate Past District Director Steve Vear DTM to chair the sub-committee and in turn the committee was formed with the following District 91 members:

- Chair: Steve Vear DTM, Immediate Past District Director
- Guler Cortis, Finance Manager 2025/26
- Mary-Ann Ledger, Division B Director 2025/26
- Rob Dewing, Area A42 Director 2025/26 and Incoming Division A Director

Conclusions and recommendations

The committee met online to discuss the challenges and concluded that:

a) Some areas have been successful in being able to fund contests in the way set out in the finance guide.
b) Some areas have found this extremely difficult to secure venues which has put some contests at risk at the last minute.
c) Based on some high-level research the average cost per hour in a London venue starts at around £40, with 3 hours generally being needed to run a contest.
d) Reports from London based areas suggest that a lot of venues that have been used in the past (such as pubs) have either increased fees or require a minimum spend which is not achievable for Toastmaster contests.
e) It was recognised that even if the 2026/27 budget allocation from Toastmasters International is slightly increased, the likely available allocation for speech contests will only be circa £5,000 at the upper limit.
f) In order to safeguard the successful running of future area contests, District 91 should allow some monies to be used to fund area contests

Therefore, the committee make the following recommendations

1. The District Executive Committee should allocate the maximum 5% to the speech contest line in order to ensure there is as much money available as possible to address this issue
2. The DEC should continue to forward plan and the Division Directors should continue to work together with their peers and area directors to agree on an optimum date based on venue availability.
3. The subcommittee also recommended that, where possible, good practice is to charge a nominal fee for events, ask clubs in an area to contribute or to secure historic free venues.
4. Where despite best efforts, it has not been possible to fund an area contest, a claim request will be made via the Division Director who will discuss the issue and seek authorisation from the District Director.

For and behalf of the sub committee

Steve Vear DTM

Immediate Past District Director and Chairman

Budget 2026/27

Violet Karamagi – Finance Manager 2026/27

Introduction

Our overarching strategy for the program year is to focus on building and supporting a team that will lead our District to be Smedley Distinguished and to inspire our leaders to strive for excellence.

In terms of financial strategy, we will prioritise face to face meetings where practical while protecting and prioritising our core activity.

Delivering against the International District Mission of 'building new clubs and supporting all clubs in achieving excellence' is our primary concern, while upholding and role modelling the Toastmasters values of Integrity, Respect, Service and Excellence.

Guidance to District leaders and members is provided in our finance guide.

Budget Narrative:

Membership Revenue

We are aiming for the Smedley Distinguished goal this year, which means achieving 10,360 membership payments. D91 was a Distinguished District last year, putting us in a strong position to take it to the next level. Our membership payments on 26 August 2025 were 929, compared with 2,668 on 26 August 2026. This has primarily been driven by the increase in subscription costs and the campaign run by the Club Growth Director and PR team to leverage this. This gives us confidence that we can achieve our goal.

While corporate club stability continues to be a challenge, we have put a plan in place to contact all clubs with fewer than 20 members and develop a strategy with the Area Director.

Progress will be tracked, with monthly feedback provided to Division Directors on achievement towards the growth goal of 10,360 membership payments, motivating them to keep striving for excellence.

Incentives will be offered to encourage the Toastmasters membership campaigns - Smedley, Talk Up Toastmasters and Beat the Clock, as well as Open House and Speechcraft kits to support the ongoing membership health of clubs.

Conference net income/(loss)

At the time of writing, the District does not have a Conference Director or a venue confirmed for May 2027. However, securing both is a top priority, and the Program Quality Director is working towards organising the conference on the second weekend of May 2027.

Last year, the conference made a small profit. It was reduced from 2.5 days to 2 days, which reduced the expenses incurred by members and contributed to a good turnout. We plan to continue this approach, aiming to make a small profit or at least break even.

November District event

The November District Contest will be held on 21 November 2026. We aim to break even at this event. Last year, the event made a profit and was the first mid-year District Contest Finals held since the pandemic. We plan to continue this approach while ensuring the event remains financially sustainable.

Fundraising Net Income/(Loss)

At the current time there are no known fundraising events for the 2026/27 program year.

District Store Net Income/(Loss)

As has been the case in the last twelve years of District 91, there will be no District store in the 2026/27 program year.

Education and Training

The main focus is to bridge the gap in Pathways enrolment (to 90%) and engagement to support retention and achieve Smedley Distinguished status. We will also focus on improving the member journey and experience, ensuring a consistent level of excellence throughout the Toastmasters journey by getting all new members and newly chartered clubs to register members on Pathways within their first month.

Continuing the success of last year, Trainers Bureau educational sessions will be organised to help bridge knowledge gaps.

Corporate club Pathways engagement will be increased by introducing a working group to better understand the reasons for disengagement and identify ways to encourage greater engagement.

The new COT materials, trialled in our District last year, will be rolled out to enhance club officer training.

Triple Crown recognition will encourage timely award submissions, while early Club Success Plan submission incentives will encourage clubs to develop achievement plans early, enabling them to implement and track progress sooner.

Marketing Outside of Toastmasters

The focus is to raise awareness of Toastmasters and District 91, highlighting the benefits of membership and encouraging people to join an existing club or explore chartering a new club within their community or workplace.

Building on last year's success, we plan to run two campaigns featuring promotion on public buses across 2 quarters, alongside the TMI Global LinkedIn campaign, to broaden our reach and generate interest in Toastmasters and new club opportunities.

Club Growth

The main focus is to achieve a net growth of 15 clubs. To achieve this, every Area Director has been challenged to provide a validated new club lead, and every Division Director has been challenged to establish a net of at least two new clubs.

At the start of the programme year, we established a Club Growth Team, including a Club Extension Chair, Sponsor/Mentor Lead and Corporate Advisor. The Extension Chair has been actively working on new opportunities and leads.

Full details are included in our District Success Plan and include a Club Builder incentive to encourage leads, with trophies and new club materials for clubs chartering before 30 September 2026. All incentives have a maximum number of clubs that can be recognised to ensure we remain within budget.

Public Relations

We will continue to leverage social media, with a particular focus on LinkedIn, to raise awareness of Toastmasters and support the District's growth objectives. The PRM team will build a strong link with club-level VPPRs, creating opportunities to leverage the skills, talent and experience across the wider PR network.

The PRM will also draw on his previous experience as a Club Growth Director in another District to strengthen and enhance our Club Growth efforts in D91. A dedicated allocation of PR awards will recognise clubs for their PR activities and contributions towards the success of the District.

We will continue to provide the PR team with essential tools, including ActiveCampaign and Canva, to support effective and consistent communications. We also plan to explore opportunities to organise a Corporate Summit to further raise the profile of Toastmasters within the corporate community.

Administration

The District pays for Zoom accounts for DLT meetings, as well as two accounts shared by the Divisions. A few other software subscriptions are also funded to support the effective running of the District, including iLovePDF and IONOS email and website services, which incur a regular subscription charge.

An allowance for postage has been included to enable the District Administration Manager to send materials where necessary. Other administration costs include room hire for DOT, DEC and other District business meetings.

Recognition

Recognition remains an important part of the District's culture, and we will continue to celebrate achievement through our annual Hall of Fame event, as we have done for many years. This will include recognised awards such as Toastmaster of the Year, Area Director of the Year, Division Director of the Year, District Director Award and others, as determined by the DLT/District Director.

While recognition can be achieved without monetary value, we have allocated expenditure towards a range of recognition initiatives, including Triple Crowns, DTMs, Coach Recognition, Outstanding Member and Club Champion, among others. All District Officers have been provided with personalised badges and pins of office, with District Chairs also receiving badges.

Speech Contests

To support the successful delivery of contests across the District, we have allocated a budget to Division Directors for venue hire, along with a travel budget for speech contests to support both Division and Area Directors. Standard awards, including District trophies, will continue to be presented at the annual conference.

Travel

To strengthen relationships and create a richer, more engaging experience for District Officers and members, we have chosen to prioritise face-to-face meetings wherever appropriate. This naturally results in a higher travel budget. Our 176 clubs span from Cornwall to Kent, Oxford and Bristol into Wales. Divisions such as A, D, H and J are wide-ranging, resulting in significant round-trip mileage for District Officers travelling to fulfil their roles.

Area Directors are required to visit clubs twice a year. We have also budgeted for Division Directors to attend one special event within their Division, with the DLT attending special events and the Club Growth Director supporting growth activities.

Food and Meals

We will prioritise face-to-face meetings this year, where appropriate, to support effective collaboration and engagement. A budget has been allocated for food and meals at District Officer Training, District Executive Committee meetings and other face-to-face meetings, including District Leadership Team planning and strategy meetings. For standard meetings, meal costs are expected to remain below approximately £40 per person.

For attendance at International District Leader Training and the International Convention, an allowance of $50 per day is allocated to the Trio and IPDD. The District Director's expenses can be claimed back where attendance is required for business-critical activities, including the Annual Business Meeting and Board of Directors briefing. A budget has also been allocated for the District Leadership Committee.

Lodging

Recognising the importance of giving new District Leaders a strong start, an early decision was made to provide a residential District Officer Training weekend at the end of June 2026. This was designed not only to support the minimum target of training 85% of our officers, but also to ensure Division and Area Directors were well prepared for their roles and had the opportunity to build strong networks and connections as they stepped into leadership for the first time. A lodging budget is also allocated for the Trio to attend District Leader Training and the International Convention. There is also an allocation for the IPDD, with a discounted amount reflecting the District achieving Distinguished status in the last programme year.

Break even	Revenue	Expense	Net	Policy
Conference	22,800	22,250	550	Meets Policy
Fundraising	-	-	-	Meets Policy
District Store	-	-	-	Meets Policy
Oct/Nov Event	4,500	4,500	-	Meets Policy

Minimum Expense Type	Expense	%	Policy
Marketing Outside Toastmasters	10,300	**9.3%**	5.0%

Maximum Expense Type	Expense	%	Policy
Education and Training	16,224	**14.7%**	15.0%
Marketing Outside Toastmasters	10,300	**9.3%**	10.0%
Club Growth	8,530	**7.7%**	15.0%
Public Relations	3,529	**3.2%**	10.0%
Recognition	10,130	**9.2%**	20.0%
Travel	21,089	**19.1%**	25.0%
Lodging	16,580	**15.0%**	15.0%
Food and Meals	5,192	**4.7%**	15.0%
Speech Contest	5,415	**4.9%**	5.0%
Administration	8,949	**8.1%**	10.0%
Total Membership Dues	**110,407**	**100.0%**	

	District #:	91
	Budget Currency:	£
	Fiscal Year	2026-2027

	Total
Membership Dues Allocation	110,407
Conference revenue	22,800
Oct/Nov Event revenue	4,500
Fundraising revenue	-
Education and Training revenue	-
District store revenue	-
Speech contest revenue	-
Total Revenue	137,707
TI Allocation Expense	5,019
Conference expense	22,250
Oct/Nov Event expense	4,500
Fundraising expense	-
District store expense	-
Marketing Outside Toastmasters expense	10,300
Recognition expense	10,130
Club Growth expense	8,530
Public Relations expense	3,529
Education & training expense	16,224
Speech contest expense	5,415
Administration expense	8,949
Food and Meals expense	5,192
Travel expense	21,089
Lodging expense	16,580
Total Expenses	137,707
District Net Income/(Loss)	0

Progress Reports

Division A

Rob Dewing – Division A Director

Kate Fraser-Smith AD A1
Kevin Harrington AD A17
Jaynie Shah AD A42
Joe Bastin AD A46
Mike Burrows DTM AD A62

Division A comprises of 26 clubs across four areas. The Division has made great progress since July, including the successful appointment of a new Area Director within three and a half days to meet a challenging deadline. This rapid turnaround ensured continuity of leadership and delivery. Thanks to Seema and Steve Vear for their support throughout the process. I'd also like to thank Ana Rosales-Damil for her work over the first couple of months before she had to step down due to work commitments.

Club Officer Training has achieved positive results. While initial plans for in-person training proved challenging due to the geographical spread of clubs, the transition to online delivery was well received and enabled a strong level of participation. Notably, more clubs have now exceeded the minimum requirement of four trained officers than in previous years.

There are encouraging signs of progress against Club Success Plans, with a number of clubs understood to be close to submission, although this is not yet fully reflected in dashboard reporting. The increase in Toastmasters International subscription fees created some disruption; however, the introduction of an early renewal incentive helped secure an unusually high level of early membership renewals across clubs.

Key areas requiring ongoing attention include managing potential challenges associated with membership renewals, identifying a club mentor for a geographically remote club, and improving Pathways engagement and achievement levels within some clubs. Priorities over the next few months include securing a complete set of Area Success Plans, supporting the new Area Director to build confidence in the role, and providing targeted support to lower-engagement clubs to strengthen performance and member participation.

Division B

Beverley Daniel-Blugh – Division B Director

Justyna Rychlicka AD B6
Angelie Bharwaney AD B8
Annelise Lepage AD B9
Joann Walsh AD B18
Grace Nathan AD B52

Division B comprises 28 clubs across five areas and continues to demonstrate good potential for growth and performance. Encouraging levels of engagement are being seen across several clubs, particularly within the corporate sector, where enthusiasm and commitment remain high. Club mentors and coaches have been identified where required, area visits are being scheduled, and Club Officer Training (COT) has been completed across the Division, providing a solid foundation for club success during the year ahead.

There has been a change in one of the area directors since the start of the year - thanks to Peter Francis for his contribution, and Angelie for stepping forward when Peter had to step down.

Membership renewals remain a key priority. While a number of clubs have not yet completed their renewals, progress is being closely monitored and support is being provided where needed. Officer training performance is mixed, with some clubs achieving full officer training targets while others still have officers outstanding. Continued focus will be placed on securing training completion to maximise club effectiveness and Distinguished Club Programme performance.

The main areas requiring attention are club engagement, officer training completion and consistent reporting. A small number of clubs would benefit from additional support to strengthen their operations and member experience. There is also an opportunity to deepen engagement with corporate clubs and ensure that all clubs are receiving the guidance and support required to thrive. The Division leadership team is working proactively with clubs to identify challenges early and put appropriate support arrangements in place.

Support from the District Trio, Area Directors and experienced district leaders would be welcomed to help share best practice and strengthen club performance across the Division. Over the next few months, Division B will provide an update on renewals, ensure appropriate mentoring support is in place for new leaders, and continue progressing officer training completion and area visits. A clear support plan will be established for all clubs, with measurable improvements in training, engagement and reporting, supporting the Division's objective of helping all 28 clubs move forward successfully together.

Division C

Muriel Teissiere – Division C Director

Afreen Kansal AD C2
Martin Madden AD C5
Nick Ronald AD C25
Jyothi Banday AD C34
Himanee Anthwal AD C58

Division C comprises of 26 clubs across five areas. The division has made a positive start to the 2026-27 programme year, with Area Directors establishing strong engagement with clubs across the Division. Good progress has been made with Club Officer Training, with many clubs achieving the target of at least four officers trained and several clubs achieving full officer participation. Area Success Plans have been submitted or are nearing completion, club visits are underway, and contest planning is progressing well. There are also encouraging signs of increased member engagement, with clubs actively participating in training, planning activities and renewals.

A key achievement across the Division has been the proactive support provided to clubs experiencing challenges. Area Directors reported positive engagement with club committees and leadership teams, helping clubs to address operational issues, improve planning and maintain momentum heading into the renewal period. Several clubs have already submitted Club Success Plans, while others are in the final stages of completion. Corporate clubs within the Division remain engaged, and efforts continue to strengthen relationships and support their ongoing development.

The principal challenges facing the Division relate to membership growth and engagement within a number of corporate clubs. Some clubs continue to experience difficulties with officer training participation, Pathways adoption and member retention, while access to certain corporate organisations remains challenging. A number of clubs have been identified as requiring additional support to strengthen club health and ensure long-term sustainability. Area Directors are working closely with club officers to provide targeted support and identify opportunities for improvement.

Looking ahead, Division C will focus on completing outstanding Club Success Plans, supporting clubs through the renewal process and continuing engagement with clubs requiring additional assistance. Priorities include strengthening relationships with corporate clubs, increasing officer training completion, supporting membership growth initiatives and ensuring all clubs remain on track to achieve their Distinguished Club Programme objectives. The Division leadership team will continue to monitor progress through club visits, Area Director engagement and targeted support activities

Division D

Kanti Doshi – Division D Director

Jeevan George John AD D14
Lilian Nandi AD D20
Tom Hostetler AD D21
Hassan Aden AD D29
Rafael Guzman AD D53
Ramesh Halai DTM AD D61

Division D comprises of 31 clubs across six areas. The division has started the year strong, through effective collaboration between the Division Leadership Team. This has enabled the successful delivery of both in-person and online Club Officer Training (COT), resulting in 28 of the Division's 31 clubs achieving their Distinguished Club Programme officer training goal. Notably, four clubs achieved full participation, with all seven officers completing training. Progress has also been made in club planning, with 20 clubs having submitted Club Success Plans and active engagement taking place with the remaining clubs.

Membership growth has been encouraging across the Division, with three clubs each welcoming five new members during the past two months. There are also positive signs of future growth, with exploratory work underway, including demonstration meetings being organised for a prospective new club.

The primary areas requiring attention relate to membership and engagement within several clubs, particularly corporate clubs. London Olympians London and Global Online Toastmasters are experiencing membership challenges and are receiving targeted support. In addition, efforts are underway to strengthen engagement and establish effective working relationships with SAP to support the long-term development of corporate club activity within the Division.

Support is sought from the District in relation to contest planning and budget management, together with greater clarity regarding expectations for club renewals and the respective roles of Area Directors and Division Directors. Priorities over the next few months include establishing regular engagement and communication channels with clubs, while continuing to work with district leaders to advance opportunities associated with the London Online club initiative.

Division H

Celia Edwards DTM – Division H Director

Carol Cadogan AD H15
Bill Harpley AD H32
Nicole Lynch AD H35
Ahmed Abubakir AD H37
Tomasz Kanigowski AD H55

Division H comprises of 22 clubs across five areas and has made a good start to the programme year, with positive engagement from clubs and officers across the Division. Most clubs achieved the target of at least four officers trained during the first round of Club Officer Training, with some clubs exceeding this and achieving full officer participation. A notable achievement was within Area H15, where two clubs have already achieved seven Distinguished Club Programme goals, setting an early benchmark for success across the Division. Club officer training, renewals and club success planning are all progressing well across the majority of clubs.

The Division has also made good progress in establishing foundations for the year ahead. Area Directors have begun club visits, area success plans are being developed, and contest planning is underway. Several clubs have already submitted Club Success Plans, while others are in the final stages of completion. Membership renewals are progressing positively, supported by strong engagement from club officers and members.

The main challenge facing the Division relates to club health and membership sustainability. Several clubs require additional support to strengthen engagement and improve membership levels, while some corporate clubs have proven more difficult to access and engage with. There are also a small number of clubs where further support is needed to complete planning activities and ensure consistent progress against Distinguished Club Programme objectives. Division leadership is working closely with Area Directors and club officers to address these issues and provide early intervention where required.

Looking ahead, Division H's priority is to ensure all outstanding Club Success Plans are completed, support clubs through the renewal period and continue targeted interventions where club health concerns have been identified. The Division will continue monitoring progress through club visits and Area Director engagement, with the aim of improving membership retention, maintaining strong officer development and supporting all clubs to achieve their performance goals during the programme year.

Division J

Dominic Heaney – Division J Director

Greg Turner AD J4
Paul Ovington DTM AD J7
Ryan Olden AD J10
Sebastian Dixon-Lewis AD J11
Pearl Cadogan AD J22

Division J comprises of 23 clubs across five areas and continues to perform well, with all community clubs and one corporate club achieving the target of at least four officers trained through Club Officer Training (COT). Engagement has also been strong, with all clubs submitting proxy votes for the International Business Meeting. Feedback on the return to in-person COTs has been overwhelmingly positive, and Pen Test Parables has demonstrated strong early growth, reaching 27 members with full renewals completed before the recent fee increase.

The main area requiring attention is educational achievement reporting. Some clubs, particularly in Area J7, appear to have Pathways completions that are not being recorded in Basecamp, reducing reported performance. Support will be provided to improve understanding and use of Basecamp, alongside greater recognition of member achievements. Abingdon and Bicester clubs are showing signs of recovery but remain relatively small and require continued monitoring to ensure long-term sustainability.

Looking ahead, the Division sees the strongest potential for sustainable growth through corporate and specialist clubs. Support is being sought to develop a compelling business case for employers, particularly in relation to a potential opportunity with St. James's Place in Cirencester. The possibility of establishing a new community or specialist club in Stroud is also being explored.

Before the next DEC, a key priority will be ensuring that Abingdon Speakers achieves its winter Club Officer Training target by securing training for at least four officers, building on its success in the summer training round.

Division L

Sarah Ndebele – Division L Director

Rajan Jesuraj AD L16
Elaine Kelly DTM AD L23
Andrea Sachtleben AD L47
Rachel Akinsanya AD L56

Division L comprises of 21 clubs across four areas and has made a positive start to the programme year, supported by the commitment and hard work of its Area Directors. Officer training has been particularly successful, with many clubs achieving the target of at least four officers trained and several clubs exceeding this. Progress is also being made with Club Success Plans, club visits and area planning activities, providing a strong foundation for the year ahead. Corporate clubs within the Division have shown encouraging levels of officer training participation, and several areas reported positive membership growth.

There have been a number of notable achievements across the Division. Area L53 reported 55 new members since April and a new club lead, while several clubs have already completed renewals and are well positioned heading into the remainder of the programme year. Club visits are progressing across all areas, contests are being organised, and most clubs have established dates and plans for the forthcoming contest season.

The principal challenges relate to engagement with some corporate clubs, where access to club officers and members can be difficult, and to educational engagement and Pathways adoption in a small number of clubs. Several clubs have also been identified as potentially requiring additional support through club coaching arrangements. Area Directors continue to work closely with affected clubs to strengthen communication, improve participation and address club health concerns.

The Division's focus over the coming months will be the completion of club and area success plans, support for membership renewals, and preparations for area contests. Particular emphasis will be placed on identifying clubs that would benefit from club coaches, improving club engagement and ensuring clubs remain on track to achieve their Distinguished Club Programme objectives. Division leadership will continue to support Area Directors in monitoring club health and delivering targeted interventions where required.

Immediate Past District Director

Debbie Williams DTM

The 2025/2026 Toastmasters year concluded successfully for District 91, with the District achieving Distinguished District status. Under our theme, Reignite, Rebuild and Thrive, members, club officers and District leaders worked collectively to strengthen clubs, support membership growth and deliver the District mission.

A particularly notable result was that over 69% of District 91 clubs ended the year with 20 or more members, placing District 91 third globally and second in the region in this category. I would like to record my sincere thanks to everyone who contributed to the achievements of 2025/2026 and wish the 2026/2027 District leadership team, clubs, and members every success as they build on this foundation.

Administration Manager

Deborah Stevens

Sean Dean - Logistics Manager

The start of the Toastmasters year is always a busy one, with a District Leadership Team strategy day, two-day District Officer Training, the first District Executive Committee (DEC) meeting and the first District Council, as well as lots of updating of records with the new team details, both for the District and Toastmasters International - all before the end of September!

As outlined in the District Success Plan, this year we are focusing on more in person meetings and training sessions for the DEC, so I am working to find suitable venues across our district to bring our team together, within the budget set by Violet. We hold four DEC meetings a year, with two District Officer Training rounds (although we have a training session every time we get together in person), and our second District Council meeting will be held at the conference in May.

I'm also on the look out for a good venue which could potentially support online attendance for our Hall of Fame event next year so please let me know any recommendations!

Although my role primarily serves Seema and the wider leadership team, if there are any questions you have but don't know where to get the answer, feel free to email me at debs@d91toastmasters.org.uk and I'll try and point you in the right direction!

Thank you for your support over the last few months, particularly bearing with all my emails reminding you to assign your proxy vote for the annual business meeting at the convention in Vancouver!

Public Relations Manager

Suhas Kumar DTM

Website: Rob Dewing and Janet Alkema
Newsletter: Jeevan George
PR Assistant: Saloni Sardana
Creative: Dil Limbu, Giovanni Longo
Ditch the Nerves Podcast hosts: Monica Dragnescu, Glen Savage

The PR team will continue to focus on raising the profile of District 91 and keeping members informed and engaged throughout the year. A range of promotional materials, newsletters, social media content and digital resources will be developed to support clubs, district events and leadership initiatives. The team will work closely with clubs and district leaders to ensure key messages are communicated effectively and consistently across the District.

The District's online presence will continue to be strengthened through its website, Facebook, Instagram, LinkedIn, YouTube and WhatsApp channels. A dedicated District 91 LinkedIn page will be launched, providing another platform to share news, celebrate achievements and connect with current and prospective members. These channels will be used to promote events, share educational content and showcase the value of Toastmasters.

Additional resources will be made available to clubs, including meeting templates, promotional assets and communication tools that can be tailored for local use. The District website will continue to evolve, providing easy access to district news, events, leadership updates, member recognition, educational resources and club information. These materials are intended to make it easier for clubs to promote themselves and engage their members.

The PR team will also support the District's membership growth objectives through a range of marketing activities, including LinkedIn advertising, bus advertising campaigns, social media promotions and corporate outreach. Together, these initiatives will help increase awareness of Toastmasters, attract prospective members and support the delivery of the District Success Plan.

Club Growth Director

Alison Morris DTM

Club Extension Chair: Rick Cooper DTM
Sponsor/Mentor Lead: Christine Wallach
Club Retention Chair: Helyn Ashford
Club Renewals Lead: Gillian Prior
Corporate Renewals: David Goodman
Club Coach Lead: Lucinda Brooks DTM
Speechcraft Lead: Sergey Kornev
Spawning Club Lead: Pedro Casillas
Incentive Lead: Aayushi Jain
Analysis Lead: Natalia Gomez

In respect of the Club numbers we need to increase our numbers by 15 this is with no loss of Clubs. It should be easier to keep a club from Closing than to start a new Club. Currently we have 56 Clubs under 20 members, that is over 30% of our Clubs and 5 of those are under 10 members. The Club Coach Lead, Lucy Brooks has members willing to help struggling clubs and is currently actively pairing Coaches and Clubs. Do reach out if any of your Clubs are in need of a Coach.

Further to the club growth section on the District Success Plan, I can confirm that as at the beginning of September, of the 2,849 membership payments; 2009 people have paid up to October 2026, 479 until April 2027 and we have 340 new members. This is roughly double from this time last year where we had 1,119 member payments, this is probably attributed to the rush on renewals before the increase deadline on the 3rd August. Whilst we are ahead of last year's figures, our goal is 10,362 membership payments by the end of the year. We are nearly a quarter of the way there, however we traditionally lose 25% membership at renewals. We need to try and ensure members are looked after and valued and that we give vibrant and interesting meetings and leadership opportunities.

A couple of the Club Growth Incentives have finished, no area managed to get 75% of their Clubs with 75% renewals, so we have diverted the monies for this to other incentives. The more successful incentive was for Clubs to get 8 more new or reinstated members by the 31 August, 5 community Clubs achieved this, congratulations to the clubs below who will receive a superstar trophy;

- Clapham Connectors (B8)
- London Business School Public Speaking Club (L16)
- Toasted Sandwich (H37)
- London Toastmasters (L23)
- 1st London Toastmasters (C58)

Seeing the success of this we have extended this to 30th September for the first 10 clubs to achieve this.

We need you to help us keep all Clubs in good standing and to give ideas for new Clubs, think of geographical areas where there are no clubs, Clubs that have too many members and could do with splitting so everyone has a chance to speak regularly. Could you set up a club with a specialist interest or a morning coffee one for retired people or young mums. Does your company have a speakers club? Could they do with one? Give us the information and we can work with you to set up a Club.

It is getting near the end of renewal time, have your Clubs been actively contacting members, especially those who are not regular attendees? Do you know which clubs are likely to suffer from non-renewals. Don't wait until the 30th September to find out. We are offering an incentive for any Club that renews 100% of their base number (from 1 July 26) by the 15th of September.

Are you looking to get your DTM or complete a Level 5, contact me and we can help you achieve this by supporting new or struggling clubs.

We need all members to be proactive not reactive this year and I and my team are here to help you do this, so please contact us if you need anything.

Program Quality Director

Lynne Gayer DTM

Trainer Lead: Janet Alkema DTM
DCP and Pathways Lead: Nadya Abdi DTM
Mentor Buddy Lead: Simon Mckee
November Contest Director: Jill Segal DTM
Chief Judge: Paul Walsh DTM
Incentive Lead: Aayushi Jain
Analysis Lead: Natalia Gomez
Conference Director: tbc

Dedicated Leaders. Thank you for all your time, energy and effort during the past two months. Here is the progress on Program Quality through July and August.

Despite a later start than usual to the Club Officer training due to the introduction of the new global COT materials I am pleased to say ToastHost confirms 688 club Officers trained, 132 Clubs with 4 or more trained and 35 clubs with all 7 officers trained.

As of 9th September, we have 108 clubs who have submitted their club success plans. We are looking to achieve 90+% submission. We have issued a short 7 min video 'how to complete your online CSP' to all Club Officers, Area and Division Directors.

Our Trainers Bureau is supporting educational sessions such as running contests, humorous speaking and table topics. These will be recorded and available on YouTube. We are currently planning the educational sessions for the next few months and these will be available shortly.

We have Nadya Abdi as our DCP and Pathways lead with a plan to get everyone both onto pathways and recording educational achievements. She will be working with Clubs, Areas and Divisions to achieve our 90+% on pathways goal. We currently stand at 83 % not on Pathways including 4 % of Officers.

We have a Mentor Buddy programme led by Simon Mckee. In the first instance the mentors will support the Area and Division Directors, then we hope to be in a position to expand this with a focus on those clubs with a lot of new members but few mentors.

We are planning a November Contest for Humorous and Table Topics and the District Conference will be held on 8th and 9th of May 2027. Avoiding the BH weekend which many of you requested. We are currently looking for a District Conference Director.

We need teams to support these events. If you know members who would like to be involved, please let me know.

I would like to recognise:

DTM Achievers as of 9th September:

- Valerija Slavina, DTM - member of London Olympians Speakers Club
- David Howarth, DTM - member of Woodford Green Speakers
- Lucinda Brooks, DTM - member of Worthing Speakers
- Celia Edwards DTM - member of Liberty Speakers Club and Purley Speakers

Triple crown achievers as of 9th September:

- Celia Edwards DTM - member of Liberty Speakers Club and Purley Speakers
- Marc Lottig DTM - member of City Limits Speakers and Sustainable Speakers Online
- Stella Meadows - member of Holborn Speakers and Society Speakers

Clubs with all 7 officers trained:

- Aylesbury Speakers
- Berkhamsted Speakers Club
- Bouncing Onward DTM Toastmasters Club
- Cardiff Toastmasters
- Chiltern Speakers Club
- City of London Toastmasters Club
- Excalibur Online Global Speakers
- Excalibur Speakers
- Experience French
- FTI Consulting UK
- Hallmark Speakers
- Hamwic Speakers
- Harrovian Speakers Toastmasters
- Hemel Speakers Club
- HOD Speakers Club
- Holborn Speakers
- Kent Speakers Club
- Kings Speakers
- Lewisham Speakers Club
- Liberty Speakers Club
- London Olympians Speakers Toastmasters Club
- London Toastmasters
- London Victorians
- MLP London Bridge Speakers
- Northern Lights Speakers Club
- PMI UK Toastmasters Club
- Purley Speakers

- Salisbury Online Speakers
- Society Speakers
- St Pauls Speakers
- Thame Speakers
- West London Speakers Club
- Winchmore Hill Speakers
- Woodford Green Speakers
- Worcester Speakers

We have planned a series of incentives to encourage engagement, achievement and recognition. From sets of ribbons to trophies to monetary rewards.

From TMI this year's there is a very big focus on Club quality and from a Program Quality Perspective, our focus in the next few months is 90+% club success plans in September, Area Director visits and the exciting rounds of Humorous and Table Topic Contests.

I know you will all continue to drive the momentum and energy you've built through July and August. Together we are laying the foundations for a strong year ahead.

All our Leaders, thank you all for your time, support and commitment, it is truly appreciated.

District Director

Seema Menon DTM

I want to begin with a simple **thank you**.

Thank you to our District Leadership Team, Extended Teams, District Executive Committee and District Council for choosing to step forward and serve District 91. Leadership is a choice and volunteering at this level takes time, energy and commitment alongside everything else life brings. I never want to take that for granted.

I was incredibly proud to stand alongside my Trio team, Lynne and Alison, at the International Convention. Being there together, surrounded by so much opportunity and energy, reminded me of the journey we are embarking on together. I know we can and I believe we will achieve great things as a team.

Our Focus: Supportive. Simplify. Sustainable.

Supportive because no leader or member should ever feel alone.

Leadership can be demanding, and we can place enormous expectations on ourselves. This year, I want us to build a culture where we support one another, ask for help, celebrate success and remember that kindness matters towards others and towards ourselves. Our Ditch the Nerves Podcast and monthly Leadership sessions for Division Directors are just two ways we are creating more opportunities to connect, learn and share.

Simplify because removing unnecessary complexity creates space for clarity and action.

Our volunteers give their time because they want to make a difference. We should make it as easy as possible for them to lead effectively and focus on what matters most: our members and our clubs.

Sustainable because our legacy is not simply what we achieve this year.

It is the leaders we develop, the clubs we strengthen, the communities we build and the culture we leave behind.

Our Ambition

Our ambition is **Smedley Distinguished District**, and we will aim high. But I want us to be proud not only of *what* we achieve, but *how* we achieve it. We will hold ourselves accountable, celebrate progress and support one another along the way. Our success will be measured not only by the targets we reach, but by the strength of the clubs we leave behind and the leaders we help develop.

A Journey We Take Together

For many of us, this is our first time taking on these particular roles. We are learning as we go and Toastmasters should be a safe space to try, learn from our mistakes and grow. There will be challenges. When they arise, I hope we approach them with kindness, upholding the toastmaster values of Integrity, Respect, Service and Excellence. Our District Harmony Officer is also there to listen and happy to have a conversation if you need support navigating a challenge.

We will aim high and we will take care of each other as we achieve it together.

Thank you for placing your trust in me. It is an honour and a privilege to serve as your District Director.