

## District 91

# District Council Meeting Agenda & Council Pack May 2023



## District Council Meeting Agenda, May 13 2023

Time	Session
10:00	Introduction Call to Order/Welcome: District Mission, Introductions, Apologies, Procedure
10:15	Review of the Meeting Agenda
10:17	Credentials Committee Report
10:20	Acceptance of 24 September 2022 Council Meeting Minutes
10:22	Confirmation of Appointed District Officers
10:25	Mid-Year Audit & Finance Update
10:50	District Alignment Committee Report
11:10	District Leadership Committee Report & Elections
12:20	District Leadership Team Reports
12:35	Toastmasters UK & Ireland Reformation Committee
12:45	Future District Conferences
12:50	Any Other Business
13:00	Meeting Adjourned

## Credentials

The credential deadline for the May District Council Meeting is 7 p.m. on Friday, 12th May 2023.

## District Council Meeting Minutes, September 24, 2022

Published on the D91 Toastmasters website

<https://d91toastmasters.org.uk/members/district-information/council-meetings/>

## Confirmation of Appointed District Officers

The following Division and Area Directors have been appointed since the last District Council meeting:

Division Directors	Area Directors	
B - Andy Hessey DTM	B8 - Aneeta Philip	B52 - Luca Marengo
D - Janet Alkema DTM	L16 - Aayushi Jain DTM	B18 - Gabriel Cedismondi
	J22 - Helyn Ashford	

## District Alignment Committee Report

Barbara Saph, District Alignment Chair

An annual review of District alignment is carried out as per Toastmasters International requirements, stated in Protocol 7.0 District Structure. You can [click here](#) to access the full alignment committee report.

## District Leadership Committee Report & Elections

Helena Boden-Brewer, DTM, Immediate Past District Director and District Leadership Committee Chair

In accordance with Protocol 9:0 District Campaigns and Elections, District Director, Rupa Datta appointed me, IPDD, Helena Boden-Brewer, DTM, to serve as Chair of the DLC.

The full report can be found on the District 91 website and accessed [here](#)

The members of the PY 2022/23 nominations committee were:

### Committee members

DLC Chair: Helen Boden-Brewer, DTM	Division H Representative and DLC Co-Chair: Andy Hammond, DTM
Division A Representative: Jeanette Davis	Division J Representative: Tim Patmore
Division B Representative: Washington Gwenzi	Division K Representative: Pamela Odukoya
Division C Representative: Sabrina Aici	Division L Representative: John Akers, DTM
Division D Representative: Chris Boden	

Elections will be held at the D91 Council Meeting on Saturday 13th May as part of the Spring Conference to be held in the City of London.

### Nominations

After carefully considering the qualifications of each candidate and based on a majority vote of the DLC, the following candidates are nominated for elective office for the 2023–24 Toastmasters Program Year:

### District Leadership Team Candidates

District Director	Debbie Williams	The Speakers of Croydon
Program Quality Director	Steve Vear	Wessex Speakers
Club Growth Director	Suhas Kumar	Basingstoke Speakers
Club Growth Director	Steve Vear (withdrawn)	Wessex Speakers
Club Growth Director	Mo Dawodu	Kent Speakers

## Division Director Candidates

Division A Director	Andrea Righi	Bristol Central Speakers
Division B Director	Luca Graziani	Bloomberg London Toastmasters
Division C Director	Erika Oteri	Bloomberg London Toastmasters
Division D Director	Tom Bailey	Farnham Speakers Club
Division H Director	Guler Cortis	The Speakers of Croydon
Division J Director	Andy Hessey	Berkhamsted Speakers Club
Division K Director	Nick Ronald	MLP London Bridge Speakers
Division L Director	Sean Dean	Society Speakers

Learn more about the candidates standing for office under the [candidates corner](#) on the District 91 website.

## Acknowledgement

I would like to acknowledge the support from DLC Co-Chair Andy Hammond, which was much appreciated.

For all the DLC members that gave of their time and dedicated significant effort during the interview process. We have all demonstrated our core values throughout.

As DLC Chair, I would like to thank all the members for their diligence, integrity, and hard work in serving our members and supporting our District in achieving the goals for the Program year ahead.

## District Finance Review

### Mid-Year Audit

Eddy Quah, Finance Manager

All District funds, regardless of their sources, must be used to benefit Toastmasters members and promote education, growth, and the development of membership and new clubs in District 91.

To ensure that the funds are used appropriately, our District's financial transactions are reviewed twice a year by an independent audit committee composed of at least three Toastmasters members who are not members of the District Executive Committee.

Led by the Audit Chair, Heidi Pocock, and her team of auditors (Mo Dawodu, Sarah Brisley and Tim Podesta), the Audit Committee examined all financial records of District 91 as part of the Mid-Year Audit in accordance with the Audit Committee Guidelines.

The district was assured that the financial accounts and report properly reflect the operation for the term of July–December 2022.

The committee concluded their audit with these observations and recommendations.

1. Generally, claims were in good order, apart from one duplicate entry instance.
2. Delays were observed between transactions and final submissions by some claimants. It is advised that claims be submitted promptly, and claimants should respond more promptly to queries by claim approvers.
3. USD-GBP rate conversion on some claims differed in FOREX rates when actualized due to the timing of actualized forex conversions.
4. There were difficulties reading some attached receipts.
  - a. Claimants are requested to upload receipts and invoices against the transaction detail and not at the header level of the claim, as this makes it easier to match against the line detail or transaction.
  - b. All submitted receipts must clearly show the transaction date to match the activity date as captured in the claim.
  - c. Receipts are to be reviewed to ensure that they are legible before submission.
5. For area and club visits, it is recommended that the area and club names be captured clearly in the claims to ease verification.

## Mid-Year Profit & Loss

Eddy Quah, Finance Manager

For this Toastmasters year, it is unfortunate that there have been frequent delays in the monthly close due to some issues with the new ERP system at World HQ. As a result of the delay, the January month-end close was delayed until 24th February, 2023. With Q3 yet to commence, here is the P&L Statement as of 31st December, 2022.

TOASTMASTERS INTERNATIONAL  
Certification for December 2022-2023 DISTRICT 91

**INSTRUCTIONS:**

1. Complete all sections on the Narrative tab.
2. Fill in the white cells below with the appropriate information and print out this page.
3. Obtain related signature below. Typed signatures are not acceptable.
4. Distribute monthly reports per Toastmasters International protocol 8.4, to the District Director, Program Quality Director and Club Growth Director within 30 days after the end of the month.
5. Quarter reports due to World Headquarters:
  - \* September Report: October 31
  - \* December (Audit) Report: February 15
  - \* March Report: April 30
  - \* June (Audit) Report: August 31
6. Submit approved narratives and certification page to World Headquarters by email or fax:
  - \* Scan and email the PDF to [DistrictFinancialReports@toastmasters.org](mailto:DistrictFinancialReports@toastmasters.org)
  - \* Or fax to +1 (303) 799-7753

**NOTE:** This certification form must be complete for the report to be accepted by World Headquarters. Reserve funds will not be released until World Headquarters receives the completed report.

In Base Currency: GBP

Monthly Net Income/(Loss)	(3,789.28)
Year to Date Net Income/(Loss)	16,611.20
Total Available Funds	97,202.02

1. We, the undersigned, certify that all district financial records have been made available to the audit committee for inspection and that any unpaid bills or other outstanding obligations for the 2022-2023 term have been reported to the audit committee and included in accruals section of this audit. We further certify that there are no other outstanding district obligations incurred for the 2022-2023 term.

Dated this 24 day of February 2023

*Rupa Datta* *Eddy Quah*  
District Director (for the year audited) District Finance Manager (for the year audited)

Complete only for the Mid-Year Report and Year-end Report:

2. We, the undersigned members of the Audit Committee, have examined the records of District 91 for the 2022-2023 term in accordance with the Audit Committee Guidelines\* and believe that this report properly reflects the operation for that term.

Dated this 24 day of February 2023

*Heidi Pocock*  
Chairman of the Audit Committee

*Mo Dawodu* *Sarah Brisley* *Tim Podesta*  
Member Member Member

\* Audit Committee Guidelines are available on the District Finance Corner of the Toastmasters International Website: [LC78](#)  
**NOTE:** Audit Committee members cannot be members of the District Executive Committee (i.e., District Director, Program Quality Director, Club Growth Director, Immediate Past District Director, Admin Manager, Finance Manager, Public Relations Manager, Division Directors, Area Directors).

## Revenue

Membership numbers are recovering. The drive to grow membership is heading in the right direction. Together with revenue from ticketed Division Speech Contests and Events, D91 revenue came in strong to exceed the plan by £4.1k at a position of £38.4k. The financial outlook on revenue is forecast to be healthy, with expected growth in membership numbers in the next 6 months.

## Expenses

This healthy position for membership dues attributed to our effective marketing & PR activities. Both expense categories have been well utilised. Membership and PR activities on LinkedIn and other social media platforms, together with District incentives to drive membership growth in the district, will continue during the second half of the year.

D91 P&L (Actual vs Budget)	1st July 2022 through 31st December 2022		
District Revenue	Budget	Actual	Variance
Membership Dues Allocation	£33,606	£37,765	(£4,159)
Conference	-	-	-
FundRaising and District Store	-	£92	(£92)
Speech Contest	£700	£508	£192
<b>Total District Revenue</b>	<b>£34,306</b>	<b>£38,365</b>	<b>(£4,059)</b>
District Expenses	Budget	Actual	Variance
Conference	-	-	-
Education & Training	£3,215	£1,064	£2,152
Marketing Outside T/M	£2,875	£4,045	(£1,170)
Club Growth	£3,520	(£116)	£3,636
Public Relations	£1,975	£1,118	£856
Recognition	£3,380	£2,520	£860
Travel	£5,172	£4,813	£359
Lodging	£5,163	£5,256	(£93)
Food and Meals	£2,290	£589	£1,701
Speech Contest	£1,280	£223	£1,057
Administration	£2,838	£506	£2,332
TI Allocation	£1,669	£1,734	(£65)
<b>Total District Expenses</b>	<b>£33,377</b>	<b>£21,753</b>	<b>£11,624</b>
<b>Total Net Income</b>	<b>£929</b>	<b>£16,612</b>	<b>(£15,683)</b>

A change in the contract with our existing marketing business partner in October 2022, resulted in a temporary budget overrun of £1.2k due to the re-phasing of payment dates. Spend underruns recorded in "Club Growth" and "Recognition" are attributable to the late payment processing and charging of our District orders, including a reduction in clubs achieving and claiming incentive awards than forecasted in the original plan. Some of the incentive Programs were deferred to the second half of the year.

With "Education & Training" not operating in full in-person mode, expenses in this category came in lower than originally planned. With intelligent sourcing of cost-effective venues, together with TLIs, DOTs, and COT happening in January or February instead, some of the planned education and training costs will now hit in 2H. Speech Contest underspend was recorded due to positive decisions undertaken by Division Directors in either combining their Division contests at the same location or opting for more cost-effective venues with hybrid equipment in place.

The District's postponement of a Google workspace project drove the major underspend in our administration costs. Similarly, other categories such as "Food & Meals" and "Travel" clocked in lower due to more hybrid meetings instead of in-person meetings.

## Summary

Overall, District 91's financial outlook for the remaining year looks strong. Higher

membership uptake continues to build a strong foundation as we head into another year of successful operations.

## Division Director's Reports

### Division A: *Suhas Kumar*

#### Area Directors

A1: Alex Spencer-Hill

A17: Hiren Pandya

A42: Christine Wallach, DTM

A46: David Lynch

A62: Andrea Righi



It has been my honour and pleasure to lead “AMAZING” Division A this year. A special thanks to the Area Directors and members for their support.

#### Area Director Visits:

November 22: 22/23 clubs were visited, and May 23: 14/23 clubs were visited as of April 22. Area 01 and Area 62 visits are scheduled for later this month.

#### Division Clubs:

We had the introduction of a new area, A17, with five corporate clubs.

Division A started the year with 23 clubs and is likely to get a new club, Coutts in Bristol.

#### Division Membership

At the start of this year, the division membership was 519, we recruited 205 new members; and our total as of writing this report is 410, with two corporate clubs still to have their renewal payments processed, which is likely to increase that figure by 45–50. This indicates the level of member loss the division has sustained this year, which is why I am delighted that all the clubs will be in good standing.

#### Club Officer Training

Division A conducted TLI and COT in July and January, respectively. We had 102 club Officers trained in Round 1 and 101 in Round 2.

Hamwic Speakers and Shilling Speakers had all seven club officers trained in both rounds.

More of our corporate club officers benefitted from attending the District sponsored corporate lunchtime COTs designed to be more accessible and relevant to them.

#### Educational Awards:

131 Pathways awards as of April 22, and 7 members have gained the triple crown so far.

### Division Contests:

Division contests were held successfully as a hybrid this year in November and April, and our representatives going forward to the district finals are:

Humorous Speech Champion: Clare Crowther

Table Topics Champion: Sarina Mann

Evaluation Champion: Romy Biscoe

International Speech Champion: Anthony Garvey

### Distinguished Club Program:

As of today, April 22, Division A has one Distinguished Area (A46). 3 Presidents' Distinguished Clubs, 2 Select Distinguished Clubs, and 2 Distinguished Clubs. There is potential for up to nine more clubs to achieve at least "Distinguished" status by the end of this term.

## Division B Report: *Andy Hessey, DTM*

Division B(rilliant) has had what can be best described as an “up and down” year, and I am proud that we are ending the year on a high.

The proposed club realignment in the 2023–2024 Program year will ensure that Division B gets stronger, and the new areas will mean that there is even stronger competition to help clubs grow and thrive.



There is no doubt in my mind that there are some future leaders within the Division. It has a rich heritage and has boasted some well-known District Directors and some incredible speakers. There is a reason that Division B is known as Division Brilliant!

### Team

There are five incredibly talented Area Directors on my team. They have worked hard with their clubs to help support and nurture them. Three of them are in their first Toastmasters leadership roles, although you wouldn't know it; they have taken to the role like a duck to water.

### AD Visits

95% of Area Director reports in round one were submitted with support from our District Director, Rupa Datta, and other members of the DLT. I am confident that there will be 100% of the reports completed for active clubs by the end of May.

### Pathways

Pathways adoption still proves to be a challenge, as it is with every Division. We are above the average for the Division, with slightly over 85% of members on Pathways.

### DCP Points

Division B has some incredibly strong clubs and that is certainly something we celebrate within the Division.

At the time of writing this report, we have three clubs that are already President's Distinguished: London Victorians, the London Business School and the London Cardinals. This is a tremendous achievement given that there are still two months left in the Program year.

We also have three clubs with 8 DCP points that can also become President's Distinguished by June.

- London Athenians
- Legacy Speakers Brixton
- Polish your Polish

In total, 10 clubs are currently Distinguished or above, and there is an expectation that that figure can be higher on June 30.

### Membership

Membership has declined somewhat since the 1<sup>st</sup> July – a combination of clubs failing and membership attrition has contributed to this.

Starting the year off with 563 members, the Division has around 460 at the time of this report, a drop of around 20%. Despite this, we are averaging a fraction over 20 members per club, which is still encouraging.

We have nine clubs that have over twenty members, which shows there is strength in depth, and it is no surprise that two of our President's Distinguished Clubs are among this subset.

There is still work to do, and I am confident that Beat the Clock will see clubs like Polish Your Polish achieve the three members needed to become President's Distinguished. Next year will require a push around some of the corporate clubs too, as they are struggling with membership levels and how we can work with their parent organisations to help bring new members in.

### Training

All of the ADs were involved in delivering four sessions across the Division and the London Cardinals managed all seven roles trained. 78 Division B officers trained in the winter training; I am hopeful that the summer 23 training can cover over 100.

### Contests

Thank you to Emily McQuillen, Division C Director for sharing venues for the autumn contests. The spring contest was held at the Irish Cultural Centre in Hammersmith. We were delighted to have Past International President, Pat Johnson, DTM as our keynote speaker, Zoom, and two terrific contests were chaired by District PR Manager (and Division B member) Chris Arning.

Humorous Speech Winner:	Aruna Shanmugarajha
Evaluation Winner:	Sarah Beckwith
Table Topics Winner:	Florian Bay
International Speech Winner:	Jawad Anjum

### Education awards

There are currently 144 educational awards within Division B for the Program year. We are third in the District and there are less than 10 awards that separate first and third.

- Level 1: 69 awards
- Level 2: 26 awards
- Level 3: 20 awards
- Level 4: 22 awards
- Level 5: 7 awards

### Conclusion

There is much to shout about in Division B. Its reputation still spreads far and wide. It is still a "Brilliant" Division and I am absolutely certain that my successor will find out just how good it is. My thanks go to everyone who has pulled together and made this a success.

## Division C: *Emily McQuillen*

### Summary

The report shows that there are currently 18 Toastmasters clubs in good standing, which is the same as at the beginning of the year. However, two clubs with fewer than eight members throughout the year, Covent Garden Speakers and the ACCA Members Club, are encouraged to submit dissolution papers. Additionally, two clubs, BT and Deloitte, were suspended in September and will not return this year, but contacts will be passed on to successors to



form a lead for next year. On a positive note, two new clubs, KPMG Communicators and PA Consulting, have been established. New club leads are still being developed, and the overall membership has increased by 190, bringing the total number of members to 590.

### Distinguished Club Program

Division C is very pleased to have achieved Select Distinguished by April 1st this year. We congratulate the following clubs on their achievements on the DCP:

#### President's Distinguished (2)

Early Bird Speakers, City Limits Speakers

#### Select Distinguished (8)

City of London Toastmasters, 1st London Toastmasters, Bloomberg Toastmasters, PMI UK Toastmasters, Google UK Speakers, Bayes Toastmasters, Holborn Speakers, Lloyds Banking Group Toastmasters *(as of April 21, 2023)*

For the Division to achieve President's Distinguished status, we require one more paid club. There are numerous live leads that are in the works and might be successful by June. For any that will not charter this year, we are confident that we will make good progress to support next year's club growth and distinguished Program.

### Education

The Pathways enrolment rate is currently at 73%. Due to the large number of new members in the Division this is lower than expected. We are working with the clubs with the highest rate of non-enrolment to sign up for their path.

There have been over 130 education awards submitted across the Division to date. There are still a handful of clubs that have not submitted any or only one education award for this year, and we are working with these clubs with support from the Program Quality Team.

### Triple Crowns

Congratulations to our members for achieving the Triple Crown award this year!

Dele Ogun (Early Bird Speakers), Alex Damas (Early Bird Speakers), Damilola Sangobiya (City of London Toastmasters), Sushil Rapatwar (Lloyds Banking Group Toastmasters)

### Membership

Division C started the year with 400 members with a goal of achieving 500 (net plus 100). With the unexpected 100+ members in the new club (PA), we have adjusted to 600.

The membership is currently at 590, and we are confident that it will reach >600 by the end of June. Many Division C clubs achieved recognition by winning membership incentives

throughout the year. A special mention to Early Bird Speakers for retaining 94% of their members throughout the year, in addition to being the first club to gain 10 points and one of the first clubs to be awarded President's Distinguished status.

### Division Conferences

Division C has enjoyed two very successful hybrid conferences, raising a total of £692 towards the venue and food costs. This has been a fantastic year for the Division; finally meeting and holding events in person has brought positive energy. Thank you to everyone who has contributed to the success of Division C this year.

## Division D: Janet Alkema

I am pleased to report that Division D has had a very good year. My four Area Directors have worked hard, and I appreciate the support they have given me and their clubs.

### Area Directors

D14: Tom Bailey  
D21: Jacqui Hogan  
D29: Bonnie Wong  
D53: Mani Tulasi



Post-Covid each club has settled into its preferred format to suit the members, whether that is hybrid, in-person only, online only, or alternate meetings. It's very encouraging to see the enthusiasm with which members are making this work.

### Division clubs and membership

At the start of this year, Division D had a base of 21 clubs and 486 members. Over the year, we lost 193 members but enrolled 147 new ones, giving us 440 members. We have two pre-charter clubs in D29.

### Area Visits

100% of first-round Area Director visits were completed.  
Currently on track for 100% completion in the second round

### Club officer training

We held two Division level TLIs, one in the summer and one in the winter, which were well attended. 16 out of 19 clubs had more than four club officers trained each time.

### Distinguished club Program

This report indicates that as of mid-April, Division D has achieved a significant level of success, with a total of 11 Distinguished Clubs, consisting of 1 President's Distinguished Club, 5 Select Distinguished Clubs, and 5 Distinguished Clubs, as well as 3 Distinguished Areas. Furthermore, 13 out of the 19 clubs in the division have achieved more than five goals. These results demonstrate the hard work and dedication of all members of the division, and the impressive progress made towards achieving their goals.

Members are still actively pursuing their educational goals, and there is the potential for clubs to improve their status. The challenge for some clubs has been recruiting new members. Some clubs have held open house events to promote membership.

### Educational Awards

83 members achieved a minimum of one award, and we have four Triple Crown winners.

### Pathways enrolment rates

Our Pathways enrolment rate is 83%.

### Division contest winners

We held two very successful Division contests with eight contestants each time. Congratulations to the following winners who will represent the Division at the District Conference.

Humorous Speech: Sheila Hamilton-Andrews

Table Topics: Amanda Zwarts

International Speech: Errol Williamson

Evaluation: Amanda Bouch

### Other activities across the Division

Clubs across the Division have run lunch and learns, open houses, an international women's day event, Pathways drop-in calls, voice and body language workshops, evaluation workshops, joint meetings, Christmas socials, and members have delivered TEDx talks.

## Division H: *Emmanuel Karamagi*

Background: At the beginning of this Toastmasters year, Division H had 25 clubs but has since had two of these suspended (Epsom and St. Helier and Spirited Speakers) and is now made up of 23 clubs with a membership of 476 (the third highest in District 91) and spread out in 5 areas.



- H15, Guler Cortis (Area Director)
- H32, Jonathan Kaye (Area Director)
- H37, Ron Mayne (Area Director)
- H35, Carmen Maranes (Area Director)
- H55, David Sutcliffe, DTM (Area Director),

As Division Director, assisted by Assistant Division Director Serena Gilbert, it has been an honour and humbling to deliver for this division, helped by the above individuals and many others.

### Division H's recent achievements and successes:

- Two areas in the division, H15 and H35, have achieved Distinguished status, and there is a possibility of one more area, either H32, H35, or H55, becoming Distinguished.
- Membership is increasing, with membership campaigns scheduled, such as Open House in H15, though still below pre-covid levels.
- 9 out of the 23 clubs have better DCP awards than this time last year.
- H15, H32, H35, and H37 have completed at least 75% of the second round of Area Director Club Visits and recorded them. All first-round visits were completed.
- Both H15 and H35 have had successful Area Director elections. Additionally, all Area Directors are in the process of writing up their handover notes.
- Lewisham Speakers and Battle Speakers are showing membership growth, with Lewisham Speakers growing from 2 to 12 members at present.

### Conclusion:

Division H in Toastmasters International has achieved significant successes in areas such as membership, DCP awards, and Area Director club visits. The division has also witnessed the growth of some of its traditionally successful clubs and has a nominated Division Director candidate.

### Challenges:

- Battle Speakers and Eastbourne Speakers need coaches to boost their viability.
- We need to find innovative ways to increase membership engagement and participation in events and activities across the Toastmasters Program. This challenge is more visible in the struggle to find members willing to step up and take up roles or participate.
- We are trying to get the areas that are shy of Distinguished Status over the line.

It has been very rewarding, though challenging, to serve as Division Director. At the beginning, we collectively in the Division came up with the slogan "For Every Decision, Remember the Member." I hope that we have been true to its requirements, and long may its legacy and this being "the Happy Division" continue.

## Division K: *Rose Nakibirango, DTM*

### Background

The Division has 21 clubs that are located across Central, North and East London. Around 47% of the clubs are corporate. A few clubs have not yet returned to regular meetings since the pandemic. Overall performance against the Distinguished club Program has been low since the COVID lockdown due to clubs not meeting the membership requirement and a net club loss.



### Current Distinguished Status

At the start of the Toastmasters year, the Division set a goal to finish the year distinguished and for each Area to be distinguished. At the time of writing this report, the Division has four distinguished clubs and needs four more to be a distinguished Division. This is the second lowest number of distinguished clubs in the district and is mainly due to the low number of education awards submitted to date. The majority of clubs would need to grow their membership by four or more members and work on their education goals, to achieve distinguished status. This is achievable but will require focus and hard work in the remaining weeks.

On the plus side, we have three clubs that need between one and three members to become distinguished: Romford Speakers, Wharf Speakers and Stratford London Toastmasters. We have added one club to our July base of 20. A special commendation goes to Master Speakers for reviving the club in March and saving it from suspension.

### Membership and Club Strength

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One of the Division goals was to support clubs so that 50% finish the year with twenty plus members. A membership-building webinar for corporate and community clubs was held in September and clubs were encouraged through Area Director visits to plan membership growth activities early in the year. Currently, 33% clubs (7) have twenty or more members<sup>1</sup>. Fourteen clubs have less than twenty members, eight have twelve or fewer members, which makes it difficult to fill meeting roles and convert guests to members.

The Division has gained 201 new members this Toastmasters year, an average of 9.5 per club. However, this growth is not evenly distributed. London Public Speakers has done extremely well, signing up 47 members, which is 23% of the Division total. Central London Toastmasters continues the trend of high guest conversion rates, with a total of 34 new members this year despite challenges with securing a permanent venue.

#### Education award club strengths enrolment

Our clubs have submitted a total of 82 education awards, an average of 0.2 per member. Romford Speakers and Stratford London Toastmasters have received Division recognition for achieving a high number of educational awards compared to the base membership. Romford Speakers have submitted 12 awards, which is remarkable for a club that is under three years old. Stratford has achieved 13 awards with a club size of 11.

A total of 11 clubs (52%) have not yet submitted an education award, which may be due to low levels of participation in the education Program. This has been raised during Area Director visits. Educational sessions on Pathways have been offered to clubs that need them. It is noted that low engagement in the education Program is likely to reduce the pipeline of prepared speeches and the scope for variety in club meetings.

The proportion of members enrolled in Pathways is 73%. We can get to 90% and above if new members are supported to enrol in Pathways within one month of joining. The use of a mentoring or buddy system in clubs can help us achieve this.

#### Officer Training

Officer training rates have been about the same in both rounds; with 63% of roles trained in Round 2. A total of 13 clubs had four or more roles trained in Round 2. At least three clubs did not get the training goal as they did not have the minimum number of roles trained in one of the rounds. Central London Toastmasters and Wharf Speakers were the top Division performers in this goal, with 7 out of 7 officers trained in both rounds, winning the district incentive for this achievement.

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### Area Director visits and Area Director elections

Area Directors have completed the second round of club visits, with the exception of one club whose visit will be done in April. The Division is on course to achieve 100% visits in this round so that all clubs receive feedback and support from Area Directors. Formal visits in Round 2 will be followed up with informal visits to help clubs finish the year strong through membership-building activities and more engagement with the education Program.

All four areas held Area Council meetings during March and April to elect Area Directors. K12 had an Area Director elected. K13 has expressed interest in the role. K3 and K31 did not have candidates step forward for the role, and the search continues for expressions of interest. Clubs have been reminded to hold officer elections, so that officer lists can be submitted well before the June 30 deadline, ensuring a smooth handover to new committees.

Division K continues to work towards distinguished status, and we are confident that four or more clubs will have gained the required members or education goals by the end of June, for us to achieve this. By achieving distinguished status, our clubs will have built momentum to move from survival to thriving mode as we start the new Toastmasters year.

### Area Directors

K3: Nick Ronald

K12: Mohammad Kalam

K31: Dorothy Dodoo

Assistant Division Director: Daphne Furlonge

Division Director / covering K13: Rose Nakibirango

1 Includes LSBU which has 20 members but is yet to finalise its April renewals.

## Division J: *Gillian Prior*

Division J consists of 22 clubs, all in good standing, divided into 5 Areas, stretching from South Wales through to the Chilterns.

### Area Directors

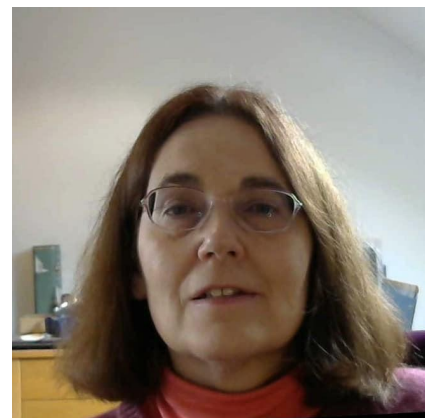
J4: Alison Morris

J7: Mel Cunningham

J10: Alistair Driscoll

J11: Carolyn Johnson

J22: Helyn Ashford



6 of our clubs are now Distinguished, another 3 have sufficient members to qualify for the Distinguished Club Program, but still need to gain more educational awards. 9 of our clubs do have sufficient club points to be distinguished, but need to gain more members, to qualify for the program.

Total club membership (at this point in the renewal cycle) is down 7% to 404 from the base figure of 436. Clubs are working hard to improve on this.

88% of club members are Pathways-registered. The Division has registered a solid total of 137 educational awards so far this year (14% of the D91 total). But we have 5 clubs (2 of them strong clubs) with fewer than 5 Pathways awards each, so far recorded, this year. So, there is work to do. Our Division J Pathways champion, Rick Cooper, is a strong advocate for Pathways, and gave an impressive motivational speech at the recent Division conference.

Winter Club Officer Training took place in person, in Area J4 and online, in Division J. Across the Division, 97 club officers received training, in total, an average of 4.4 per club.

This Toastmasters year, we have had a good record of clubs and areas working together to improve standards, achieve common goals and simply have fun. Long may this continue!

## **Division L: *John Akers, DTM***

Division L comprises 19 clubs, which are a mixture of corporate and community clubs spread across four areas. The Division started the 2022–2023 Toastmasters year with only one Area Director in post. As the year progressed, suitable candidates were found for all the outstanding roles to ensure that all the clubs in the Division were properly supported.

### **The Division L Team**

Division L Director: John Akers, DTM

Assistant Division L Director: Angelie Bharwaney

Area Director L16: Aayushi Jain, DTM

Area Director L47: Mel Aslan

Area Director L56: Sean Dean

Area Director L61: Sushil Shah

Assistant Area Director L61: Rizvana Ahmed



### **Clubs within the Division**

The 19 clubs within the Division have remained in good standing with the exception of a single corporate club. Two clubs currently in the process of formation seem likely to be

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incorporated in Division L in the coming months. Several clubs have returned to in person meetings, while others have either adopted a hybrid format, remained completely online, or have opted to have a mix of online and in person meetings. Two of the corporate clubs and one community club need a club coach, because they had less than twelve members.

### Division Membership

At the start of the year, the Division membership was 349 and the membership at the time of writing, in April 2023, the membership stood at 317 which is a reduction of 32 members.

### Area Director Club Visits

The majority of Area Director club visits were completed in the first round, with a single club being missed due to a last-minute cancellation. Area Director club visits for the second round have been scheduled and it is anticipated that they will all be completed.

### Club Officer Training

Four club officer training sessions were given online by the Division during the year and these sessions were well received. Ten clubs in Division L had a minimum of four officers trained in each round. Two of these clubs had all seven club officers trained in each round.

### Division Contests

These were held successfully this year and our winners going forward to the District contests in May are as follows.

Humorous Speech Contest: Chantal Clairicia

Table Topics Contest: Ramesh Halai

Evaluation Contest: Monika Swiderska

International Speech Contest: Desire Binam

### Distinguished Club Program

At the time of writing, April 2023, three clubs in the Division had achieved some level of Distinguished. Data Science Speakers is President's Distinguished and also has all 10 points in the program, Excalibur is Select Distinguished; and City Women Speakers is Distinguished. Several other clubs are on track to become some level of Distinguished by the end of the Toastmasters year, subject to the acquisition of some additional educational awards by club members.

### Educational Awards

58 Pathways level awards have been achieved by Division L members this year. Pathways enrolment across the Division is 76% with 239 out of 317 enrolled. The low level of educational awards achieved so far is the biggest challenge facing the Division. Efforts are

being made to liaise with VPEs to both increase the level of Pathways enrolment and to ensure that members sign off completed levels correctly in Base Camp so that they and their clubs can receive credit for their efforts.

Many thanks to the whole Division L leadership team, who have worked hard for the Division during the year despite other commitments.

## Director Director: *Rupa Datta*

We set out at the start of this program year with another set of unknowns as our clubs made decisions about what their identity would be post pandemic, and as members, many of us are learning or have had to unlearn or relearn habits. One anchor was needed to help us focus on a simple, yet specific goal – striving towards a District of 5000 unique members. In simple terms, this was and is a stretch target to ensure that, as a collective team, we give as many people the opportunity to experience the benefits of Toastmasters within our reach.



Our highlights to date:

- At the time of writing, we're 2nd in the world as a District for the percentage of clubs that have 20 or more members. This is testament to us rebuilding our communities locally once again, ensuring quality meetings and environments where individuals can thrive.
- We have already reached "Select Distinguished" status for growth in membership payments. This means that we're in better financial health than this time last year, and more importantly, it demonstrates that our program is in demand and new members are joining our community.
- We will be Distinguished as a District for the percentage of clubs that become Distinguished by year end. This is a metric that we excel at and have maintained throughout the pandemic years. At its core, it means that excellence is something that we all strive for.

We have had challenges, no doubt, but they became opportunities. I witnessed the transition over the last few months and the willingness of our District Leaders to attend in-person business meetings. These may be formal occasions, but the networking, camaraderie, and the chance to celebrate are priceless. We got better over the year at putting on hybrid meetings and contests and as an organisation that is about continuous improvement and lifelong learning, we will only continue to get better at this over time as needed.

Times of uncertainty can mean a reluctance to step into unknown leadership roles. The flipside of the same coin is when we recognise emerging talent as a result. One thing that reminds me of the magic of Toastmasters; is when I see curiosity in a new member. This year a few of our District Officers fall into this category and I remain humbled by their willingness to serve, grow, and explore.

Our vision is that all of you as members, and our clubs are getting the best of what the organisation has to offer within the framework that we work with. Underpinning this is our 1-21-100 initiative and with a few weeks left of the year, take a moment to reflect on and reconnect on the main things for you and your club and act accordingly during the final two months of this program year.

As I come to the end of my time on the District 'Trio', I'm grateful for the twists, turns, challenges, opportunities, and bonds that have been formed. As I prepare to hand over the baton to my successor, I am filled with hope for the coming year and beyond. It's evident from the number of new people that have joined us this year, or indeed returned, that the need for our community and offering is as real now as it was a century ago.

I am a better version of myself because of my Toastmasters learning experience, and I trust that I am leaving our District in a better place. I am excited for the next generation of leaders and I have faith that you will support them as you have supported me.

## **Program Quality Director: *Diane Richardson***

### **Training for District and Club Officers**

By the end of September 2022, we have achieved a 100% training record for the District's Area and Division Directors. This is a testament to the hard work of the PQD team and the dedication of the district officers to supporting their clubs.



This year we have tried to make Club Officer training relevant to both Toastmasters and the workplace. This has helped boost the number of Club officers who have been trained. In the first round of club officer training over 1,000 club officers attended club officer training sessions. Many of these members attended multiple sessions, with 21 clubs sending all seven officers to training. In the second round, we had just under 1,000 attend and many club officers attended on multiple occasions. In the second training round, eighteen clubs had all seven officers trained, nine of which had all seven officers trained in both training rounds.

### **Education and Awards**

The ultimate award any Toastmaster can receive is to become a Distinguished Toastmaster. It represents many years of hard work and effort. I am delighted to say that at the end of April 2023, we had four DTMs in District 91.

Lucinda Harman, DTM, Shilling Speakers  
Jean Gamester, DTM, Cardiff Toastmasters

Rose Nakibirango, DTM, London Public Speakers  
Ramesh Halai, DTM, TJXpressions

Seventy-four Level 5 awards have been made this year to the end of March and we should increase the total in the remaining ten weeks of the year and pass last year's total of seventy-five.

By the end of March, the District's membership had registered 936 education awards. More awards are constantly being added to the club dashboard, and we should pass the 1,000 total soon. I would like to thank Massimo Guadagnino, and his team of Pathways Champions, Nikita, Nadya, Jacqui, Rick, and Julie, who have been visiting clubs to support VPEs and other Base Camp Managers in their role by offering additional 1-to-1 training and helping them enrol new members in Pathways. They have also held several webinars for VPEs to share "best practices" ideas. The Pathways adoption rate has increased. However, it still needs to be raised, as a high percentage of members not enrolled in Pathways means it is more difficult for Area and Division Directors to find judges for the international speech contest, and clubs lose more members who are not enrolled; e.g., a club lost fourteen members in the April renewal round, ten of these were not Pathways enrolled.

To help boost Pathways adoption numbers and support VPEs with their club's management, several new member or VPE drop-in sessions have been run as webinars on Sunday evenings.

### **Distinguished Clubs**

In mid-April, we had sixty Distinguished, Select Distinguished, or President's Distinguished clubs, with another thirty clubs close to reaching Distinguished status. We are planning to become a Smedley Distinguished District for Program Quality this Toastmasters year, ending at the end of June. This means we need 93 clubs or more to become distinguished. I would like to thank all the club officers whose hard work and membership support have helped make their clubs distinguished this year.

### **Club Growth Director: *Debbie Williams***

At the beginning of the year, we started with a total of 168 Toastmasters clubs. While we have experienced a decrease in numbers, we are happy to report that we are still processing late renewals and expect a newly chartered club to join us soon. We believe that we can still reach the target of 168 clubs to finish distinguished, and we are staying positive and optimistic about it.



We would also like to celebrate our success in welcoming five new corporate clubs, despite the challenges we have faced due to the aftermath of the pandemic. We understand that our original target of 171 from our District Success Plan may no longer be attainable, but we have a strong pipeline of potential new corporate clubs, and we will continue to work towards achieving our goals. At the time of writing, we have 160 paid clubs.

We are delighted to announce that our membership payments have remained robust, thanks to the high number of new members who joined us this year. We have welcomed 1,777 new members to date, which has increased our membership payment base from 7,871 to 7,939 currently. We need 7,950 membership payments to reach distinguished status, and we are confident that we can achieve this with the continued support of our community.

At the start of the year, we set ourselves the goal of achieving 5,000 unique members by the end of the Toastmasters year. All clubs accepted the challenge and used the hashtag "The Only Way is Up" along with the Yazz song of the same name. At the time of writing, 3,327 out of 3,464 are unique members. A sterling effort from all clubs, and we will continue to grow our membership base.

We would also like to acknowledge the 14 clubs that have achieved the Net Growth 5 award, the 22 clubs that have achieved the Renew 20 award and the 24 clubs that have achieved the Talk Up Toastmasters award. We encourage all clubs to claim their incentive awards, and we hope to achieve the Phoenix Award, 1-21-100, Net-10 Growth, and Beat the Clock incentives for the year.

We know that this year has been challenging, but we are grateful for the resilience and dedication of our Toastmasters community. Let us continue to support each other as we strive towards excellence and success. Thank you for your hard work and commitment, and we look forward to celebrating our achievements together soon.

## **Public Relations Manager: Chris Arning**

Since I gave my last report in early September, it feels like I'm more established in my role. I continue to be supported in my role by the DLT and members of the District 91 PR team.

Toastmasters International states:

*"Good public relations is the practice of creating, promoting, and maintaining a favourable image of an institution among its audiences through the use of a variety of communication channels and tools."*



The objectives of the current PR team are as follows:

1. Make current members prouder of being Toastmasters (not just their clubs) by reminding them of the magic of Toastmasters and equipping them with the tools to help them pitch Toastmasters as active advocates.
2. Make prospective members enthusiastic about joining Toastmasters by demonstrating the benefits, showing this is a place for them to consider coming to their nearest team meeting.

Thank you first of all to my fantastic team:

- Shaquilla Johnson, who has been an excellent webmaster, making updates promptly and helping to troubleshoot – she also did this remotely whilst in the Caribbean.
- Alistair Barton and Craig Moss, for coordinating and managing the technical side of the LinkedIn lives that we have been doing on a Friday at lunchtime every month,
- Dil Limbu for her support in designing the monthly LinkedIn live posters, and for doing a great job with the Christmas card this year.
- Sonia Aste, who has been writing the Laughing Toastmaster column in the D91 newsletter every month and is a great attendee of LinkedIn Lives and supporter of District PR

A special thank you to the authors of articles we sent to PR agency Panpathic (Diana Robertson, Nick Ronald, Laura Cox, Paul Carroll, Dan Magill, Glen Savage, Andrew Bennett, and Chris Arning). We have been featured in publications that have generated millions of page impressions, from national publications like the *Daily Mirror* to special interest online zines.

Thanks also to those who have agreed to be part of the VPPR interview series, which gives an insight into what makes a good PR. So far: Cristina Plamaleada, Marijana Bosnjak, Colin Simmons, Eric Storey, Julie Richards and forthcoming Elaine Watt and Milica Bennett.

### LinkedIn Lives

We have now completed 8 LinkedIn Lives since August, which have involved D91 panellists discussing topics from Myths of Toastmasters, dealing with the F-Word, Failure, Finding Our Voice, Talk Up Toastmasters, the Promises, and taking Toastmasters out of the District. We have attracted thousands of unique views to these events and it certainly does make TMs prouder to be Toastmasters as it reminds us of the best of our organisation. The challenge now is to attract non-Toastmasters, perhaps by partnering with external speakers.

## Social Media

Monthly campaigns, as well as weekly columns / rubrics go according to the communication plan. We improved visibly on LinkedIn, which has been our main focus this term. Some stats:

We have passed the milestone of 9000 followers on the UK & Ireland Toastmasters feed. I watched with a strong sense of ambivalence as the D91 followers passed my own personal LinkedIn profile's 8,918 followers, some time in early March. We have added 3,500 followers in the last calendar year. In the last month, we have had 680 page views, an increase of 50.4%, 273 unique visitors, up 36.5% from the last period, and 35 custom button clicks, up 191.7%.

Starting to use Postoplan in earnest at the start of the calendar year has enabled simultaneous posting on LinkedIn, Facebook, and Slack, which amplifies the message and its likely impact.

## Newsletter

We continue sending two monthly newsletters to inform and improve engagement among existing members.

Our all-member newsletter is consistently popular, with an average open rate of 53%, which is 6% higher than the figure for a similar period last year. It is also published on social media and on the website, if anyone missed the email. Not every Division contributes to the schedule each month, but we usually have articles of interest from across the District as well as the DLT updates and the regular seasonal updates that you would expect from District D91 promotions.

## Events Visits

The PR effort is clearly geared towards celebrating the best of the District and Chris Arning has done a number of club visits since the start of the year.

Woking Speakers, Open House, Berkeley Square Speakers, 25<sup>th</sup> Anniversary Meeting, Reading-Dusseldorf Anniversary Meeting, Dr. Marten's Speakers, London Cardinals Christmas

My three requests to you

1. Please make sure to be subscribed to all our channels, especially the UK and Ireland LinkedIn channel as well as on Facebook, and do engage with our content, especially like, comment and re-share.

The LinkedIn Feed is on:

<https://www.linkedin.com/company/toastmasters-international-uk-&-ireland/>

Our Facebook page is on: <https://www.facebook.com/ToastmastersUKI>

2. If you are organising a special event, or have a celebration for this, please send a calendar invite to [d91calendar@gmail.com](mailto:d91calendar@gmail.com) to get your event published in the District calendar. This way, I can also feature your event in the newsletter - or even in District social media.

3. It is approaching that time where we need to pass the baton on to the next generation of Public Relations leaders, so if you know anyone who is interested in this role, of being the next PR Manager for District 91 or sharing it, possibly with a marketing, PR or branding background, then send them to me at [chris@d91toastmasters.org.uk](mailto:chris@d91toastmasters.org.uk). I'd love to chat with them! Thank you.

## Finance Manager: *Eddy Quah*

Unbelievably, it has been two years since I took on the role of Finance Manager. It is with mixed emotions that I step down from this role. It has been an absolute joy and privilege collaborating and working alongside a talented, hardworking, and passionate group of people in the pursuit of continuously improving Toastmasters District 91.

Many of you have made my time here a rewarding and memorable experience.



Together we have achieved great things, overcame challenges and adversities, and celebrated some successes too. Reflecting on some of the key successes, here are some areas where I have enjoyed *"... making it better than I found it! ..."*

1. Successfully engaged WHQ Finance to endorse the simplification of our Incentive Claim Process. The introduction of "Incentive Claim Vouchers" enabled Clubs to claim incentives in advance of spending. With this, claim submissions from clubs for Incentive Awards improved from 45.1% in Toastmasters Year 2020/21 to 58.8% (for TM Year 2021/22) and are currently at 71.4%.
2. Secured approval from WHQ on the proposal to increase the Mileage Rate from 30p to 45p per mile; getting it in line with the UK HMRC published rate.

3. Designed and introduced online Financial Reports to provide visibility to Division and Area Directors on how they have been utilising their allocation budget in support of their Division and Area.
4. Introduced web-based Incentive Claims Report providing up-to-date visibility to Area Directors and Clubs to ensure Club Treasurers do not overlook the deadline for submission of Incentive Claims.
5. Created Finance Models and Toolkits for better-informed decision-making, and
6. Provided value-added stewardship on District Finances, assuring that District 91 finance is healthy and sustainable for the incoming team to function.

Prior to this District Leadership role, I held numerous Club Officer roles since 2015. My initial intention in 2020 was to serve as the Conference Finance Director and maybe, help in the District Audit Team. Little would I know that by the end of the May 2021 Conference, I agreed to be the District Finance Manager for 2021/22 and agreed once again for 2022/23.

Toastmasters provides us endless opportunities to serve and develop to become better leaders at Club, Area, Division, and District levels. I have learned much from each one of you, whom I have interacted with. New friendships and connections were made here too, and I am grateful for the opportunities and experiences that Toastmasters provided to me.

As I look forward to handing over my duties and a healthy bank balance to my successor, I would encourage you to think forward into how you could step up into Leadership roles to continue your own personal development which will be rewarding and enjoyable.

Thank you all for your support, encouragement, and camaraderie, and for the opportunity given to me as your District Finance Manager for the past 2 years.

*"Our lives have touched, and it's for the better!"*  
- Eddy Quah -

## Administration Manager Amy Jones

When I joined the District Leadership Team (DLT), I was pretty aware of the commitment involved—weekly tasks, more frequent deadlines and aiming for excellence to uphold the processes outlined in our governing documents. Our weekly DLT meeting was a chance to check in with each other, discuss challenges, and ask for help when needed.

What I hadn't thought about was who would make up the District Leadership Team and who our Division/Area Directors and District chairs would be. The experience of working with a diverse group of members has been extremely rewarding.



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For a District Administration Manager, the main thing comes back to the job specification. *As the Administration Manager, you are responsible for maintaining the historical records of the District, recording and distributing meeting minutes, and otherwise maintaining accurate, timely records of District business. (Toastmasters International).*

In addition to this, I also

- completed administration tasks (too many to list!)
- located venues and accommodations for our District Executive Committee meetings (DECM).
- coordinated the logistics for DECM, District Officer Training and District Council Meetings.
- supported the Districts' internal communications, led by Chris as our PRM.
- arranged meetings for different District Leaders.

During this year, I also dug into the opportunities for our District and potential Toastmasters to improve how Districts maintain records and work with research into Google Workspace. I hope to take this research forward into my DTM project to make recommendations to improve the efficiency of how our leaders work.

I know that I've grown in leaps and bounds from this experience, through the challenges in new tasks and reflection. Opportunities in this role have challenged my personal leadership, communication, and teamwork styles.

We often talk about our "whys," i.e., why we joined Toastmasters and why we stay. The reason I've chosen to continually put my hand up to serve outside my club is that the sense of community at every level within this organisation continues to be the most rewarding experience in my Toastmasters journey. The pandemic has shone a light on how lonely the modern world is and finding communities in which we can find purpose is so important.

## Immediate Past District Director: *Helena Boden-Brewer, DTM*

### Leadership Legacy

After a journey in service in District 91 spanning over nine years, this report to the District Council feels more like my swan song.

Every year, the leadership at the club and District levels change. We all have to adapt to our new roles and responsibilities. We work hard to become fully functioning teams, from delivering a full club meeting agenda through to the District Conference. Like many of you, I have been fortunate to serve on many different teams; club committees, conference teams, procurement committees, executive committees, alignment committees and as a member of the District Council. All operate with respect and integrity as the goals and aims are set and once in motion, keeping the endgame in sight.



The path is not always smooth, there have been challenges along the way. It's been turning these into learning opportunities, seeking positive outcomes, and digging deep and being resilient. I recall the realisation that the switch to online meetings, as the pandemic took hold, hit home. The District 91 can-do attitude, definitely kicked in. The skills developed around managing meetings online, which turned out to be so cross-transferrable into the real world - everything from setting up and having family quizzes to proficiency demonstrated in managing meetings professionally.

There have been many successes along the way; both in my own personal development and in support of our District and members in achieving excellence and accomplishing goals. I know from speaking with many of you over the last couple of years, words have an impact. Even now, after a training session I delivered at a TLI over five years ago, members that attended still come up to me and recount that they handed over a chocolate baton to the person they wanted to be their next club president. So much so that some clubs still do this, though they don't know exactly why it started. I have been privileged, inspired, honoured, and humbled by personal speeches delivered by you that have stayed with me. Your words have an impact, too.

This year, my role as Immediate Past District Director, has been to support the District Leadership Team and by extension, everyone in our District, with the nickname "Fairy Godmother" and the wand I received too. When the tables were turned this year and I needed support, I received it in spades and then some. From me to you all—too many to

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name—thank you, for stepping in and taking over my tasks and responsibilities and keeping the wheels turning, until I was ready to step back in.

A key task I completed was my role as Chair of the District Leadership Committee (DLC). A representative member from each Division across our District joined the DLC with Andy Hammond, DTM, as the DLC Co-Chair. I would like to thank all the DLC members for their commitment, time, diligence, and integrity.

Toastmasters is a unique community that brings together people from all walks of life. I would encourage you all to be curious, jump in and get involved across all levels of the organisations, and build strong connections with fellow members that become friends, from across our District and beyond.

To each and every one of you, our District 91 members, continue the support you give, grab the opportunities, say yes as you never know, leap into leadership, find your voice and remember that anything is possible. After all, we are all Toastmasters.