

District 91 Success Plan 2025-2026

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.

Name the members of the District's core team.

District Director: Debbie Williams DTM
Program Quality Director: Seema Menon DTM
Club Growth Director: Lynne Gayer DTM
Public Relations Manager: Allen Paul DTM
Finance Manager: Guler Cortis
Administration Manager: Deborah Stevens
IPDD: Steve Vear, MBE DTM

Name the members of the District's extended team.

District Parliamentarian: Rupa Datta
Credentials Chair: Olga Galaiko
Alignment Chair: Barbara Saph, DTM
Chief Judge: Paul Walsh, DTM
DLC Chair: Steve Vear, MBE DTM

Club Growth team

Extension Chair: Kate Jones
Club Sponsor Committee: Demo meetings: Ramesh Halai
Club Quality Chair: Club Sponsors and Club Mentors: Casper Willcock
Club Retention Chair: Club Coaches: Simon McKee
Club Coach Committee: Corporate Club Lead: Arnaud Sartre DTM, PDD
Club Coach Committee: Speechcraft Lead: Emmanuel Karamagi
Club New Source Research Chair : Lydia McDowall
Incentives Team: (joint with PQD) Lead- Shubham Jain, Operations Asst- Elangoraj Thirupandiaraj

Program Quality team

Trainer Lead: Janet Alkema, DTM
Corporate COT Training Lead: Round 1- Pallavi Pawar, Round 2- Alistair Driscoll
Incentives Team: Lead- Shubham Jain, Incentive operations Asst- Elangoraj Thirupandiaraj
Ditch the Nerves Podcast team: Madhurantika Moulick, Rekha Mathew

Mentoring Buddies Lead: Edeje Onwude
Simplify Tools lead: Jeevan George
Conference Director: Pearl Cadogan

PR Team

Designer: Sarah Ebrahim, DTM
Social Media: Genevieve Stafford Jack
Newsletters: Jeevan George

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?

In 2025-2026, our District is guided by core values that reflect both the vision we've set and the legacy of excellence upheld by Toastmasters International. At the heart of our journey is purpose-driven leadership, a renewed passion that inspires our members to grow, lead, and ignite positive change within their clubs and communities. As we rebuild stronger, more sustainable, and deeply engaged clubs, we do so with a commitment to long-term impact and meaningful member experiences.

Our progress will be anchored in inclusive teamwork, shaped by the enduring values of integrity, respect, service, and excellence. These principles will guide every interaction and decision, ensuring we support each member consistently and equitably. We aim to achieve Select Distinguished with a stretch goal to reach Smedley Distinguished, always remembering that behind every goal is a member's story, effort and potential. Our approach will remain focused, collaborative, and member-led, ensuring that every action we take serves a shared purpose: doing the right thing, the right way, together

Team Operating Principles

What principles does the team hold? (These principles might include trust, safe learning, collaboration, etc.)

Take each role seriously and professionally, with dedication to the District Mission.

Elected leaders must honour their campaign promises and serve with purpose and integrity.

Appointed leaders are expected to actively support and serve members' needs.

Keeping ourselves accountable in achieving our goals, owning it and solving problems with integrity and working collaboratively with each other

Keep commitments, meet deadlines, and take ownership of outcomes.

Foster teamwork, open communication, and mutual respect across the district.

Prioritize decisions and actions that benefit member experience and growth.

Embrace learning, feedback, and development to strengthen leadership effectiveness.

Lead ethically, with honesty and openness in all interactions and decisions.

Potential Obstacles

What obstacles will the team have to consider when strategizing? (These might include conflicting personal commitments, distance, unresolved conflict, etc.)

Team members often juggle Toastmasters responsibilities with work, family, and other personal obligations. This can lead to missed deadlines, inconsistent participation, or burnout.

Unresolved conflict can get in the way of the district mission and overall objectives.

Without a clear, shared understanding of goals and priorities, teams can lose momentum or get sidetracked by less impactful activities. The main thing is keep the main thing the main thing and the main thing is the district mission which is “we build new clubs and support all clubs in achieving excellence”. Also if team members aren't fully equipped or confident in their roles, execution becomes inconsistent. This includes a lack of knowledge in Toastmasters policies, performance metrics, or available resources.

If team members don't feel connected to the vision or recognised for their contributions, morale may drop, and participation may wane.

Meeting Protocol

In general, how will the team process tasks? (For example, consider how often to meet or call, what the team's meeting practices will be, etc.).

The District Leadership Team will meet weekly on Sundays and joined by Division Directors on the last Sunday of every month.

In addition to this, regular trio meetings will be held, alongside 1:1 meetings with individual members of the team.

Team Interactions and Behavioral Norms

How will decisions be made?

Allowing the team to contribute ideas and listen to different perspectives, coming to an agreement that aligns with our goals and core values. Transparency is key. In situations where there is no consensus on an issue, the District Director will make the final decision.

What will be the team's method of communication? Determine the team's first preference, second preference, and so on.

Whatsapp continues to be the preferred mode of communication for the District Leadership team, with email the preferred method for sharing more detailed information. We hold a District google drive for all documents, and the District calendar holds all District wide events.

What will the communication parameters be? Parameters might include whether the team communicates by phone or email, whether the team sets up a weekly conference call, or how often team members can expect to communicate.

The team will communicate via Whatapps, telephone and email. Weekly team zoom calls are scheduled.

How will the team resolve differences of opinion?

By having open and honest discussions, understanding that diversity of thought will need to be resolved according to the district goals and core values. A considered decision will be made by the district director if there is no consensus.

How will the team support one another?

It's important that our meetings and interactions are safe spaces and maintains the core value of integrity, respect, service and excellence. Collective responsibility for check-ins are encouraged with the DLT and the wider team, and we do not rely on assumed knowledge, but help to fill any knowledge gaps or provide general (or more specific) support as required. Having an open door policy so that team members feel comfortable and empowered to communicate at all times with core values.

How will the team ensure equitable participation when completing activities?

It's important that team members feel equipped, empowered and be accountable for their roles, not being afraid to make mistakes. Everyone understands the District timelines and the importance of completing activities or tasks and how it affects the overall goals.

How will team members be held accountable for their responsibilities?

Each team member to be made fully aware of their responsibilities along with regular check-ins against success plans and the district goals.

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

Certificates of appreciation, public recognition e.g. Hall of Fame, newsletter, TI pins, books etc and as appropriate.

Starting Number

Membership payments base	9445
Club base	174
Number of Division and Area Directors	44

Qualifying Requirements

Submission of District Success Plan by September 30

Submission of Division and Area Directors

Training Report for 85% of Division and Number of Division and Area Directors x 0.85 Area Directors by September 30

Goal 1: Membership Payments Growth

Distinguished Membership payments base x 1.015	9540
Select Distinguished Membership payments base x 1.03	9729
President's Distinguished Membership payments base x 1.05	9918
Smedley Distinguished Membership payments base x 1.08	10,201

Situation Analysis

What is the current situation in the District? How many membership payments did the District have last year? Does the District have special challenges? (One situation might be that membership payments usually arrive close to deadline making it necessary to hurry to meet goals.)

The District membership payments rose from 9211 to 9445 which was a 2.5% increase, achieving Distinguished status for Membership Payments. There tends to be a spurt at year end when membership increases.

Challenges include late payments from corporate clubs. Membership payments arriving close to deadline and therefore any final corrective action is often too late to implement.

As at July 2025, D91 has 174 clubs	Status
121	Charter strength i.e. 20 or more members
33	13-19 members
20	8-12 members
6	Ineligible, low or suspended, i.e. less than 8 members

Of the 121 Clubs at Charter status	
74	20-29 members
19	30-39 members
19	40-49 members
6	50-59 members
1	60-69 members
2	70 or more members

Strategy

What strategies will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include tactics, such as creating a contest promoting early submission of membership-renewal dues.)

What has worked well: What has worked in the past includes having a financial incentive for the three key™ membership drives of Smedley, Talk up Toastmasters and Beat the Clock. Last year the great golden quarter (early submission of renewals) got some interest but not enough.

What has not worked well: What has not worked so well were two incentives; Division Director three leads and Speechcraft incentives.

For the year 25-26:

- Keep the incentives that work and introduce new ones.
- Update the Division Directors on a monthly basis on achievement towards the Growth goals of net increase of 6 clubs and 9729 membership payments.
- Work with the Division Directors to achieve 'unique member' increase of a minimum of 4004 by year end and break the increase down by Division, as well as an increase in membership payments.
- Track progress and feedback to Division Directors to create some friendly rivalry between the divisions.
- Include the District stretch goal of net growth of 14 clubs, 10,201 membership payments and 600+ unique members.

Tactic 1 Incentives

- Highlight all relevant incentives to the Division Directors to cascade to Area Directors to Clubs to Members. Promote on relevant whatsapp groups.
- Include a 'Get to 20 or greater' incentive by end April with a minimum of plus five new or reinstated members. This is for those clubs with less than 20 members. There is a plan for a financial reward to encourage and engage clubs to get to charter status.
- Keep the three Toastmaster Awards of Smedley, Talk up Toastmasters and Beat the clock to encourage clubs to grow with a minimum of plus five, new, dual or reinstated members.
- Include an 'Open House' drive so clubs plan in November and December for January, February and March to tie in with 'Talk Up Toastmasters' award.
- Drive engagement, encouragement and energy through Division and Area Directors.
- Include 100% early renewals incentives in Sept and March.

Tactic 2 Success stories

- Promote and share club success stories and how clubs grew through monthly newsletters.
- Support clubs with Club Coaches and provide pro-active guidelines for those without.
- Remind clubs of the new toastmaster induction process to engage members early on.

Tactic 3 Value Statements -

- Continue with the 'My why' campaign, why members joined and why they stay i.e. their stories or value statements.
- Encourage clubs to promote these on their socials especially as part of the Open House quarter. Clubs to get recognition through PR awards.
- Do specific testimonials for Corporate clubs.
- Promote through external campaigns,
 - Tube campaign in London
 - Buses in four University towns
 - Digital campaign
 - Plus through the global linkedin campaign which District 91 will be part of

Tactic 4 Corporates

- Division and Area Directors to engage with their corporate clubs early to get renewals in on time.
- Have 'renew early' incentives for all clubs.

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division Directors and gift certificates to the Toastmasters store.)

Tactic 1 incentives

- CGD Team
- PRM
- Incentive Leads
- Division and Area Directors
- Toastmaster Ribbons, Gift certificates towards room hire, zoom licence or toastmasters store

Tactic 2 Success Stories

- Club Officers
- PRM team
- Area Directors

Tactic 3 Value Statements

- PRM team
- Club VPPR
- Members
- Corporate Lead

Tactic 4 Corporates

- Area Directors
- Club Treasurers
- Gift certificates towards room hire, zoom licence or toastmasters store
- Allocated budget for external campaigns

Assignments

Who is in charge of each tactic? Who is on each team? What are each team member's specific responsibilities?

Tactic 1 Incentives

- Club Growth Team to work closely with the PRM to create a brochure of incentives for distribution to all the clubs and find innovative ways of communication to engage members in the membership building program.
- The incentive team to communicate awards to the clubs.

Tactic 2 Success stories

- The Club Retention Chair (CRC) to train and support club coaches.
- CRC to produce a meeting guideline to help guide clubs not wanting a coach or have more than 12 members.
- CRC to seek members looking for a project to help those clubs with 13-19 members.
- Sponsors, mentors and coaches plus Division Teams to understand and share best practice for inducting new members.
- PRM to share the success stories via the monthly newsletter.

Tactic 3 Value Statements

- CGD and PRM develop a campaign to gather and share testimonials.
- Corporate lead to gather corporate testimonials for distribution and sharing.
- Social Media push by PRM and promotion via monthly newsletter.
- PRM & GCD develop the three external campaigns; tube, busses and digital.

Tactic 4 Corporates

- Division and Area Directors to engage Corporate clubs early in the renewal process.
- Corporate Club Treasurers to work with their companies to process the renewals on time
- PRM to promote the early renewal incentives.

Timetable

When will each tactic item begin? When will each tactic item be complete? How will progress be tracked?

Tactic 1 Incentives

- Get to 20 - Begin 1st July and end 30th April. Tracked via Membership report
- Smedley award - Begin 1st August and end 30th September. Tracked via TMI
- Talk up Toastmaster - Begin 1st February and end 31st March. Tracked via TMI
- Beat the Clock - Begin 1st May and end 30th June. Tracked via TMI
- Early renewals September - Begin 1st August end 15th September. Tracked via Renewal and membership reports
- Early renewals March - Begin 1st February end 16th March. Tracked via Renewal and membership reports

Tactic 2 Success Stories

- Begin 1st July and end 30th June. 80% of clubs at charter strength. Tracked via District 91 Performance Dashboard.

Tactic 3 Value Statements

- Begin 1st July 2025 and end 30th June.. Tracked via social media posts, engaged members (ie not unsubscribing from newsletter).
- Two week external campaigns in Q3 before the March renewals. Tracked via no: of 'hits'.

Tactic 4 Corporates

- Begin 2 months before renewals i.e. beginning of August and February and end by 30th September and 31st March. Tracked via the Performance Dashboard

Goal 2: Club Growth

Distinguished Club base x 1.015	176
Select Distinguished base x 1.03	180
Presidents Distinguished Club base x 1.05	183
Smedley Distinguished Club base x 1.08	188

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.)

District 91 ended the 2024-25 year with 173 clubs. This was two less than at the start of the year with an unfortunate loss of 13 clubs which included 'paper clubs' that were just not meeting. Eleven new clubs were added including two new clubs that were launched on 30th June 2025. The 2025-26 year started with 174 clubs as one club was re-aligned from another district. There is a funnel of leads with approximately half a dozen reasonably solid to become clubs in the year 2025-26. There are others that will need support and guidance to charter in 2025-26. In order to achieve a net growth of six new clubs to be a select distinguished District, the District has to allow for clubs that will close therefore the District needs a minimum of 20 new clubs to achieve the target and 28 to achieve the stretch goal of net 14 clubs.

The District is challenged in generating enough new leads and it has yet to become 'the norm' for members to openly suggest ideas for new clubs.

Strategy

What strategies will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include tactics, such as appointing a club extension chair to pursue leads and scheduling demonstration meetings.)

Tactic 1 New Clubs

- Manage the current leads in the Toastmasters Lead Management System
- Research potential opportunities for new clubs
- Provide sponsors / mentors for new clubs

Tactic 2 Communication

- Encourage members to suggest ideas for new clubs within their local community or their workplace so these can be evaluated as potential opportunities.

Tactic 3 Club losses

- At the start of the year there were 53 clubs with less than 20 members and 20 with between 8-12 members so there is a real need to minimise loss of clubs. For every club that is closed we have to find a new one to replace it.

Tactic 4 Corporate Summit

- Hold a Corporate Summit. Invite those that attended last year, those that were invited but did not

attend and include current corporate clubs to share the benefit.

Tactic 5 Webinar / Drop in

- Hold a webinar / drop in session on how to set up a new club.

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include a club extension committee, a demonstration team, and newclubs@toastmasters.org.)

Tactic 1 New Clubs

- Club Extension Chair
- New Club Resource Research Chair.
- Demonstration lead
- Sponsor / Mentor Lead
- Budget for club banners for newly chartered clubs

Tactic 2 Communication

- Monthly newsletter and an Email to all members asking for ideas
- Division and Area directors to ask members during club visits

Tactic 3 Club Loses

- Division Directors and Area Directors
- Club Retention Chair

Tactic 4 Corporate Summit

- Corporate team to organise a Corporate Summit,

Tactic 5 Webinar

- PQD
- Members who have previously sponsored a club

Assignments

Who is in charge of each tactic? Who is on each team? What are each team member's specific responsibilities?

Tactic 1 New Clubs

- Extension Chair to pursue leads from the Toastmasters Lead Management System.
- New Club Research Chair to research large organisations with no clubs, contact them and introduce them to Toastmasters.
- Corporate lead to invite corporates to Corporate summit.
- Demonstration lead to schedule demonstration meetings.

Tactic 2 Communication

- Club Growth Team to work closely with the PRM to create engaging newsletters for distribution to all members and find innovative ways of communication to engage members in the club building program.

Tactic 3 Club losses

- Club Retention Chair (CRC) to train and support club coaches.
- CRC to assign coaches to clubs requesting one with under 13 members
- CRC to produce a meeting guideline to help guide clubs not wanting a coach or with more than 12 members.
- Division Directors and Area Directors to develop a list of clubs at risk and a plan of action
- CRC to Seek members looking for a project to help those clubs with 13-19 members.

Tactic 4 Corporate Summit

- Corporate Lead to:
 - Plan for a corporate summit to invite organisations to show how Toastmasters can positively impact their employees and their organisation.
 - Find a venue, ideally a potential corporate host
 - Invite company influencers to attend
 - Plan the schedule and the agenda.

Tactic 5 Webinar

- CGD / PQD to organise the webinar / drop in session and find the presenters
- Presenters that have previously set up a new club to speak on:
 - Setting up a community club
 - Setting up a corporate club

Timetable

When will each tactic item begin? When will each tactic item be complete? How will progress be tracked?

Tactic 1 New clubs

- Begin 1st July and end 30th June. Tracked via District 91 Performance Dashboard.

Tactic 2 Communication

- Begin end of August newsletter and ongoing

Tactic 3 Club losses

- Club Coach assignment - Begin 1st July and end 30th June.. Tracked via the Club Coach report.
- Progress tracked monthly with Division Directors throughout the year.
- Division Director to produce clubs at risk and action plan begin 1st August and end 30th August

Tactic 4 Corporate Summit

- Planning for January 2026

Tactic 5 Webinar

- Begin: September 2025 and end November 2025. Tracked by completing the sessions.

Summary table for Membership Payments Growth and Club Growth

Tactic	Lead	Support Team	Responsibilities	Timetable
1. Membership Payments Growth Incentives	CGD	PRM, Incentive team, Division and Area Directors	Promote, track, and incentivise adoption	Various dates btw July 2025 to April 2026
2. Membership Payments Growth Success Stories	Club Retention Chair	Club Officers, PRM Team, Area Directors	Train coaches and match to clubs and provide guidance to support clubs under charter strength.	July 2025 to June 2026
3. Membership Payments Growth Value Statements	CGD / PRM	CGD Team, PRM Team, Club VPPR, Corporate Lead	Gather and share testimonials. Run three external campaigns.	July 2025 to June 2026
4. Membership Payments Growth Corporates	CGD	Area Directors, Club Treasurers	Promote early membership renewals	Aug to Sept 2025 and Feb to Mar 2026
5. Club Growth New Clubs	CGD	New Club Resource Research Chair, Extension Chair, Demonstration Lead and Sponsor / Mentor Lead	Manage and develop current leads and source new opportunities. Match sponsors / mentors to new clubs.	July 2025 to June 2026
6. Club Growth Communication	CGD / PRM	Division and Area Directors	Members to provide ideas for potential new clubs to be evaluated and developed	End of Aug 2025 and ongoing
7. Club Growth Club Losses	Club Retention Chair	Division and Area Directors	Match coaches to clubs. Minimise club losses through risk assessment and action planning	July 2025 to June 2026
8. Club Growth Corporate Summit	Corporate Lead	Corporate team	Hold a Corporate Summit	January 2026

9. Club Growth Webinar / Drop in	CGD	PQD, Members who have sponsored a club	Hold a webinar / drop in session on how to set up a new club	Sept to Nov 2025
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Goal 3: Distinguished Clubs

Distinguished Club base (174) x 0.45 = 79

Select Distinguished Club base x 0.5 = 87

President's Distinguished Club base x 0.55 = 96

Smedley Distinguished Club base x 0.60 = 105

Aiming for 120 + clubs to get distinguished.

Situation Analysis

What is the current situation in the District? What percent of District clubs are typically Distinguished? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that members in the District do not know how to achieve success. Another situation might be that the District has identified four solid new club prospects.)

2024-25	Club Analysis				Areas	Divisions
	Total	Corporate	Community	New		
Clubs	173 +1	47	127	11	37	8
New club chartered from Jul24-Jun25	11	9	2			
Education Goal- Zero	27	17	10	11		
Education Goal- 1	4	1	3	0		
Distinguished (5/10)	31	8	23	0	6	
Select Distinguished (7/10)	22	2	20	0	13	3
Presidents Distinguished (9/10)	20	1	19	0	2	1
Smedley Distinguished (10/10)	26	1	25	0		

District 91 currently has **174 clubs with 1 club transfer:**

- **47 corporate clubs**
- **127 community clubs**
- **11 newly chartered clubs** (July 2024–June 2025), of which 9 are corporate and 2 are community.

In the **last Toastmasters year**, 99 out of 173 active clubs (57%) were Distinguished, enabling the District to achieve **Smedley Distinguished** status for the number of Distinguished clubs.

Education Goals Performance

- 31 clubs submitted zero or only one education goal.
- **58%** of these (18 clubs) are corporate.
- The 11 newly chartered clubs may not have achieved Level 1 goals for all members due to their short operational period.

This highlights the need to:

- Engage and retain members through individual goal-setting and celebration of achievements.
- Ensure prompt submission of completed educational awards.
- Strengthen engagement with the **Pathways** program.

Year-on-Year Distinguished Club Trends

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%)
 2019/20 – 123 clubs (71.10%)
 2018/19 – 121 clubs (73.78%)
 2017/18 – 119 clubs (77.27%)
 2016/17 – 109 clubs (75.17%)
 2015/16 – 110 clubs (85.27%)
 2014/15 – 100 clubs (85.47%)

District 91 has a **legacy of high performance** in the Distinguished Club Program (DCP) and continues to perform above the global average, ranking **27th in the world** and **4th in the region**. While there has been a decline from earlier years, results remain strong compared to many other districts.

Pathways Adoption

- 84% of our unique member base (4,157 members) are Pathways adopters.
- 16% (678 members) have yet to register for Pathways.
- 6% of club officers (71 out of 1,171) are still not enrolled in Pathways.
- Low Pathways adoption in some clubs affects educational goal achievements and overall DCP results.

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 their base count.
- **Club Officer Training (COT) attendance remains inconsistent:**

- First round – 122 clubs (71%) had 4+ officers trained.
- Second round – 107 clubs (62%) met this standard.
- 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 strategies will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include tactics, such as training all Area and Division Directors on the Distinguished Club Program.)

What Has Worked in the Past

- Strong legacy in Distinguished Club Program (DCP) performance, consistently ranking above the global average.
- Successful recognition programs such as the **Triple Crown** and **Pathways Hall of Fame** have boosted engagement.
- High-value webinars and officer training have provided knowledge and skill-building opportunities.

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.

Strategies and Tactics for 2025–26

- **Boost Pathways Adoption** – Reduce non-adopters from 16% to 5%; incentives for 100% enrolment; Triple Crown recognition to encourage timely award submissions.
- **Launch a Trainers Bureau** – Specialist-led workshops to close skill gaps.
- **Early CSP Submissions** – Aim for 90% of clubs to submit by 7 September; promote at COTs and through drop-in sessions.
- **Flexible Corporate COTs** – Morning/afternoon sessions over two weeks to improve attendance.
- **Strengthen AD & DivD Training** – 100% success plan submission; training at DOT and after each DEC.
- **Mid-Year District Contest** – Humorous & Table Topics contest on 23rd November, 2025 to drive engagement ahead of the May conference which is scheduled for 2nd & 3rd May 2026.
- **Mentoring Buddy Directory** – Match members with mentors for specific Pathways or leadership goals.
- **District Podcast** – Showcase member success stories to inspire retention and growth.
- **Online Summit** – showcase the collaboration and celebration of online clubs

Incentives and Recognition

- **Club Officer Training** – Pins for clubs training all seven officers twice a year.
- **Triple Crown Pins** – For members achieving three or more education awards.
- **Pathways Hall of Fame** – Newsletter/Website recognition for top performers at member and club

levels.

- **DTM Recognition** – Special acknowledgment for Distinguished Toastmasters.
- **Incentives** – announcement quarterly with Leaderboard visibility across 4 tiers of clubs

Stretching the Goal

By combining targeted officer training, early CSP submission and visible recognition, the District will build momentum early in the year, creating a culture of achievement and collaboration that drives DCP results well beyond the current 57% Distinguished benchmark.

Resources

What people, equipment, meeting places and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division Directors and the Distinguished Club Program and Club Success Plan (Item 1111)

Assignments Who is in charge of each tactic? Who is on each team? What are each team member's specific responsibilities?

Facilities & Equipment

- Online platforms (Zoom, Teams) for training and drop-ins.
- District website, newsletter and social media for promotion.
- Recording and editing tools for the District podcast.

Meeting Places

- Hybrid mix of online and in-person events (COTs, DOTs, contests and conferences).
- Venues for November District contest (London) and May conference coordinated by Conference Director.

Budget

- Funds allocated for incentives, recognition items, training resources, and events.
- November and May event budgets managed by the Conference Director with PQD and Finance Manager.

Tactic	Lead	Support Team	Responsibilities
1. Pathways Adoption	Pathways Lead per Division	Division Directors	Promote, track, and incentivise adoption
2. Trainers Bureau	Janet Alkema(Trainer Lead)	Trainer volunteers	Deliver workshops, Drop-ins, connect trainers to clubs

3. CSP Submissions	Seema Menon	ADs & DivDs	Run drop-ins, track and reward early submissions
4. Corporate COTs	Pallavi Pawar (R1), Alistair Driscoll (R2)	Corporate liaisons	Deliver tailored COT sessions
5. AD & DivD Training	Seema Menon	DOT trainers	Prepare leaders, guide CSP completion
6. Contest & Conference	Pearl Cadogan	PQD, Finance Manager, District Director	Plan and fund November & May events. Joint promotion with club growth on external campaigns
7. Mentoring Buddy Directory	Edeje Onwude	Mentor/mentee coordinators	Match members to mentors
8. District Podcast	Rekha Mathew, Madhurantika Moulik	PRM, tech team	Launch and promote podcast
9. Online Summit	Sustainable Speakers	PRM, PQD team	

Timetable

Tactic	Start Date	Completion Date	Progress Tracking Method
1. Pathways Lead for Each Division	Sep-25	Mar-26	Incentives leaderboard updated monthly
2. Trainers Directory	Jul-25	Dec-25	Number of workshops delivered; attendance at drop-in sessions
3. Club Success Plan (CSP) Submissions	Jul-25	Sep-25	Submission rates vs. 90% goal; early submission incentives awarded

4. Corporate COTs	Round 1 completed	Round 2: Feb 2026	Attendance numbers per round; officer feedback surveys
5. Training for ADs & DivDs	28–29 Jun 2025, 30 Jul 2025, 7 Sep 2025, 22 Nov 2025; 7 Feb 2026, 11 Apr 2026	Ongoing through Apr 2026	Attendance records; post-session feedback
6. Mid-Year Contest	Jul-25	23-Nov-25	Event readiness checklist; participant numbers; post-event survey
7. Annual Conference	Jul-25	2–3 May 2026	Budget adherence; registration numbers; feedback surveys
8. Mentoring Buddy Program	Aug-25	Ongoing (active mentoring starts Oct 2025)	Mentor/mentee match tracking; quarterly progress check-ins
9. District Podcast	Jul-25	Jun-26	Launch in Sep 2025; monthly listener stats; episode release schedule adherence
10. Online Summit	Sep-25	Mar-26	Plan and work on the agenda. To be announced in October

Additional Goals

Answer the same types of questions to reach each additional District goal. Additional goals might have to do with alignment challenges, new leadership opportunities, or better service to members. Where else is there room for improvement in the District?

Goal

What specific, measureable, attainable, and relevant additional goal can the District meet? (An example of a goal is to add one new Division and three new Areas.)

With the appointment of a DLC Chair, we plan on having a full complete report of candidates.

Situation Analysis

What is the current situation in the District? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that Areas and Divisions have reached their maximum capacity causing service to the members to suffer and limiting leadership opportunities.)

DLC Chair will put a team together and is also doing a project to encourage a leadership pipeline of area

directors.

Strategy

What strategies will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include tactics, such as assigning a District alignment committee to determine best options for realignment and collaborating with the District Leadership Committee to identify leadership opportunities.)

Tactic 1

Tactic 2

Tactic 3

Tactic 4

Tactic 5

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include past District Directors, Area and Division Directors, the District website, and the District Leadership Committee.)

Assignments

Who is in charge of each tactic? Who is on each team? What are each team member's specific responsibilities?

Tactic 1

Tactic 2

Tactic 3

Tactic 4

Tactic 5

Timetable

When will each tactic item begin? When will each tactic item be complete? How will progress be tracked?

Tactic 1

Tactic 2

Tactic 3

Tactic 4

Tactic 5

Signatures

District Director Date Debbie Williams, DTM 26th August 2025

Program Quality Director: Seema Menon, DTM 26th August 2025

Club Growth Director: Lynne Gayer, DTM 26th August 2025

PR Manager: Allen Paul Pulikkal, DTM 26th August 2025

Finance Manager: Guler Cortis 26th August 2025

Admin Manager: Deborah Stevens 26th August 2025

Immediate Past District Director, Steve Vear, MBE DTM 26th August 2025

For your District to qualify for the Distinguished District Program, this entire plan must be submitted online through District Central by September 30.

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Plan at a Glance

Use this page to keep the basics of your District Success Plan all in one place.

Starting Numbers

Membership payments base = 9443

Club base = 174

Number of Division and Area Directors = 7 and 37

Qualifying Requirements

Submission of District Success Plan by September 30

Submission of Division and Area Directors

Training Report for 85% of Division and Number of Division and Area Directors x 0.85 Area Directors by September 30

Goals

	Membership Payments Growth	Club Growth	Distinguished Clubs
Distinguished	Membership payments base x 1.015 = 9585	Club base x 1.015 = 176	Club base x 0.4 = 79
Select Distinguished	Membership payments base x 1.03 = 9727	Club base x 1.03 = 180	Club base x 0.45 = 87
President's Distinguished	Membership payments base x 1.05 = 9916	Club base x 1.05 = 183	Club base x 0.5 = 96
Smedley Distinguished	Membership payments base x 1.08 = 10,199	Club base x 1.08 = 188	Club base x 0.55 = 105

Tracking

Use online reports, available at www.toastmasters.org/DistinguishedPerformanceReports, to keep track of the District's progress toward its goals. Create milestones throughout the year to measure your progress.

Goal	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Membership Payments Growth	609											
Club Growth	1											
Distinguished Clubs												
Additional Goal 1												
Additional Goal 2												
Additional Goal 3												
Additional Goal 4												
Additional Goal 5												