



DISTRICT 91 COUNCIL MEETING

ONLINE: SUNDAY 21ST SEPTEMBER 2025

Contents

<u>Welcome from the District Director 2025/26</u>	
<u>Debbie Williams DTM</u>	<u>2</u>
<u>Appointment of District Officers</u>	<u>3</u>
<u>District Success Plan 2025/26</u>	<u>4</u>
<u>Annual Budget 2025/26</u>	<u>24</u>
<u>2025/26 Budget Summary</u>	<u>27</u>
<u>Profit and Loss 2024/25 (Actual vs Budget Summary 2024/2025)</u>	<u>28</u>
<u>District Leadership Reports</u>	<u>30</u>
<u>Division Director Reports</u>	<u>36</u>

Welcome from the District Director 2025/26

Debbie Williams DTM



Dear District Council members

As we prepare for our upcoming meeting, I want to thank you for the leadership you bring to District 91. The time, care, and energy you invest as council members ensures that our clubs and members have the support they need to grow and succeed. Your service truly makes a difference.

This year, our shared vision is simple but powerful: Reignite, Rebuild, and Thrive.

- To Reignite the spark of enthusiasm, so that members feel inspired to learn, lead, and contribute.
- To Rebuild with resilience, where challenges have left gaps, ensuring that every club has the strength to sustain success.
- To Thrive together, so that District 91 continues to be a place where every member belongs and every leader has the chance to grow.

The reports and proposals in this pack provide the detail for our discussions ahead. But beyond the documents, our work as a council is about shaping the member experience and setting the direction for the future.

Every decision we make together helps create the conditions where individuals can discover their potential and where our clubs can flourish.

Thank you for leading with integrity, respect, service, and excellence. I am grateful to serve alongside you, and I look forward to the conversations and choices we will share at our upcoming meeting as we continue to reignite, rebuild, and thrive together.

Yours in service

Debbie Williams, DTM
District Director 2024-2025
District 91

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:

- Administration Manager, Deborah Stevens
- Finance Manager, Guler Cortis
- PR Manager, Allen Paul, DTM
- Elected Division J Director, Clare Lawrence had to step down for personal reasons, therefore I appointed Division J Director, Alison Morris, DTM
- A19 John Christie, DTM
- A46 Blake Rumfitt
- A62 Kelvin Lam
- B52 Fedor Herbatschek
- C2 Sergey Kornev
- C5 Eleni Kyrtzia
- C25 Pearl Cadogan
- C58 Hephzibah Emereole
- D20 Ana Sampaio
- D21 Monica Sood
- D29 Ian Rex-Hawkes
- D61 Kanti Doshi
- H55 Malcolm Braganza
- J4 Helyn Ashford
- J7 Dominic Heaney
- J11 Adrian Lane
- J22 Andrew Graner
- L23 Rajan Jesuraj
- L47 Sabeer Peerbaccus
- L56 Sarah Ndebele
- L27 Following the resignation of the elected Area Director Eric Jones, I have appointed Muriel Teisseire

District Success Plan 2025/26

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

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

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

Thiruppandiaraj

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 Thirupppandiaraj

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 organisation and should be incorporated as anchor points in every decision made within the organisation. Toastmasters' core values provide a means of guiding and evaluating the organisation'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

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?.

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 maintain 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

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 the 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 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

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

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

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?

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

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

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

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

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

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?

	Club Analysis				Areas	Divisions
2024-25	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 24/25 – 122 clubs (71%) had 4+ officers trained.
 - Second round 24/25 – 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 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

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

Additional Goal 1

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

Situation Analysis

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

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

Plan at a Glance

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

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

Annual Budget 2025/26

Introduction

Our overarching strategy for the program year is to focus on building and supporting a team that will lead our District to be 'distinguished or better' 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

- 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 a '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.

Conference net income/(loss)

The Conference venue to be confirmed. The dates are 2nd and 3rd of May 2026. We plan to break even. Until the venue is confirmed these are only indicative figures.

November District event

The November District Contest will be held on the 23rd November 2025. We will break even at this event. Until the venue is confirmed these are only indicative figures.

Fundraising Net Income/(Loss)

We are not planning any fundraising events.

District Store Net Income/(Loss)

As has been the case in the last ten years of District 91, there will be no District store in the 2025/26 programme year.

Education and Training

We have prioritised in person training and have reflected this in the budget.

Marketing Outside of Toastmasters

The main focus is to create awareness of Toastmasters and District 91, for people to see the benefits of Toastmasters and to join and to engage current members so they feel proud to be a member and promote themselves through social media. We are planning on 4 campaigns: 1 x promotion on the London Underground following on from last years campaign. In addition 1 x bus campaign in 4 university towns. 1 x digital campaign plus the District has signed up to the TMI LinkedIn campaign.

Club Growth

The main focus is to grow clubs by a minimum net growth of 6 and membership by a minimum 400 unique members. To achieve the former, and based on previous years, we will need 20 new clubs to reach the minimum of 6. There is a New Club Resource Research Chair and an Extension Chair working on new opportunities and leads. All members are being emailed to ask for club ideas in their local community or at their place of work. The monthly newsletter is encouraging participation. There is a planned Open House quarter to tie in with the Talk Up Toastmasters award. Engaging the Division and Area Directors to encourage more clubs to participate. Some incentives are the same as last year, the three TM awards (Smedley, TuT and BtC) and the two early renewal submissions in September and March. In addition there is an attractive incentive 'Get to 20 or more' with a minimum of 5 new unique members to encourage all clubs under 20 to get back to Charter strength. All incentives have a maximum number of clubs that can be recognised to ensure we remain within budget.

Public Relations

We have kept the essential tools for our PR strategy and team.

Administration

Essential running cost for administration for the district.

Recognition

The District will continue to run a Hall of Fame as we have done for many years. This will include expenditure for the recognised awards of Toastmaster of the Year, Area Director of

the Year. Division Director of the Year, District Director award, club of the year and others as decided by the DLT/District Director. Overall while recognition can be achieved without monetary value, we have included other areas of expenditure such as Triple Crowns, recognition of coaches amongst others. All district officers have been issued with personalised badges, pins of office and for the first time District chairs have been issued with badges.

Speech Contests

For the 2025/2026 program year the DEC voted to hold two District Contests. One in November and the other at the Conference in May 2026. The cost mentioned in the budget is to cover expenses for Division contests.

Travel

We have taken the decision to prioritise face to face meetings where appropriate for a richer experience for district officers enabling them to serve our members better. This naturally leads to a high budget for travel. Our clubs range from the depths of Cornwall to Bristol, and across to Wales. Divisions such as A and J are very wide indeed and as such attracts a high roundtrip mileage for district officers who need to travel to perform their roles. Area Directors are required to visit clubs twice in a year, we have budgeted for Division Directors to attend one special event in their Division together with the DLT attending special events and Club Growth Director supporting growth.


Food and Meals

A decision was made to prioritise face to face meetings this year, where appropriate. Food and meals are budgeted at District Officer Training, District Executive Committee Meetings and other face to face meetings such as District Leadership team planning and strategy meetings. While attending the International District Leader training and International Convention, \$50 per day is allocated to the Trio and IPDD, although the expense for the District Director can be claimed back owing to the attendance of business critical meetings such as the Annual Business Meeting and Board of Directors briefing. A budget has also been made available for the District Leadership Committee.

Lodging

Where possible we will provide overnight accommodation to facilitate training as required and attendance at DEC meetings. This is inline with our in-person training prioritisation to ensure we give Division and Area Directors the best start in terms of preparation for their role and the building of a network and connection.

2025/26 Budget Summary

	District #: 91
Budget Currency: GBP	
Fiscal Year: 2025-2026	

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Total
Membership Dues Allocation	7,228	3,350	23,543	6,580	3,821	1,321	2,374	6,834	27,594	7,695	2,887	2,675	95,901
Conference revenue	-	-	-	-	-	-	-	-	-	-	20,000	-	20,000
Oct/Nov Event revenue	-	-	-	-	5,000	-	-	-	-	-	-	-	5,000
Fundraising revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Education and Training revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
District store revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Speech contest revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	7,228	3,350	23,543	6,580	8,821	1,321	2,374	6,834	27,594	7,695	22,887	2,675	120,901

TI Allocation Expense	400	400	400	400	400	400	400	400	400	400	400	400	4,795
Conference expense	-	-	-	-	-	-	-	-	-	-	20,000	-	20,000
Oct/Nov Event expense	-	-	-	-	5,000	-	-	-	-	-	-	-	5,000
Fundraising expense	-	-	-	-	-	-	-	-	-	-	-	-	-
District store expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Marketing Outside Toastmasters expense	-	-	180	2,180	180	180	180	873	180	180	530	180	4,843
Recognition expense	-	-	305	445	305	305	1,305	1,305	1,305	1,445	3,805	1,805	12,330
Club Growth expense	-	50	2,125	1,050	100	150	100	650	3,725	650	600	975	10,175
Public Relations expense	-	2,000	100	-	1,200	150	-	-	-	-	750	-	4,200
Education & training expense	825	4,625	1,400	-	-	-	-	6,625	-	500	-	-	13,975
Speech contest expense	-	-	-	2,275	-	-	-	-	-	2,275	-	-	4,550
Administration expense	649	1,032	827	157	832	32	32	732	32	657	2,472	32	7,290
Food and Meals expense	3,005	-	435	210	305	-	360	685	-	1,345	450	-	6,795
Travel expense	5,665	-	2,700	-	650	-	150	2,650	-	2,550	2,750	-	17,115
Lodging expense	4,800	-	1,223	-	555	-	1,260	810	-	810	375	-	9,833
Total Expenses	15,344	8,107	9,695	6,717	9,327	1,217	3,787	14,730	5,642	10,812	32,132	3,392	120,901
District Net Income/(Loss)	(8,115)	(4,757)	13,848	(137)	(508)	104	(1,413)	(7,896)	21,952	(3,117)	(9,245)	(717)	0

<p>We, the undersigned, certify that this budget and narrative cover estimated receipts and expenditures for the district year. This budget directs the financial resources entrusted to the district toward achieving the district mission and will be presented to the district council for approval at its next meeting.</p>		
	District Director	Date
	Program Quality Director	Date
Club Growth Director	Date	
Finance Manager	Date	

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%	0
Maximum Expense Type	Expense	%	Policy	
Education and Training	13,975	14.6%	15.0%	0
Marketing Outside Toastmasters	4,843	5.0%	10.0%	0
Club Growth	10,175	10.6%	15.0%	0
Public Relations	4,200	4.4%	10.0%	0
Recognition	12,330	12.9%	20.0%	0
Travel	17,115	17.8%	25.0%	0
Lodging	9,833	10.3%	15.0%	0
Food and Meals	6,795	7.1%	15.0%	0
Speech Contest	4,550	4.7%	5.0%	0
Administration	7,290	7.6%	10.0%	0
Total Membership Dues	95,901	100.0%		

Profit and Loss 2024/25 (Actual vs Budget Summary 2024/2025)

2024-25 Year-end Results (JUL 2024 - JUN 2025)

	Q1 - Q4		
	Q1 - Q4 Actual	Q1 - Q4 Budget	Q1 - Q4 Variance
District Revenue			
Membership Revenue	100,375.84	90,952.89	9,422.95
Conference Revenue	25,640.69	21,499.99	4,140.70
Speech Contest Revenue	220.00	0.00	220.00
Total District Revenue	126,236.53	112,452.88	13,783.65
District Expenses			
Conference Expenses	30,483.57	21,499.98	8,983.59
District Store Expenses	77.07	0.00	77.07
Recognition	4,247.09	15,051.95	(10,804.86)
Club Growth	7,987.91	11,677.47	(3,689.56)
Marketing Outside of Toastmasters Expenses	16,441.83	4,550.00	11,891.83
Public Relations Expense	1,985.50	2,779.38	(793.88)
Education & Training Expense	12,722.41	6,173.36	6,549.05
Speech Contest Expenses	1,292.06	4,544.04	(3,251.98)
Administration Expenses	15,366.75	4,191.15	11,175.60
Food and Meals Expense	9,671.95	7,920.28	1,751.67
Travel Expense	16,888.40	20,151.63	(3,263.23)
Lodging Expense	8,086.04	9,366.00	(1,279.96)
Other Expenses	581.57	0.00	581.57
Allocation Expenses	4,415.88	4,547.64	(131.76)
Total District Expenses	130,248.03	112,452.88	17,795.15
District Expenses			
Total Net Income	(4,011.50)	0.00	(4,011.50)

Year-end Summary

D91 closed the 2024-25 year by exceeding the budget by **£4k**.

Note: No impact on subsequent Program Years (inc. 2025-26)

Team 24/25 > Grow and Achieve together

- Additional external Marketing initiatives (building on the success of the 'Ditch the Nerves' campaign)
 - *Extended the tube campaign, plus Bus & Digital campaigns*

Building a Legacy & supporting future Program Years

- Invested in District IT infrastructure/capability
- Supported the 2024-25 team (DOT in June 2024)

Audit Report for year 2024/25

Process

The Audit Committee has a responsibility to ensure that the Mid-year and Year-end Profit and Loss Statements accurately reflect District income and expenses and that transactions were executed within the company policies

Scope of audit included

- Profit and loss statements
- Monthly bank statements
- Receipts and district approvals
- Concur and non-Concur transactions
- Period 1st January – 30th June 2025
- Submission deadline was on 31st August
- Team of 3 - Flora, Vanessa and Anthony

Audit Outcome

- Accounts were in order.
- Recommendation from the interim audit were implemented and made a difference for audit trail
 - Pre-approval document included with the Concur claim
 - Explanation included in the expense claim
 - Club names now included in incentive vouchers
- Exceptions items
 - We could not find pre-approval forms for 2 transactions > £350
 - Two expenses of low value were not found in Concours
 - Missing supporting documentation for a small number of transactions.

Recommendations

1. Continue to ensure pre-approval documentation for expenses when submitting the concur expenses
2. Ensure explicit nature of claims is detailed
3. Expenses from the Director should be submitted by nature of expense (not by period)
4. Work with HQ to get an understanding on how the credit card expense get recorded in Concur
5. Work with HQ to get a timetable for the close – May and June were closed very late, which prolonged the audit work

District Leadership Reports

Public Relations Manager: Allen Paul DTM

As your Public Relations Manager for 2025-26, I'm excited to continue building a visible, vibrant, and values-driven District. At the heart of Toastmasters is connection, and this year, our PR strategy is all about amplifying those connections both within and beyond our organisation.



With the District's vision of "Stronger, sustainable, and more engaged clubs", our PR efforts are aligned to celebrate clubs, enable leadership visibility, and keep members informed, inspired, and involved.

Supporting the District Vision

1. Stronger Communication with District Leaders

We have a dedicated WhatsApp group for Area Directors and Division Directors to ensure streamlined and timely communication. Help is always available for leaders in this group

2. Supporting Education and Member Engagement

PR is closely aligned with the educational journey, with promotions for Member and club success stories and district related events shared across our newsletter and other digital platforms. We're highlighting stories that will be an inspiration for our members and clubs

3. Amplifying District Initiatives

Supporting visibility of District initiatives by featuring campaigns, incentives, and success stories in our newsletter and social media, helping to build momentum across the District. Our District Podcast series reach a wide audience through our channels and helps our members

Strategic PR Goals:

This year's PR strategy supports five key objectives:

1. Build awareness of Toastmasters across District 91
2. Strengthen the Toastmasters brand
3. Support club growth
4. Engage and retain members with compelling, consistent content
5. Enable clubs through resources, templates, and training

Key Channels

- Website - Central hub for events, news, and resources
- Newsletter- Monthly digest with stories, recognition, and updates
- Social Media - Active presence on Facebook, Instagram, LinkedIn, and YouTube
- WhatsApp - Direct support and coordination with leaders

Public Relations Awards - Continuing in 2025-26

Building on last year's success, we are continuing our three signature PR Awards:

1. Outstanding PR Award - For clubs that have consistently demonstrated excellent PR throughout the year
2. Best Design Award - To honour excellence in club design materials such as posters, videos, and social media content
3. Best PR Campaign - Celebrating a single campaign that generated strong visibility or impact, such as an open house or themed membership event

These awards aim to recognise and motivate clubs while reinforcing the importance of creativity, visibility, branding and consistency in club promotion.

Resources and Support

- Brand guidelines have been circulated to support club-level branding
- The VP PR WhatsApp group remains an active and supportive space for idea exchange and campaign coordination
- A Club PR Training is being planned for later this year, based on feedback and demand

Website Revamp:

We are revamping our District 91 website - a much-needed update to improve usability, visibility and branding. Our webmaster Rob and our past Admin Manager Janet are working towards achieving this. The website remains our central hub, and the refresh will make it easier for members, leaders and prospective guests to access information quickly and confidently.

PR Team

Gena - Design and creative support for campaigns

Jeevan - Newsletter coordination and backend support

We are looking forward to new team members who can help with design, social media marketing or creating videos.

District 91 is made up of passionate, creative, and committed individuals, and that's what makes our PR strategy so exciting. Every club has a story worth sharing, and every member plays a role in how we shape our message.

Let's continue working together to make this a year of bold stories, strong visibility, and impactful engagement.

Club Growth Director: Lynne Gayor DTM

Club Growth:

We ended the 2024-25 year with 173 clubs, one club was re-aligned to District 91 therefore we started the year with a total of 174 clubs, our aim is to reach 180. We have since added one new club, Richmond and Wandsworth, that has joined D20 with Ana Sampaio as Area Director and Smita Narayan as Division Director. Two mentors have been assigned to support the new club and they will be using a 12 meeting programme designed last year to give them the best possible start.



There are six more clubs that have paid their charter fee, unfortunately one has passed its 12 month date and may need an extension. The other five will charter this year. One of which is the BBC which we are expecting to charter in Division B under Division Director Mary-Anne Ledger, in October.

There are two demo meetings currently planned, one for a community club Carmali Toastmasters International Club in Cardiff in September and one for a corporate club, Commerce in London organised by our very own Elena Bella, Division L Director.

We have another half dozen leads that we are working hard to convert this year. We do need more leads as per our District Success plan, hence we are hard at work on all our leads and looking for ideas for new clubs from members. We need twenty new clubs this year to achieve our target of a net growth of six as every year, but unfortunately some clubs will close. Reducing risk of losing clubs is key to achieving our goals. We started the year with 53 clubs below 20 members, we are now at 50. Twenty of these have 8-12 members and so far Division Directors are not reporting any major concerns.

Membership Payments:

We ended the 2024-25 year with 9,445 membership payments and this year we are targeting 9,729, which is a 3% increase. Two months in, as at 31 st August we have received 1,046 membership payments which is a really good start. We have 132 new members which includes 22 from Richmond and Wandsworth, meaning clubs have attracted 110 members to join them, also a very good start to the year. Bringing your friends, family and colleagues to a meeting really does make a difference.

To help with membership payment we are in the middle of the Smedley award, where clubs adding 5 new, dual or reinstated members between 1st August and 30th September will be recognised. Early this month we closed the Early renewals award where clubs renewing 100% of membership base by 15th September will also be recognised.

Behind the scenes there is a team working on new opportunities, new leads, organising demo meetings, finding mentors, recruiting coaches, planning for a corporate summit, providing advice on speechcraft and supporting incentives. Finding ways that support future members, all our current members, all our clubs and our Area and Division Leaders is at the top of our agenda. Thank you for everything you do and with special thanks to the club growth team for their support.

Programme Quality Director: Seema Menon DTM

My dear district leaders, I'm delighted to share the progress on Program Quality over the past two months.

Training has been a real highlight. **44 out of 45 District Officers were trained** at the District Officer Training in June and July, a fantastic turnout. We also conducted a **Beta COT** with new training materials, which will officially launch in 2026–27. With the **first round of Club Officer Training now complete**, the initial reports show that we've 17 clubs with 7/7 officers trained and 121 clubs with 4+ officers trained. Our focus is now on encouraging every club to submit their **Club Success Plan** by the September deadline.



Learning and development have also been front and centre. We've hosted **drop-in sessions** to support club officer training, contests, club success plans amongst others. We're shaping the **Trainers Bureau** to connect skilled trainers with clubs and events across the District. This month we'll launch our **Mentor Buddy programme**, helping every member benefit from the power of mentoring.

On contests, I'm pleased to share that the **District Humorous Speech and Table Topics Contest will be held on 23rd November in London**, please save the date! We've also finalised the **dates for our District Conference ie 2nd & 3rd May 2026**, another exciting milestone.

I also want to celebrate the achievements of our clubs and members. **109 clubs have submitted their Club Success Plans** and the multi-pronged approach initiated to motivate clubs to complete their CSP to avail of a chance to become distinguished, with the first club **City of London Toastmasters Club** having submitted their CSP on July 3rd 2025 leading the way. Two clubs in the District have achieved 6 DCP goals and submitted their CSP. These are **Sustainable Speakers** and **City Limits Speakers**, both online clubs.

Congratulations as well to our newest **Distinguished Toastmasters**:

- **Barbara Saph** from Salisbury Online Speakers, and
- **Rupa Datta** from Wembley Stadium Speakers.

And to our 6 **Triple Crown winners** till date (**Leo Shkempi, Abhijeet Rajadhyaksha, Tundie Berczi, Kevin Harrington, Anis Rezaei and Marc Lottig**) well done on your achievements.

Looking ahead, we are preparing to launch our District's very own **"Ditch the Nerves" podcast** focussed on generating interest in district leadership opportunities and member retention, with the first four episodes already recorded and ready to go live. We're also introducing **Tools to Simplify club life**, including templates for contest posters and certificates. And thanks to the work of our **Incentives Lead**, we will have a **leaderboard with quarterly incentives** to keep clubs motivated and recognised throughout the year.

I also want to acknowledge our **Area Directors**, many of whom have already begun visiting clubs, offering guidance and encouragement. These visits, combined with training, mentoring and incentives, are strengthening retention and helping clubs thrive.

In just two months, we've built strong momentum. From **training and contests to podcasts, mentoring and celebrations**, we are laying the foundation for a supportive, simple and sustainable year ahead.

Thank you to the Division and Area Directors as well as the Programme Quality team for your commitment and for moving forward with us on this journey.

Immediate Past District Director: Steve Vear MBE DTM

It has been an absolute delight to watch the new leaders for 2025-2026 form and find their feet at the start of another exciting program year. The District Officer Training in June provided a wonderful opportunity not only to help leaders discover what their role is really all about, but to provide key networking and support opportunities which will prove to be vital as the year develops.



It was such a pity not to be able to join this year's trio at the Toastmasters International Convention in Philadelphia because of my final bar school exams – but what a delight it was to see them come together and be such wonderful ambassadors for District 91.

The role of the Immediate Past District Director is mainly about mentoring and supporting the District Leadership Team and the wider District Executive Committee as well as taking on any tasks as directed to do so by the District Director.

Debbie has asked me to chair the District Leadership Committee (DLC) this year and so I am busy putting the list of committee appointments together for this. At the time of writing I have a 'name in the frame' for Division A, D and J – so if you know of anyone within the other Divisions who would like to be considered for this important work, please let me know.

The District Leadership Committee is responsible for seeking out, interviewing and then nominating members for the position of Division Director, Club Growth Director, Programme Quality Director and District Director. It is never too early to think about your next leadership role. Watch this space for the deadlines and awareness activities that will take place at the end of the year and into 2026!

Thank you for all you do in bringing the life changing impact of Toastmasters International to our members of today and our members of tomorrow.

District Director: Debbie Williams DTM

Thank you to our District Leadership Team, to the District Executive Committee, and to each of you who serve as Club Presidents and Vice Presidents of Education. The work you do for your members is at the very heart of our District's success, and I am deeply grateful for your commitment.



I also want to acknowledge last year's leaders, whose dedication left us with a strong foundation on which to build. Their service continues to inspire us, and we remain especially grateful to Immediate Past District Director, Steve Vear MBE DTM, for his ongoing support.

As we begin this new programme year, we embrace a vision that is both simple and powerful: Reignite, Rebuild, and Thrive.

Reignite the spark of enthusiasm and passion that inspires members and clubs.

Rebuild where challenges have left gaps, creating resilience and sustainability.

Thrive together — as clubs, as leaders, and as a District community where everyone belongs.

Leadership in Toastmasters is a privilege. While we remain accountable to our goals, we must also remember that this is a volunteer organisation. Our work should be meaningful, rewarding, and yes, enjoyable.

Together, let us role model the values of Toastmasters International: Integrity, Respect, Service, and Excellence.

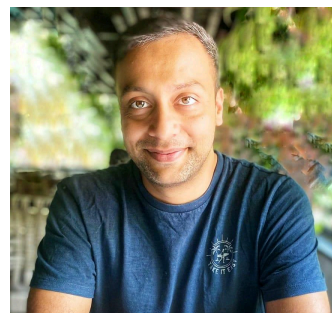
Side by side, we can inspire members to stretch beyond their comfort zones, support clubs in growing stronger, and ensure that District 91 continues to be a place where people find opportunity, connection, and growth.

It is an honour to serve alongside you, and I look forward to the year ahead, one where we truly reignite, rebuild, and thrive together.

Division Director Reports

Division A: Yogendra Paranjpe

Division A is home to 26 clubs, spread across diverse communities and organisations. Our clubs reflect the core Toastmasters values of integrity, respect, service, and excellence, and we remain committed to member growth, collaboration, and effective communication.



The Division leadership team was established before the start of the Toastmasters year. With a strong team of Area Directors and support from dedicated club leaders, we are focused on building momentum toward our vision: to be a Distinguished Division or better in 2025–2026. Through close collaboration, the Division team shares best practices, supports each other, and maintains a consistent focus on member service and club excellence.

Area Directors:

A1 Yassin George
A17 Kevin Harrington
A19 John Murphy
A42 Rob Dewing (& Assistant Division Director)
A46 Blake Rumfitt
A62 Kelvin Lam

Membership Statistics

Total members: 643 (we started with the base of 604 members).

Average club size: 24 members

Clubs with 20+ members: 17 (approx. 65%)

Clubs with 12–19 members: 7 (approx. 27%)

Clubs with < 12 members (coach-eligible): 2 (approx. 8%)

Division A has experienced 9% growth in unique members so far. While some attrition is expected after September renewals, we are confident that retention efforts, club visits, and membership campaigns will sustain long-term growth.

Training

Club Officer Training: Division A achieved relatively stronger attendance in the first round of COT, with 65% of clubs having 4 or more officers trained.

Recognition & Highlights

Special recognition goes to the following clubs, of which all 7 officers attended the COT: Hamwic Speakers, Shilling Speakers, Spinnaker Speakers, Salisbury Online Speakers, and Northavon Speakers Toastmasters Club.

Reading Speakers Club stands out as it has already achieved 4 DCP goals, with Reading Verizon Toastmasters and Casterbridge Speakers having achieved 3 goals

each. Moreover, a shout-out to Northavon Speakers Toastmasters club for achieving a membership growth of 23%.

Special mention to all the Division A leaders and members who are actively involved in District-level training, contests, and events, raising the Division's visibility and impact.

Conclusion

Division A is well-positioned for success this year. With a committed leadership team, strong member growth, and a culture of collaboration, we are confident of achieving our goals. We look forward to celebrating the achievements of our clubs and members as we move closer to our vision of being a Distinguished Division or better in 2025–2026.

Division B: Mary-Anne Ledger

Area Directors:

B6 Riccardo Ginevri

B8 Beverley Daniel-Blugh

B9 Martina Fisk

B18 Sarah Beckwith

B52 Fedor Herbatschek



Division B started off the new Toastmasters years with 29 (excluding 2 pre charter) clubs with 829 members. 17 community clubs, 7 corporate clubs and 5 specialist clubs (advanced, language, topical).

I am pleased to say we started the year with a full team; a Division Director, and five Area Directors. The team holds monthly council meetings online with agenda and actions arising circulated before and after the meetings. There are one to one follow up calls as required. The team are fully engaged and have been in touch with most of their clubs, many have been visited though the official visits and reports will start from September.

The Area Directors and Presidents have encouraged their Officers to attend Club Officer Training and 108 officers out of 182 have attended (58% of the officers in the division have been trained). Well done to the first three clubs to have all seven Officers trained; LSBU, London Victorians, and London Cardinals.

There have been an additional 46 members across the division in the past two months and notably Holborn Speakers have increased by 12 new members and membership stands at 58 members. At the other end of the scale there are 5 clubs with membership less than 15 and 4 less than 25. Potentially, there are 3 clubs at risk in Division B. One has a club coach, but the remaining two are completely unresponsive.

There are a few other clubs that are struggling, whilst on paper their membership is strong, but they struggle with member engagement, high turnover, and a committee that isn't

engaging with members. These clubs don't qualify for a club coach and coincidentally, their officers have opted not to attend COT. A potential strategy for support is to find experienced Toastmasters on level 4/5 whose pathway requires a 'volunteering' project and could pair the individual with the club.

Overall it has been a challenging yet exciting couple of months and thanks goes to the Area Directors and Club Officers for stepping up and getting stuck into their new leadership roles. There is lots to look forward to in the coming months, especially with contest season starting in September.

Division C: Richard Jones

Area Directors:

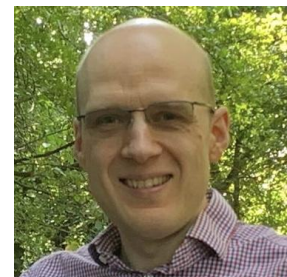
C2 Sergey Kornev

C5 Eleni Kyrtzia

C25 Pearl Cadogan

C34 Afreen Kansal

C58 Hephzibah Emereole



Division C comprises 26 clubs and around 640 Toastmasters members. Located around the City of London, it has a mix of community and corporate clubs, with a fantastic diversity of styles, goals, and challenges.

Our new team of area directors have made a vibrant start to the year, providing both in-person and online Club Officer Training options to complement those offered more widely in the District, and getting to know their clubs through (mostly informal) club visits.

Next up, we head into the season of Autumn speech contests, and formal club visits

Our focus this year is ultimately on the end-member experience, and everything that feeds into that, whether it is through supporting clubs and their officers, or providing transversal events such as the area and division speech contests and workshops.

If you are a district council member reading this, the asks for you are to consider the following:

- what more can we do to make great first impressions on guests, deliver growth and community for members, and then spread the word so that more people can find Toastmasters?
- can you complement your own Toastmasters journey with further activities in the leadership of Toastmasters?

As your division and area directors, we are here and ready to partner with you on helping to support and accelerate your journey, and your club's successes!

Division D: Smita Narayan DTM

Area Directors:

D14 Milica Bennett

D20 Ana Sampaio (New Area)

D21 Monica Sood

D29 Ian Rex-Hawkes

D53 Rafael Guzman

D61 Kanti Sastry (New Area)



Division D started the year commencing with 29 clubs across five areas of which two clubs were one day old as they chartered on 30th of June. These were UK Speakers and Leaders Toastmaster Club and JAL Richmond Leaders. We also opened a new club, Richmond and Wandsworth Communicator's, which chartered on 22nd July. We have all 6 area directors in place of which 5 are immediate past presidents of a leading club in their area.

In the previous 2024-25 year we had displayed a net growth of 4 clubs up from 18 to 22. Two of our valued clubs Ascot & Bracknell and Wokingham were realigned to Division A commencing this year. We started with a base of 772 members and are 860 as of 7th September displaying a growth of 11.4%.

We ran 4 division wide Club Officers Training and a total of 136 officers of Division D were trained, equal to 65% of all officers or an average of 4.5 officers per club. In addition many club officers from other divisions and districts were trained as well. My heartfelt gratitude to the Area Directors for organising these COTs and to the various Toastmasters who ran a wide variety of sessions.

The dates and locations for the Area and Division Autumn contests are being arranged and shared on the district calendar. We are looking forward to getting everyone together for the contests. The Division D contests are scheduled for 25th October 2025 and April 11th 2026. In August, Division D was spotlighted in the District 91 Newsletter. At least 8 clubs have completed early renewals with more to follow and all 30 clubs have uploaded the club officer list on time.

A DTM Award was awarded to Past District Director and current District Parliamentarian Rupa Datta. Many pathways levels have also been filed.

Please do visit our clubs in our Division and provide me leads for new clubs or prospective members.

Division H: Monica Dragnescu

Area Directors:

H15 Celia Edwards DTM
H32 Johnathan Kaye
H35 Andrew Smith
H37 Rosemary Dzikunu
H55 Malcolm Braganza



Division H is moving in the right direction. Out of our 22 clubs across 5 areas, we've already had 95 club officers trained—which means many clubs have hit the DCP goal of 4 officers trained. A huge thanks to our Area Directors for encouraging strong attendance at COT.

We've set the date for our Division Contest — it will take place on Saturday 8th November so please put the date in your diary and we hope to see you there!

We've also appointed Qaya Laycy Qorons as our Division Lead for Contests and Judging to support delivery and ensure consistency across all Areas.

Our first Division Council meeting went well, with a strong focus on support, collaboration, and clarity—we're here to grow together, and the team energy is strong so far.

Division J: Alison Morris DTM

Area Directors:

J4 Helyn Ashford
J7 Dominic Heaney
J10 Sarah Pantry
J11 Adrian Lane
J22 Andrew Graner



Division J has 5 Areas with a total of 22 Clubs and covers the area from Oxford to Wales. We started the year with 493 members and are now at 528, an increase of 35 members in two months, with more in the pipeline. We appreciate that we will inevitably lose some members but are working to minimise this.

At the start of the Toastmasters year there were 5 clubs under 20 members, with one of those just reaching 8. We now have only two clubs under 20 and will be putting in lots of effort to increase their numbers.

As with other divisions, attention has been on Club Officer Training, which was well taken up, all Clubs had a minimum of 4 Officers trained, with an average of 5 officers trained per Club and two Clubs achieving 7 out of 7.

We are now concentrating on Club Success Plans, with 63% of Clubs already submitted, at the time of writing the report. We hope to have at least 90% by the District Cut off date of 7th September.

I am well supported by 5 enthusiastic and brilliant Area Directors, 4 in this Country and one in America. We are always in communication and are there to help each other. The Division is going from strength to strength.

All Hail Division J!

Division L: Elena Bella

Area Directors:

Area L16 – Adalgisa Mazzone
Area L23 – Rajan Jesuraj
Area L27 – Muriel Teisseire
Area L47 – Sabeer Peerbaccus
Area L56 – Sarah Ndebele



Following the recent realignment, Division L is a vast area encompassing Clubs in Northwest, North East, Central, and East London. It comprises five Areas and 22 active Clubs.

The Team began the year with five appointed Area Directors. While the Area Director role for L27 became vacant shortly after the appointment, a replacement was quickly found. The Area directors have demonstrated exceptional collaboration, connecting both in person and via regular meetings and a dedicated WhatsApp group. The team has set aside time at the start of the year to strategize and plan ahead for the year. The Division Success Plan was timely submitted and all Area Success Plans were submitted as well.

All Area Directors have been heavily involved in supporting COT sessions and encouraging clubs to participate in training. To date our efforts have yielded the following results:

- 87/161 officers trained.
- 3 Clubs have achieved 7/7 Club Officers trained (Barking Toastmasters, London Toastmasters, Woodford Green Speakers).
- 8 Clubs have trained more than 4 Club Officers.
- 9 Clubs have trained between 1 and 3 Club Officers.
- 3 Clubs have not engaged in COT activities and have trained 0 Club Officers.

The above is a significant achievement, especially considering that some Clubs have historically had low to no engagement in COT activities. Even having 1 or 2 Club Officers trained for the first time in years represents a considerable win. However, despite repeated efforts by the ADs and Division Director there are a few Clubs that have been unresponsive or slow in getting back to the team.

64% of the clubs started the year with membership at or above the required 20 members;

five clubs have more than 25 members and three clubs have more than 50 members. The remaining clubs are facing challenges in increasing membership and are focusing on maintaining their numbers through early renewals in September. The team is assessing how many eligible Clubs are willing to start collaborating with a Club Coach. Two Clubs (Barking and Tottenham Speakers) already have an assigned Club Coach.

All Area Directors are currently finalizing their Area Contests for the Humorous Speech and Table Topics in October and are actively supporting all Clubs in Running their Contests in September. The Division L Contests are set for Saturday 8th November.

Division L and its team aim to achieve Distinguished status or above this year. We anticipate some challenges, particularly with Clubs that moved from the former Division K, as many are low-performing, struggling or currently inactive/suspended. A key challenge will be to establish a baseline for these former Division K Clubs and identify the right support for them.

We are actively working to identify opportunities for new Clubs. One Corporate Club is expected to be chartered within 2025 and another one in 2026, which should significantly increase our Division's Membership. Another Club may be chartered in 2026, though this is still in early stages. The Division is open to new ideas and committed to supporting additional Clubs to offset any potential closures.

The Division L, with its people first approach and its continued strategic efforts, are on track to greatly contribute to the Division and to the District goals as outlined in the District Success Plan and Division L Success plan.