

District Success Plan

Team Composition

Name the members of the district's core team.*

District Director – Florian Bay
 Program Quality Director - Arnaud Sartre
 Club Growth Director – Helena Boden-Brewer
 Administration Manager – Alison Morris
 PR Manager – Susan Rayner
 Finance Manager – Violet Karamagi
 Immediate Past District Director – Andy Hammond

Name the members of the district's extended team.*

Area and Division Directors
 District Chief Judge – Neil Coleman
 Logistics Manager - TBC
 District Parliamentarian – Sarah Beckwith
 Chair District Alignment Committee – Janet Alkema
 Audit chair and members
 Region Advisor – Jaap Russchenberg
 District Leadership Committee Chair – Andy Hammond
 Club Extension Chair – Bob Bowes
 District Researcher – Silvia Rasca
 ICT Committee Chair – Ramesh Halai

Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. 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 vision for the future.

What are the district's core values?*

Toastmasters International's core values of Integrity, Respect, Service and Excellence.

We will additionally aim for everything District 91 does during the year to be 'world class'. This means 'world class' leadership behaviours from all members of the extended team and a commitment to professionalism. When communicating we will work to the building blocks of dialogue – Listening, Respecting, Suspending and Voicing.

Team Operating Principles

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

The team will work collaboratively with members aware of each other's dependencies and happy to support each other whenever the need arises.

Difficult conversations will be held within the team when needed. Once an issue is thoroughly debated and a decision made, the team will present a united front.

The focus of the team actions and decisions will be on the District goals and our long-term 1-70-100 vision

for the District. Each team-member will also focus on her/his own personal goals and achievements in their role.

Open communication will take place with the District 91 DEC at all times.

Toastmasters governing documents and bylaws will be followed whenever necessary.

Potential Obstacles

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

Time commitment created by team members respective roles and the need to balance these with professional and personal lives. Each team member to investigate the possibility to setting specific times/days each week to focus on her/his role for maximum impact.

Pathways implementation in District 91 is still ongoing and there is a lack of Pathways knowledge in some clubs/parts of the District. Additionally, the plethora of platforms that members/leaders have to use (Basecamp/easy-Speak/Toastmasters.org) creates confusion and inefficiencies.

While District 91 is the smallest geographic District in Region 10, distances remain large and require balancing engagement between London and the non-London parts of the District.

Developing processes and structures to last the test of time and a strong pool of leaders to carry out the District 91's culture of excellence for years to come.

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 team will hold a weekly call at 20:00 every Sunday evening to catch-up on activities and support each other. Each weekly call will include a brief overview of dashboard data, KPIs, upcoming activities and answering matters arising.

Once a month, a similar call will take place with Division Directors included.

More strategic meetings will take place with the appropriate people as needed.

Planning days will take place every 2 to 3 months on average and will include teambuilding activities whenever possible.

Team Interactions and Behavioral Norms

How will decisions be made?*

Always try to reply to messages/comms requiring a response in a timely fashion if possible. If cced into correspondence it is for information only and one may not need to respond. If unable to reply quickly, acknowledge the message and explain that a complete reply will be sent within a few days.

Debate, discuss, agree – decisions will ideally be made by consensus.

Review as we learn.

Using parliamentary procedure when appropriate.

What will be the team's method of communication? Determine the team's first preference, second preference, and so on. Communicate via email, GoToMeeting, phone calls. WhatsApp group is also used to communicate with DEC and DLT.

Other platforms, such as Slack and Zoom for example, will kept under review.

DLT Communications approach to wider membership:

All formal notices, including notice of District Council meetings and District Executive Committee meetings,

will be by email. Similarly, all submissions of relevant reports or notices of Motions or items for Any Other Business will be made by email to both the Administration Manager and District Director.

Any revisions or additions to District Procedures, including the Finance Guide, and to formal documents including the District Success Plan and Budget, will be notified by email.

The above information may be supplemented by updates to the District website and referenced by other means such as social media. These are not substitutes for the formal notification.

The District has adopted Slack & WhatsApp as an effective means of communication for general discussion, debate and sharing of useful information. It is not to be used as the primary means of formal communications outlined above.

The DLT will have responsibility for managing membership and use of the following private groups and/or channels:

- ? Trio (District Director, Program Quality Director, and Club Growth Director)
- ? DLT (the 7 members of the District Leadership Team)
- ? DLT and Division Directors
- ? DEC (members of District Executive Committee)

Other relevant Slack channels and WhatsApp groups such as the GE & Speakers exchange will not be used for formal communications to the wider members. However, news and updates will be posted there to supplement and complement pre-existing communications and support the District mission.

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. Weekly 30-minute catch-up meetings via Zoom, bimonthly face-to-face meetings and catch-ups as needed. Early planning and sharing of key dates in the District calendar, as well as Division and Area events such as COTs and contests. The District calendar on the website will be the main “go to” place for club leaders and members to get this information.

How will the team resolve differences of opinion?

Respectful interactions, open, honest and frank discussion - All with good humour!
Mentoring by IPDD Andy Hammond.

How will the team support one another?

Common tools will be created and made accessible on Dropbox so that each team member can pitch-in for another if needed. All information and files must be shared on Dropbox and be easily accessible and understood.

Frequent one-to-one calls with District Director to help and support individual team members.

How will the team ensure equitable participation when completing activities?

Making sure that everyone has the opportunity to participate in tasks and not to exclude anyone. Common tools shared on Dropbox will help immensely in making this possible.

Leverage people's strengths and skills when needed.

How will team members be held accountable for their responsibilities?

Team members will be accountable to each other and to the District Director.

We will keep minutes of our meetings to ensure tasks are completed, with support given as needed.

Maintain the D91 Timeline and Communications monitoring spreadsheet.

Review success plan progress during DEC meetings and follow-on conversations.

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

Regular recognition of each other's contribution and acknowledgement of achievements. Each success and milestone contributing to the District's vision and objectives will be celebrated!

Hall of Fame presentations.

Please and Thank you go a long way.

Membership Payments Growth

Situation Analysis

What is the current situation in the district? How many members did the district add 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 membership payment base as adjusted on the Dashboard for this Toastmasters year is 10,829.

Focus on finance, is a key theme for this year. There are challenges which clubs have which can impact their running costs.

A consistent issue is the delay in making payment from the corporate clubs. The consequence is their members are locked out of Basecamp. The focus on ensure corporates engage in the payment process early to avoid members being locked out of Basecamp.

For community clubs, the payments not been collected early enough to allow for the payment to meet the deadline. A focus on support club Treasurers and the important role they carry out for the clubs

Whilst attracting new members, there are high churn levels and a lose of experiences members. All impact club's ability to support members, by mentoring new members, running workshops and taking roles at club meetings.

Strategy

What actions 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 actions, such as creating a contest promoting early submission of dues.)*

The focus on club finances is key to ensuring healthy and wealthy clubs. With the costs to Toastmasters, their room hire and other overheads, good practices need to be shared. The knock-on effect of a drop of membership, hits the clubs bottom line. Any clubs with high churn, has to address their finances. There is the addition of the change of exchange rates between the UK and the US, which vary, this year may be more challenging than in previous years.

Building on the success of the pizza 20:20 challenge, this year the District is adding a retention element. The initial engagement with and focus on the importance of the club Treasurers is linked to this. The incentive which the District is proposing for the 80:20 pizza challenge, is to encourage clubs to renew 20 members, from their overall base, being 80% of their members.

The addition of 10+ a specific incentive looking at the retention of members, is a new incentive for the District this year. The aim to reward clubs that by 30 June 2020 have a net growth of 10 plus members. The establishment of the Club Extension Committee to support members seeking High Performance Leadership opportunities. Focusing on experienced members to encourage them to put on workshops, mentor members through their projects and offer support for those experienced members to step forward.

Action 1

Raise the awareness of District incentives via social media channels and the District newsletters

Action 2

Seek experienced members that are looking for their next challenge on mentoring members through High Performance Leadership projects

Action 3

Provide the opportunity for experienced members to run workshops, e.g. Speaker to Trainer, Speechcraft and Youth Leadership and all clubs to run an Open House meetings

Action 4

Encourage all clubs to run an Open House meeting

Action 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 area and division governors and gift certificates to the Toastmasters store.) *

The Club Extension Committee to be established.

Access to copies of the Speaker to Trainer, Speechcraft and Youth Leadership manuals (soft and/or hard copies)

Awards for the 20:80 is £50 towards a pizza party or goods from the Toastmasters shop

Awards for 10+ to be trophies

Recognition of long service of members

Assignments

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

The communication to promote the Districts mission and incentives, will be supported via the District PR Manager.

Support from the Club Extension Committee to encourage experienced members to take on board presentations and workshops for members.

Work closely with the District Director to order materials from TI and other materials that are printed locally.

Action 1*

District PR Manager to include in the District Newsletter and social media outlets promotion of membership renewals.

Action 2*

The Club Retention Chair to focus on the experienced members and support them in creating presentation and workshops.

Action 3

Club Growth Director to track the resources available and flag when orders need to be placed.

Action 4

Action 5

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

The Club Extension Committee is the challenge for the year to re-establish this at the beginning of the year.

Linking all the promotional activity to the District Comms Plan.

Action 1*

Finalise membership of the Club Extension Committee by end of September 2019.

Action 2*

Provide monthly updates for publication in the District Newsletter.

Action 3

Factor in the fixed membership building activities with the additional promotion of District incentives.

Action 4

Action 5

Club Growth

Situational 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 don't know how to generate interest in new clubs.)*

The year commences with 172 clubs. The level of growth is anticipated to be high due to many members seeking to achieve their Distinguished Toastmasters Award during this Toastmasters year. If this is correct, the growth in new clubs will be higher. Whilst this is a plus side, clubs that have struggled to retain their membership level and in some case be in good standing continue to occur.

The success of the demo boxes and the demo meeting approach has provided for strong new clubs from the outset. The results from 2018/19 reaching 15 new clubs supports the direction taken. In addition, the support from the District in providing £100 to cover room hire and marketing materials to enable demonstration meetings to take place.

Strategy

What actions 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 actions, such as appointing a club extension chair to pursue leads and scheduling demonstration meetings.)*

The level of new club active is expected to be high this year. With 20 clubs on the prospective club list, already. This year the demo boxes will continue, and these will be provided to support new club activity. The Club Extension Committee will assist in supporting the new club activity, by retaining the profession

approach the District has taken over the previous years.

Continue to support the demonstration meetings with £100 available for room hire and marketing for the event.

Action 1

raise the awareness of the support available from the Club Extension Committee for new club activity

Action 2

ensure that demo boxes are available to meet the needs of the new club activity

Action 3

order marketing materials to support the new club activity

Action 4

post renewal period, appoint club coaches for clubs that require this support to become a healthy club again

Action 5

check club officers have been trained, for those that have not, find out what support can be offered to the 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 infokits@toastmasters.org.)*

The Club Extension Committee to set up regular virtual meetings to ensure information is being shared about new club activity, events, open house meeting, workshops and webinars to support all clubs in achieving excellence.

Club Extension Chair – Bob Bowes

Club Retention – Seema Menon

Each Division to have a named representative for this committee.

Demo boxes for the demonstration meetings, on average cost £40, with the additional support of £100 for venue hire and marketing of the demonstration meeting and delivery, if courier costs are incurred, on average £7. Provision for £147 per demonstration meeting,

The support that the club coaches, sponsors and mentors, propose a workshop on the roles and responsibilities to encourage more members to step forward.

Assignments

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

The Club Extension Committee Chair will focus on the new club activity. Tracking the demo boxes distribution. As possible, attending demo meetings, which are London based and across the District. With the support of the Divisions representative, to actively support new club activity locally.

Action 1*

Demo boxes, distribution and tracking those dispatched.

Action 2*

Provide support for the Division representatives on new club activity.

Action 3

Action 4

Action 5

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

The Club Extension Committee to be re-established and members finalised by the end of September 2019.

Track the demo meetings and the distribution of the demo boxes.

Agree monthly which members of the Committee are attending demo meeting to provide support.

New Club Sponsors and Mentors workshop - Autumn 2019 (face to face), with a follow up webinar if required.

Action 1*

Club Growth Director to finalise the Club Extension Committee members

Action 2*

Club Extension Chair to track the demo meetings and liaise with Division monthly

Action 3

Club Growth Director and Club Extension Chair to ensure demo box materials are available

Action 4

Club Extension Chair to finalise the Autumn workshop.

Action 5

Distinguished Clubs

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 don't know how to achieve success.)*

2018/19 saw 121 (73.78% of base) Clubs Distinguished

2017/18 saw 119 (77.27% of base) Clubs Distinguished

2016/17 saw 109 (75.17% of base) Clubs Distinguished

2015/16 saw 110 (85.27% of base) Clubs Distinguished

2014/15 saw 100 (85.47% of base) Clubs Distinguished

Although the District once again went far beyond the Smedley Distinguished level for numbers of Distinguished Clubs, the percentage remains below historical highs, around 10 basis points, despite Pathways providing greater opportunities to gain educational goals.

144 Clubs were eligible to be Distinguished (87.8% of base). Also our District was 3rd in the world for the

number of Clubs with 20+ members (President's 20+ Award).

COT attendance averages 3.7 across the 2 sessions and is therefore low and is expected to play a part in not getting all eligible Clubs to be Distinguished.

There continues to be a performance gap between corporate and community Clubs, mainly exemplified by less engagement in District activities, some exceptions however.

There is a perceived risk that not all Pathways awards were correctly recorded in Basecamp and Club central, but rather simply tracked in easy-Speak.

Club Ambassador Program was successful in getting members to visit other Clubs, and share their experience.

Some long-established Clubs do not know and/or wish to engage with Pathways and therefore are at risk of not becoming Distinguished going forward.

Lack of knowledge sharing within clubs leads to lower engagement on Pathways.

Strategy

What actions 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 actions, such as training all area and division governors on the Distinguished Club Program.)*

Further implement the vision of 1-70-100.

Continue to develop TLIs as primary mechanism for Clubs Officer training to better connect Clubs beyond their own Areas, and wider sharing of ideas and practices. TLIs to also be schedule early in the training periods.

Ensure all Areas deliver COT too, to back up TLIs. Support Corporate Clubs by providing specific Corporate Club Officer Training in key locations across the District and evaluate the feedback to better embed the practice.

Look to shift planning of TLI/COT for round 1 of 2020-21 to the outgoing team to smooth out transition and better engage members attending.

Aim to deliver a World Class Spring conference

Aim to go beyond Smedley Distinguished for Distinguished Clubs

Encourage early and full adoption by monitoring Base Camp managers (VPE specifically) are enrolled in Pathways, and target all Club Officers by 31 October (in time for preparation of next training session starting November 1st), all member by 31 December.

Action 1*

Promote educational achievements (triple crown, pathfinder award, pathways progress award)

Action 2*

Refine core series of training materials and restart the Trainers Bureau

Action 3

Develop a series of weekly webinars starting in the Autumn, leveraging trainers bureau and other resources across the District

Action 4

Focused corporate training

Action 5

TLIs and Autumn Division conferences to provide high quality training

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 governors and the Distinguished Club Program and Club Success Plan (Item 1111).)*

Incentives and associated cost detailed in the budget narrative.

Assistant Division Directors for Quality - encourage appointment across all 7 divisions, growth opportunity and future leadership opportunity.

Spring Conference Director: Barry O'Connell and Core Conference Team

Webinar steering committee: John Drinkwater, Alistair Driscoll

Trainers Bureau Director: Jacqui Rosser

Easyspeak coordination: Chris Walker

Pathways Progress Award: Ellis Byrne

Many of our 5000+ members can and are willing to provide first class training to our members, focus on finding the right opportunity for each skill set.

Assignments

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

Assignments and resources defined based on prior year teams and expression of interest. All appointments will be confirmed throughout the summer and into early autumn to ensure fit for purpose and mutual commitments.

Action 1*

PQD supported by Division teams

Action 2*

Trainers Bureau Lead

Action 3

PQD in conjunction with webinar core team

Action 4

Primarily Division teams, supported by DLT

Action 5

Primarily Division teams, supported by DLT

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

Actions will begin at the onset of each subteam. Performance will be measured by mutual agreement with committee leads and/or Division Directors/DLT as necessary.

Action 1*

Throughout the year and formally at Autumn division events as well as May District conference

Action 2*

No later than round 1 of 2020-21 COT (June 2020), targeting round 2 of COT (November 2019-February 2020)

Action 3

Autumn formal start (October 1st) with publication of a webinar schedule

Action 4

Due by each round of COT (by end August 2019 and end of February 2020)

Action 5

Due by end of November 2019 and end of April 2020

Additional Goals

Situational 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.)*

Strategy

What actions 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 actions, such as *assigning an alignment committee to determine best options for realignment and collaborating with the nomination committee to identify leadership opportunities.*)*

Action 1*

Action 2*

Action 3

Action 4

Action 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 director, the district website, and a nomination committee.)*

Assignments

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

Action 1*

Action 2*

Action 3

Action 4

Action 5

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

Action 1*

Action 2*

Action 3

Action 4

Action 5