

# District 91 Council Pack

September 15th 2024

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# District Success Plan

## Welcome from the District Director

On behalf of the District Leadership Team, I am delighted to present the District 91 Success plan for Program Year 24-25. For more than a decade, District 91 has a proud history of serving our members across the South of the United Kingdom as well as an impressive reputation for program quality, speech contest winners and even being the home of an International Director.

Our District Success plan gives our leaders and members an insight into how we plan to continue that success in the next twelve months. It of course cannot give you information on everything going on within the District, but we hope that it will give you a good sense of the What, Why and How across the year.

The mission statement of every District across the world is to build new clubs and support all clubs in achieving excellence. Both of these elements require a lot of work and dedication and I am so grateful to all our District Leaders this year, including the District Leadership Team, Division and Area Directors and other District leaders for stepping up to be part of a very special team for program year 24-25.

The below image is a graphical representation of our plan for the year. Below the District Mission of building new clubs and supporting all clubs in achieving excellence are the three District goals set by Toastmasters International.

1. The number of paid clubs
2. The number of membership payments
3. The number of distinguished clubs

These metrics only give one side of the story of course. Perhaps we can hit these metrics but with poor motivation, retention and individual club success or we miss these metrics and feel the reverse. True success must therefore be the achievement of these district goals together with highly motivated and happy leaders, great retention and maximum club success.

It is with this in mind that the overarching theme of this year is teamwork and transparency. This year it is about a team approach - all of us and all of you as one team, where we can 'grow and achieve together'. Alongside this we will ensure that we:

1. Are a District Leadership team that inspires the next generation of leaders
2. Inspire our district leaders to strive for excellence
3. Be Distinguished or better by protecting and prioritising our core mission and activities
4. Inspire our members to go 'beyond the agenda'..... what else other than taking a role on the agenda could you do for your club?

A successful program year in 2023-2024 and an increase in the cost of membership means that we have an income 15% higher than the previous year, which as you will be able to see in our proposed budget has allowed us to invest in more face to face events for our leaders and support our desire for continued growth to uphold with excellence our district mission.

Whatever your goals are for this program year, I wish you the very best of luck and look forward to seeing us all 'Grow and Achieve Together'

Yours in service, on behalf of the District Leadership Team,

*Steve Vear*

Steve Vear MBE DTM  
District Director

## Graphical representation of the District 91 Success Plan



## District Mission and Purpose

The District mission is to build new clubs and support all clubs in achieving excellence. The District purpose is to enhance the quality and performance and extend the network of the member clubs of Toastmasters International within the boundaries of the District, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters education program by: Focusing on the critical success factors as specified by the District educational and membership goals. Ensuring that each club effectively fulfils its responsibilities to its individual members. Providing effective training and leadership-development opportunities for club officers and District leaders.

## Team Composition

### **Name the members of the District's core team.**

District Director: Steve Vear DTM  
Program Quality Director: Debbie Williams DTM  
Club Growth Director: Seema Menon DTM  
Public Relations Manager: Allen Paul DTM  
Finance Manager: Stuart Marshall  
Administration Manager: Janet Alkema DTM  
IPDD: Diane Richardson

### **Name the members of the District's extended team.**

District Parliamentarian: Vanessa King DTM, PDD  
Credentials Chair: Rupa Datta, PDD  
Alignment Chair: Barbara Saph DTM  
Chief Judge: Arnaud Sartre DTM, PDD  
DLC Chair: Andy Hammond DTM, PDD

### **Club Growth team**

Club Coaches Lead: Ga Lok Chung, DTM  
Club Mentors and Club Sponsors Lead: Sean Dean  
Corporate Club Growth Lead: Nick Westall, DTM  
Marketing Lead: Hephzibah Emereole  
Speechcraft Lead: Emmanuel Karamagi

### **Program Quality team**

Speaker to Trainer Lead: Helena Boden-Brewer, DTM, PDD  
Corporate COT Training Lead: Jill Segal, DTM  
Assistant Corporate COT Training Lead: Andrew Bennett, DTM  
Webinar Manager: Edeje Onwude  
Program Resource Analyst: Amy Jones, DTM  
Pathways Ambassador: Juli Chapman  
Conference Director, tbc

### **PR Team**

Kate Fraser-Smith  
Rachel Norris  
Rob Dewing

## 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?**

District 91, as part of Toastmasters International, will use Toastmasters International's core values as their own.

Additional values will be transparency and teamwork. Teamwork signifies the importance of collaboration, mutual respect, and collective responsibility in achieving common objectives. It emphasises that diverse skills, different perspectives, and shared commitment are integral to the success of the District. Transparency is important both from maintaining trust in a team, as well as ensuring that, in the event of any unexpected team changes, the District can continue to be successful through ongoing information sharing.

## Team Operating Principles

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

The DLT will be transparent within the team and with the D91 membership as much as possible. We will collaborate with our overall goal of achieving excellence. Communication within the DLT team in times of conflict is critical to our success. We will meet regularly as a DLT and hold ourselves accountable for the actions we declare and track our success against them. The DLT will inspire our members through role modelling and being visible and accessible - while inspiring and supporting our district leaders.

## Potential Obstacles

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

Misunderstanding of personal communications

Lack of resources (financial and people) and risk of any current or unexpected vacancies

Personal commitments of team members

Unforeseen external factors (economics, environmental etc)

## 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.)**

Trio to meet on Zoom on a weekly basis, 5.30 - 6pm followed by DLT call (times to be reviewed on quarterly basis)

DLT to meet with Div Dirs once a month (last Sunday), i.e. have 15 min DLT call from 6 - 6.15 and Div Dirs to join from 6.15-7pm

Agenda to be set for DLT and DLT+ meeting, with Actions to follow up and monitor.

## Team Interactions and Behavioural Norms

### **How will decisions be made?**

By listening and considering each members' contribution; by considering all aspects of the issue and reaching agreement which aligns with our goals and core values. Where not

possible or appropriate for the decision to be made by committee, the District Director will make the final decision.

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

WhatsApp will be primary source of communication for the District Leadership team with email for sharing more complex and detailed information. Google Drive is used for storage of documents and the District calendar will be used to share information on events via the website

**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.**

Communication parameters will be governed by the urgency of the issue and respect for team members' time. i.e a direct phone call, or request to phone by WA message first. DLT team communication by WhatsApp if it can't wait for the weekly call.

**How will the team resolve differences of opinion?**

The team will resolve differences of opinion by having an open, honest discussion with the resolution to be in accordance with District goals and core values. The appropriate amount of time will be allocated to understand different views before final decision is made, if necessary by the District Director

**How will the team support one another?**

We will foster a culture of checking in and taking collective responsibility for the DLT and wider teams' wellbeing. The team will support one another by communicating in a timely manner, by offering assistance, asking for help, making suggestions and being open to receiving those suggestions. Diversity of thoughts will be respected and encouraged to ensure ongoing improvement for the good of the district

**How will the team ensure equitable participation when completing activities?**

Empowering the team leads to carry out their roles according to the skills and ability of each member of the team who, in turn, will be proactive in offering support. Where practicable the individual members of the activity will be consulted to ensure they are feeling supported, valued and getting out of the activity what they were expecting.

**How will team members be held accountable for their responsibilities?**

We will collaborate in setting our goals, track the progress, making changes wherever required to ensure we are meeting our objectives and carrying out our District Mission.

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

The core and extended team will be recognized for their efforts by public recognition at the District conference and a likely end of year Hall of Fame event. In addition tangible recognition for the extended teams will take the form of appropriate TI pins, books, etc.

## Starting number

9,196: Membership payments base

175: Club base

8 & 37: Number of Division and Area Directors

## Qualifying Requirements

Submission of District Success Plan by September 30

Submission of Division and Area Directors Training Report for 85% of Division and Area Directors by September 30

Number of Division and Area Directors x 0.85: 39

## Goal 1: Membership Payments Growth

### Situation Analysis

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

District 91 had 9196 membership payments in 2023-24, 175 clubs & 102 distinguished clubs. Last year the District membership payments rose from 8,709 to 9,196 making the District President's Distinguished. 4 new clubs were launched on 30<sup>th</sup> June 2024.

Table1

Year	Payments		
	Base	Closed	%
2018-19	10513	10829	3%
2019-20	10839	11035	2%
2020-21	11054	8874	-20%
2021-22	8878	7836	-12%
2022-23	7871	8630	10%
2023-24	8709	9196	6%

The membership base has shown a spurt in the last few weeks from 8709 membership payments in 2023 due to focussed efforts from the leadership team.

Membership payment growth was at 6% and on a growth trajectory. It stands at 9,196 and the goal is to aim for 8% (Smedley distinguished) growth i.e. close at 9,932 which is not an impossible task with concerted efforts from the team starting off in Q1. Our primary focus is to aim for excellence in our achievements.

## Strategy

**What strategies will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote**

**existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include tactics, such as creating a contest promoting early submission of membership-renewal dues.)**

Membership growth is key to the success of District 91. However, despite many clubs successfully attracting new members a few are struggling to achieve this. This includes monitoring the guest to member journey, asking guests to join, organising mentors for new members and new member induction for retention. The plan is to go back to basics and incentivise clubs to create a conducive environment where the members feel proud of their club and reinforcing the message of “behind every number is a member” Conducting a MyWhy promotional campaign to remind members why they joined Toastmasters to reinforce this message.

Additionally, supporting corporate clubs that were previously inactive because of the pandemic, to become active clubs again proved successful in previous years and encouraging collaboration between corporate clubs. Work closely with PQD to create strong club leadership & MOT delivered in each club to re-train the members.

Encouraging all members to work towards the Hero Goal of 5,000 unique members.

Table 2:

Membership Payments Growth 2024-25	Growth Numbers	Total
Membership Payments Base 2023-24		9196
Distinguished (1.5%)	138	9334
Select Distinguished (3%)	276	9472
President's Distinguished (5%)	460	9656
Smedley Distinguished (8%)	736	9932

Table 3

Plan	Current Clubs / Prospect	Average no. of members	Payment cycles	Total membership payments
Based on 2023-24 numbers	175			9196
Q1 (Golden Quarter)	2	20	3	120

H1	6	20	2	240
H2	7	20	1	140
Grand Total				<b>9696</b>
Balance				<b>236</b>

Setting up 15 new clubs with focus on Corporate, Government, College and Specialist Clubs & encouraging strengthening of clubs with more unique members (minimum increase of 5 per club) will increase membership payments for the District and make clubs more resilient in difficult UK economic conditions.

#### *Tactic 1*

Incentive: Great Golden Quarter 100% club incentive

Eligibility: Clubs must renew 100% of their July Membership Base on or before 15th September 2024.

Entry Mechanism: Clubs meeting the renewal criteria will be automatically entered into a lucky draw.

Winners Announced: The winning clubs will be announced in mid October 2024

Prizes: 25 winning clubs will have the opportunity to select from the following prizes: £40 towards subscriptions such as Zoom, MeetUp etc or Toastmaster store voucher

#### *Tactic 2*

Incentive: Bring a friend

Eligibility: Club Members who sponsor 4 new individuals from their friends, family and/or professional network before 31st March 2025 will be recognised for spreading the word of Toastmasters.

Entry Mechanism: Eligible members will be automatically entered into a lucky draw once they have successfully sponsored\* the required number of new members.

Prizes: 10 winners will have the opportunity to select from the following prizes: £50 discount to the District Spring Conference or Toastmaster store voucher

\* Club Member to remind VPM to register the club member's name as referrer for the new joiner to receive recognition from the district

#### *Tactic 3*

Ensuring that all members are aware of the District goal of a net increase of minimum 5 unique members per club to work towards the 5,000 unique members goal

Incentive: Smedley Award ( 1Aug'24 - 30Sep'24), Talk Up Toastmasters (1Feb'25 - 31Mar'25) and Beat the Clock (1May'25 - 30Jun'25)

Entry Mechanism: Clubs will be automatically entered into a lucky draw once they have successfully added 5 new, dual or reinstated members during the period listed next to the membership awards.

Prizes: 80 Clubs will have the opportunity to avail of the £25 Toastmaster store voucher for each of the membership building programs (Smedley Award, Talk Up Toastmasters, Beat the Clock)

#### *Tactic 4*

Incentive: Speechcraft Booster: Organise Speechcraft as a tool to bring in healthy membership by demystifying Speechcraft through workshops/webinars/panel

discussions/COTs). Work closely with the Club Coaches/Mentors/Sponsors to introduce this as a consistent tool for membership building

Eligibility: Clubs that have run Speechcraft sessions in addition to either of the three membership building programs (Smedley Award, Talk Up Toastmasters, Beat the Clock) to get the 5 new members

Entry Mechanism: Eligible clubs to send the confirmation through their Division Directors and will be entered into a lucky draw once they have successfully added 5 new members immediately after the membership building programs.

Prizes: 50 clubs will have the opportunity to avail of the £50 Toastmaster store voucher

### Tactic 5

The road to 5,000 unique members is a great PR message and motivator. Referring to table 4 below

Current Unique members: 4104

Existing club Goal: 175 clubs x 5 new members = 875 new members

New club goal: 15 new clubs x 20 new members= 300 new members.

Total: 1175 (assuming all unique)- 75 (possible drop offs) + 4104 = 5204

Goal of 5000 unique members seems realistic.

Table 4

Plan	Current Clubs / Prospect	Average no. of members	Unique Members	Notes
Based on 2023-24 numbers	175		4104	(from membership list)
New Unique members goal for existing clubs		5	875	175 clubs*5 new members
Q1 (Golden Quarter)	2	20	32	80% Unique
H1	6	20	96	80% Unique
H2	7	20	112	80% Unique
Grand Total			5219	
Estimated drop off			(75)	Estimate due to Clubs folding
Balance			5144	

### Tactic 6

Marketing and PR around MyWhy through social media to bring that pride for the club and help in retention. Also, remind clubs to update their social media details

*Note: Beat the Clock vouchers to be claimed before 15th July 2025 and all other incentives to be claimed by the Club or Individual members **within** 30 days of being notified.*

## **Summary of Membership Growth Strategic Activities**

### **Back to Basics**

- Bring a friend campaign and incentive
- Golden Quarter incentive
- Smedley Award + Talk Up Toastmasters + Beat the Clock Toastmasters Incentives
- Speechcraft Booster

### **Support Corporate Clubs**

- Corporate club leader and team - account management
- Collaboration between corporate clubs
- Corporate Summit

### **Retention Strategy**

- MyWhy
- Club social media guidance - health check
- Clubs engaged with Moments of Truth (MOT)

## **Resources**

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

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.

Estimate of £10.5k has been allocated towards the membership building incentives. Resources include PRM, Marketing Lead within Club Growth, Division Directors, Area Directors, Club Officers and Vouchers for Toastmasters Store.

## **Assignments**

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

Driven by Club Growth Director with incentives.

The Speechcraft Lead will bring a strong implementation team to deliver on promoting Speechcraft.

The Marketing Lead will focus on driving membership growth by getting younger professionals into toastmasters. The Club Coach Lead and the Corporate Club Lead will support the Club Coaches to run Speechcraft or Open house in liaison with the Speechcraft lead to rebuild club membership & set it up for success

### *Tactic 1*

Facilitate Club Coaching, Mentoring for New Clubs, Speechcraft webinars & panel discussions on best practices and member retention reminder “behind every number is a member”

### *Tactic 2*

Bring a friend- promote & celebrate the individual sponsors to recognise those members who bring 4 friends, family members or colleagues from professional network to toastmasters.

### *Tactic 3*

Marketing Team and Corporate Club team to organise activities with Universities/Colleges during Freshers Week and look at collaboration opportunities with Corporate Clubs

### *Tactic 4*

Club Coach Lead, Corporate Club Lead and Speechcraft Lead to work with the Division/Area Directors to drive the membership building programs.

### *Tactic 5*

Continued social media push of MyWhy by the PRM team

## Timetable

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

All the incentives will be announced in Aug 2024

Table 5

Incentive	Start Date	End date	Winner Announcement date
Great Golden Quarter	01-Jul-24	30-Sep-24	15-Oct-24
Bring a friend	01-Jul-24	31-Mar-25	May Conference 2025
Smedley	01-Aug-24	30-Sep-24	15-Oct-24
Talk Up toastmasters 1/2/2025 – 31/3/2025	01-Feb-25	31-Mar-25	15-Apr-25
Beat the clock 1/5/2025 – 30/6/2025	01-May-25	30-Jun-25	10-Jul-25
Speechcraft Booster	01-Jul-24	31-May-25	10-Jun-25

The figures will be reviewed monthly, with October renewals, January and March viewed as key milestones to monitor progress.

The incentives cycle will be monitored in terms of its effects on membership growth and progress will be monitored during each cycle.

The Data lead will work on providing the analysis for CGD and all the other leads to keep on track and tweak the plan as needed.

### *Tactic 1*

Encourage all clubs to start membership renewals early.

### *Tactic 2*

Membership building to form part of Club Officer training.

### *Tactic 3*

Top membership building tips will be included in the monthly newsletter.

### *Tactic 4*

Support clubs that require a Club Coach. Webinar and newsletter articles to recruit new Club Coaches by Aug 2024. Club Coach training session by Sep 2024

Target 10 Club Coaches to be matched and supporting Clubs by Sep 2024

### *Tactic 5*

Support new clubs so that they are confident in building their member numbers.

## Goal 2: Club Growth

### Situation Analysis

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

In 2023-24, District 91 closed the year with 175 clubs (4% growth from the previous year-table 6). 89% of clubs are meeting in person or hybrid and 11% of clubs meeting online. 73% of clubs within D91 are community clubs and only 23% are corporate clubs with just 2% being Government clubs. In 2023-24, 102 clubs achieved distinguished status or above, with 28 clubs below 13 members, many of which are entitled to club coaches.

There are 28 clubs eligible for coaches and 22 (86%) of these don't have any assigned (SASA just been assigned) and 4 Suspended clubs like Black Rock Speaks, Long Ditton Speakers, KBR Toastmasters, SpeakEasy at CreditSuisse. Some clubs don't want a coach whilst some others haven't been assigned like minded coaches who understand the club ethos. However, a suspended club Deutsche Bank has been reinstated in good standing.

Table 6

Year	Paid Clubs		
	Base	Closed	%
2018-19	164	171	4%
2019-20	173	179	3%
2020-21	181	176	-3%
2021-22	177	165	-7%
2022-23	168	164	-2%

2023-24	169	175	4%
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Table 7

2023-2024	Community Club	Company Club	Government Agency Club	University / College Club	Other/ Specialized Club	Grand Total	% of Total
<b>District 91</b>	<b>128</b>	<b>41</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>175</b>	
Hybrid	45	26	2	1	1	75	43%
In Person	73	7		1		81	46%
Online	10	8	1			19	11%
<b>Grand Total</b>	<b>128</b>	<b>41</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>175</b>	
<b>% of Total</b>	<b>73%</b>	<b>23%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>		

There are a few challenges amongst corporate clubs with

1. Restructuring and job losses affecting memberships or
2. Dependency on a handful of members to run the club
3. Membership payments.

A Corporate Club Growth team has been set up which can focus on building these clubs for continued success. Additionally, with the competitions coming back to in-person, it will encourage more clubs to meet in person or at least hybrid.

## Strategy

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

We are increasing the prospective club pipeline with a strong Club Growth team supporting the Division Directors and Area Directors. We are all working towards a goal of 3 new clubs per division to achieve a net club growth of 9% i.e. 15 new clubs (assuming 63% success rate i.e. landing 15 new clubs out of the goal of 24).

Some clubs may be suspended or may need to be merged with stronger clubs depending on their health. We will support all clubs to keep them in good standing in line with our District mission.

Table 8

Club Growth	Growth Numbers	Total
<i>Club Base 2023-24</i>		175
Distinguished	No Net Club loss	175

Select Distinguished (+1)	1	176
President's Distinguished (+3%)	5	180
Smedley Distinguished (+5%)	9	184
Our Goal	15	190

(Note: Some clubs may be suspended during the year)

There is an opportunity to grow the number of corporate clubs within the District. We are testing the viability of collaboration between Universities/Colleges and Corporates to drive an influx of young persons joining Toastmasters. Including HR teams in Corporate club conversations could lead to steady influx of Graduate programme or Apprentice programmes into the corporate clubs with clear KPIs.

LinkedIn has proved popular in raising awareness of the brand, and testimonials have proved rewarding. Consistency is key and promptly following up on leads. There is also the importance of identifying areas for community clubs where there are geographical gaps for eg in South West UK, but in a vibrant area to realistically attract new members and become a viable strong club within that given area.

#### *Tactic 1*

Incentive: New Club Champion

Eligibility: Members who provide a lead that results in a new corporate or community club within the 2024/2025 Toastmaster year. At least 80% of the members of the new club must be new to Toastmasters in line with new club membership rules.

Entry Mechanism: Member's name will appear in the Lead Management system and member will be involved in setting up the club.

Prize: 15 New Club Champions will be eligible to claim £50 towards one new Pathway or Toastmaster store voucher or can be used to get a discount at the District Spring Conference.

#### *Tactic 2*

Incentive: Division Drive- Three new club arrive

Eligibility: Divisions that drive launch of 3 new clubs within the 2024/2025 Toastmasters Year

Entry Mechanism: Divisions have to register the 3 new club ideas by 15Sep'24 and launch the clubs by 30Apr'24

Prize: £50 towards Trophy or other award as well as recognition at the District Spring Conference.

#### *Tactic 3*

Source the list of multinationals globally and map it to see which of the corporates in UK have sister toastmaster clubs in other regions to tap into those. Organise a half day or a full day Corporate Summit to pitch to these corporates.

#### *Tactic 4*

Review recently closed corporate and community clubs to see whether there is an opportunity for revival. For example Deutsche Bank is also on the path of revival.

#### *Tactic 5*

Use industry forums to present the value of toastmasters to create key persons of influence & leaders in organisations.

## Resources

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

The club growth team will support the district in growing new clubs, by providing mentors and supporting clubs that require additional help. Division Directors, Area Directors and members of Clubs will be encouraged to submit their MyWhy messages. Sharing best practices via newsletters, webinars and panel discussions demonstrating that strong clubs attract guests that want to join and stay. Recognition awards will be considered for club coaches appointed this toastmaster year.

## Assignments

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

The club growth team supported by the PRM, Club Coach Lead, Club Mentor/Sponsor Lead, Corporate Club Growth Lead, Marketing lead, Speechcraft lead, Data Lead will work together to oversee this goal and will support the Division and Area directors to achieve this.

### *Tactic 1*

Include monthly reminders as part of the newsletter on key membership building support and activities.

### *Tactic 2*

Tapping into geographies and exploring digital marketing avenues to create conducive environments for Division and Area Directors to create new clubs.

### *Tactic 3*

The Marketing team will work with Universities/ Colleges to pursue new leads, participate in freshers Week and explore launching of new clubs. They will also explore collaboration between University/College Clubs and Corporate Clubs.

### *Tactic 4*

Support existing clubs that require additional support, with the help of Club coaches, Speechcraft lead etc

### *Tactic 5*

Encourage members to introduce Toastmasters within their workplace

## Timetable

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

These tactics have already started, the results will be tracked against the district goal to grow by 5% of net new clubs and 8% of membership payments.

The number of paid clubs and clubs in good standing becomes particularly important around the renewal period, the number of paid clubs will be monitored on a monthly basis.

### *Tactic 1*

Follow up on leads and encourage new clubs to charter on a timely basis reducing the timelines thereby ensuring the enthusiasm is strong. Launch 2 clubs within the Golden Quarter or Q1

### *Tactic 2*

Ensure all new clubs paperwork is completed correctly, by having a district officer check them before sending them to TMI HQ.

### *Tactic 3*

Club Sponsors and mentors to be appointed and agreed on the commitment to setting up a successful club by using tools

### *Tactic 4*

Produce an action plan for struggling clubs in conjunction with division and area directors such as Club Coaches, PR and the right digital marketing or on ground marketing support.

## Summary of Club Growth Strategic Activities

### *Address geographic gaps*

- *Target corporates*
- *Introduce in workplaces of members*
- *Look at recently closed clubs*

### *Support existing clubs*

- *Coaches*
- *Speechcraft*

### *Industry forums*

- *Attend as not for profits*

### *Lead Generation and Management*

- *Follow up on existing pipeline*
- *Create new pipeline by Division*

## Goal 3: Distinguished Clubs

70 Distinguished Club base x 0.4

79 Select Distinguished Club base x 0.45

88 President's Distinguished Club base x 0.5

97 Smedley Distinguished Club base x 0.55

## Situation Analysis

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

In the last Toastmasters year, 54 clubs, primarily corporates, submitted no or very few education awards. This situation underscores the importance of engaging and retaining members by focusing on individual member goals and achievements and engagement with the Pathways educational program. It also underscores the need to ensure best practice is in place so that members' education awards are submitted immediately upon completion and not stored by clubs.

2023/24 - 102 (60.36% of base) Clubs Distinguished  
 2022/23 - 104 (61.9% of base) Clubs Distinguished  
 2021/22 - 81 (45.7% of base) Clubs Distinguished  
 2020/21 - 116 (64.44% of base) Clubs Distinguished  
 2019/20 - 123 (71.10% of base) Clubs Distinguished  
 2018/19 - 121 (73.78% of base) Clubs Distinguished  
 2017/18 - 119 (77.27% of base) Clubs Distinguished  
 2016/17 - 109 (75.17% of base) Clubs Distinguished  
 2015/16 - 110 (85.27% of base) Clubs Distinguished  
 2014/15 - 100 (85.47% of base) Clubs Distinguished

## Pathways Adoption Challenges.

A key factor affecting the performance of some clubs in gaining educational awards is the adoption of the Pathways program. There continues to be a disconnect where Pathways awards are registered within Basecamp but not completed in Club Central. This discrepancy hinders accurate tracking and recognition of members' educational achievements, impacting the overall performance metrics of the clubs.

## Knowledge Sharing and Engagement

A lack of knowledge sharing within clubs has been identified as a significant issue. This includes the failure to discuss club success plans with wider members, reference leadership opportunities, and ensure club officers attend training. This gap leads to lower engagement with the education program and the district as a whole. Encouraging knowledge sharing will be crucial to overcoming these challenges and boosting club performance and member participation.

## Strategy

**What strategies will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include tactics, such as training all Area and Division Directors on the Distinguished Club Program.)**

District Vision for Program Quality : 1-100

The district's vision aims to enhance member and club performance through the following goals:

1. Educational Achievements: Each member to achieve at least one educational award for the year.
2. Pathways Enrollment: Full Pathways enrollment for all clubs.

Incentives and Recognition for Progress

To support these goals, a range of incentives and recognition awards have been introduced:

District Incentive	District Recognition
--------------------	----------------------

Club Success Plan: Monetary rewards for the first 10 clubs that were not distinguished in the last program year to submit their club success plan by 30th September 2024. £50 each.	Club Officer Training: Clubs with all seven officers trained twice a year to receive club officer pins.
Pathways Enrollment: Incentives for the first 20 clubs achieving 100% Pathways enrollment by December 30th, 2024. £50 each.	Triple Crown: Recognizing members completing three or more educational achievements rewarded with a Triple Crown pin.
First 20 clubs to achieve any 3 education DCP goals by 31st January 2025. £50 each.	Pathway Hall of Fame: Website recognition for top performers at member and club level
Distinguished First Timer: Recognition for clubs achieving Distinguished status for the first time in 4 years by 1st June 2025. £50 for first 40 clubs.	Recognition for achieving a DTM.

Note: all incentives to be claimed within 30 days of notification of winning.

#### *Tactic 1*

Increase Pathways participation and achievements (see above)

#### *Tactic 2*

Correct and timely claiming of education awards by clubs (to include Basecamp and Pathways education) by providing regular webinars and focus during Area Director visits

#### *Tactic 3*

Create and drive relevant incentives for DCP (see above) and the production of a District incentives brochure for clubs.

#### *Tactic 4*

Continue education outside of COTs with weekly webinar sessions to enable us to drive the message of good practice for club quality

#### *Tactic 5*

Have a success plan for every Division to drive and monitor progress. Encourage Division Directors to have accountability partners in achieving success.

## Resources

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

#### *Tactic 1*

Increase Pathways participation and achievements. Work with Pathways Lead on delivering relevant, interactive webinars.

### *Tactic 2*

Correct and timely claiming of education awards by clubs. Webinars to confirm how to submit awards. Area Directors to provide further assistance where required. Further training and webinars to support the District Mission will be produced once knowledge gaps have been identified.

### *Tactic 3*

Create and drive relevant incentives for DCP, these have been mentioned above.

### *Tactic 4*

Continue education outside of COTs with weekly webinar sessions. This is being led by the Webinar Manager. A quarterly plan of webinars will be produced all of which will be relevant to the District Mission.

### *Tactic 5*

Have a success plan for every Division. Division Directors to produce and use as a working document throughout the year.

## Conference and Contest Plans

- Conference: Appointment of a Conference Director is pending.
- Contests: A District Chief Judge has been appointed, and a District Contest Chair for Spring 2025 will be selected. All contests from the area level upwards will be held in person.

## Training Initiatives

- Corporate Training: A Corporate Club Officer Training Lead has been appointed to enhance training quality.
- Speaker to Trainer Course: This new course, introduced at the first District Officer Training (DOT) session, will help transition from speaking to training roles. A full course will be offered during the program year.
- Customised Training: Area and Division Directors are tasked with identifying knowledge gaps within their clubs to provide tailored training sessions.
- Webinar Series: The return to a webinar series throughout the year will offer additional training opportunities for members and club officers, ensuring continuous learning and development.

## Conclusion

The District is taking robust steps to address the challenges faced by clubs with low educational awards and engagement. Through targeted incentives, strategic goals, and enhanced training initiatives, the district aims to foster a supportive environment that promotes member achievement and club excellence. Addressing the Pathways adoption issues and ensuring seamless integration between Basecamp and Club Central is crucial for accurate award recognition and overall club performance. Additionally, promoting knowledge sharing within clubs will be essential for improving engagement with the education program and the district as a whole.

By focusing on these areas, including the introduction of a year-round webinar series, the district can ensure sustainable growth and a vibrant community of engaged Toastmasters.

## Assignments

### *Tactic 1*

Appoint a Conference Director, strategically plan for next conference

### *Tactic 2*

Have more targeted training for Corporate Club Officers

### *Tactic 3*

Webinar series in line with strategy and three goals

### *Tactic 4*

Tackling knowledge gaps to ensure a strong district

### *Tactic 5*

After consultation have a clear contest strategy for the year ahead.

## Timetable

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

### *Tactic 1*

Recruitment of Conference Director underway and hope to have someone in place before the end of November 2024.

### *Tactic 2*

The Corporate Training Lead has already delivered two training sessions with a third to be complete by end of August for the first round. Planning for the second round of training will commence immediately afterwards factoring in feedback received.

### *Tactic 3*

The webinar series has started with the program planned quarterly in advance. This includes webinars on pathways to help demystify any knowledge gaps and assumptions to help increase the level of education awards.

### *Tactic 4*

The Program Resource Analyst will help to identify knowledge gaps along with feedback from Area and Division Directors. Training will be designed around this, and will start in September 2024.

### *Tactic 5*

Consultation on Contests have started and will conclude in September.

## Additional Goals

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

### Goal

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

1. The District Leadership Committee will achieve a complete and valid report to help safeguard the continued success of District 91 by nominating the required number of candidates for elected positions
2. There will be awareness and focus on the role of Area Director to assist the next program team with a reduced number of vacancies before the start of the year (target therefore is 5 or less)
3. The District Alignment Committee will be fully supported by its members and the District Leadership team to conduct a full and proper consultation, which will be recorded to aid with transparency and the successful adoption of its report for program year 2025-26

### Situation Analysis

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

The requirement to find enough volunteers to cover the number of mandatory and stretch tasks required to maintain the District health and ensure growth continues to be a challenge. This is not unique to Toastmasters as many voluntary organisations in the country suffer from the same. It is therefore important to continue to seek out and champion the leaders of the future.

Last year's success on district metrics has helped to generate a momentum which the new team will look to carry on while ensuring that wellbeing is balanced alongside the numbers. It is not known yet what the impact of the decision to revert all speech contests to face to face only. It is hoped the direct impact on membership numbers will be minimised but this will need to be monitored.

### Strategy

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

As previously stated in this document the focus of this year centres around teamwork and transparency while doing all we can to ensure that the year is an enjoyable and fulfilling experience for all, which is to be role modelled by the District Leadership team.

As reflected on our budget allocation, we have decided to prioritise our face to face events and as such have maxed out on the tolerance allowed for travel. Club Growth is also attracting a larger budget proportion. Revenue growth was a direct consequence of membership growth and so it makes sense to reinvest this to continue the upward trend.

### *Tactic 1*

Agree 'planning backward' project plan for DLC milestones with DLC chair

### *Tactic 2*

Webinar and advertising around the Area Director role to encourage interested members to step up. To include the active encouragement of assistant area directors, especially in the second half of the program year

### *Tactic 3*

Agree 'backward planning' project plan for the DAC with the DAC chair - to include agreeing the mechanism to record

### *Tactic 4*

### *Tactic 5*

## Resources

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

We have an increased budget for the 2024-25 program year which will help support our face to face meeting approach and ongoing drive for growth.

In addition we are privileged in District 91 to have an available and engaged group of Past District Directors who have committed their ongoing support of the new team, and three of them have been appointed to key roles in the extended team for this year.

The Club Growth and Program quality teams have been able to recruit experienced past district officers to fill key roles, such as Club Mentor and Sponsor Lead and Club Coach Lead. The District will continue to engage with experienced and upcoming leaders to support activities in this program year.

## Assignments

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

Tactic 1 - District Director and District Leadership Committee

Tactic 2 - DLT and Webinar manager together with a selection of Division and Area Directors

Tactic 3 - District Director and District Alignment Chair

## Timetable

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

Tactic 1 - Approx end of October or November latest

Tactic 2 - Ongoing, with targeting activity planned for second half of program year

Tactic 3 - End of December 2024

# Annual Budget 2024-2025

## Introduction

Our overarching strategy for the program year is to focus around being TEAM 24-25. 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.

### TEAM 24-25 - Growing & Achieving Together

## Budget Narrative

District #: 91													
Budget Currency: GBP													
Fiscal Year: 2024-2025													
	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Membership Dues Allocation	1,222	3,479	30,026	6,216	2,045	1,345	1,682	5,385	27,915	5,500	2,255	3,883	90,953
Conference revenue	-	-	-	-	-	-	-	-	6,333	7,583	7,583	-	21,500
Fundraising revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Education and Training revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
District store revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Speech contest revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total revenue</b>	<b>1,222</b>	<b>3,479</b>	<b>30,026</b>	<b>6,216</b>	<b>2,045</b>	<b>1,345</b>	<b>1,682</b>	<b>5,385</b>	<b>34,249</b>	<b>13,084</b>	<b>9,838</b>	<b>3,883</b>	<b>112,453</b>
TI Allocation Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Conference expense	-	-	-	-	-	-	-	-	167	10,892	10,442	-	21,500
Fundraising expense	-	-	-	-	-	-	-	-	-	-	-	-	-
District store expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Marketing Outside Toastmasters expense	-	-	180	180	780	180	430	780	930	180	780	180	4,600
Recognition expense	243	243	1,443	803	303	303	1,303	1,303	2,002	2,112	6,039	453	16,552
Club Growth expense	-	112	112	1,770	1,670	308	414	514	774	1,974	2,514	1,514	11,677
Public Relations expense	-	2,006	-	-	208	150	208	750	208	-	-	-	3,529
Education & training expense	2,400	111	911	986	111	111	611	111	111	611	111	111	7,171
Speech contest expense	379	379	379	379	379	379	379	379	379	379	379	379	4,544
Administration expense	860	1,308	259	70	70	70	70	1,130	115	300	70	70	4,391
Food and Meals expense	2,708	1,040	1,137	-	200	375	1,005	450	1,005	-	-	-	7,920
Travel expense	4,215	1,129	3,039	598	943	848	748	2,428	1,735	2,428	2,488	598	21,202
Lodging expense	3,526	-	4,340	-	375	1,125	-	-	-	-	-	-	9,366
	14,330	6,329	11,801	4,787	5,339	2,925	5,163	7,840	7,865	19,696	23,053	3,305	112,453
District net income/(loss)	(13,108)	(2,849)	18,224	1,429	(3,294)	(1,579)	(3,481)	(2,456)	26,364	(6,612)	(13,214)	577	-

  

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.			
District Director		Date	
Program Quality Director		Date	
Club Growth Director		Date	
Finance Manager		Date	

  

Break even	Revenue	Expense	Net	Policy
Conference	21,500	21,500	0	Meets Policy
Fundraising	-	-	-	Meets Policy
District Store	-	-	-	Meets Policy
<b>Minimum Expense Type</b>		<b>Expense</b>	<b>%</b>	<b>Policy</b>
Marketing Outside Toastmasters		4,600	5.1%	5.0%
<b>Maximum Expense Type</b>		<b>Expense</b>	<b>%</b>	<b>Policy</b>
Education and Training		7,171	7.9%	15.0%
Marketing Outside Toastmasters		4,600	5.1%	10.0%
Club Growth		11,677	12.8%	15.0%
Public Relations		3,529	3.9%	10.0%
Recognition		16,552	18.2%	20.0%
Travel		21,202	23.3%	25.0%
Lodging		9,366	10.3%	15.0%
Food and Meals		7,920	8.7%	15.0%
Speech Contest		4,544	5.0%	5.0%
Administration		4,391	4.8%	10.0%
<b>Total Membership Dues</b>		<b>90,953</b>	<b>100.0%</b>	

## Budgeted Membership Revenue

We have established a goal to be 'distinguished or better this year'. This means a minimum of 9,334 payments. The success of the last program year demonstrates that the District is back to positive growth and that pandemic years are clearly behind us. While corporate club stability is an area that requires extra support we are confident about a strong pipeline, and have challenged each Division to establish a minimum of 3 new qualified leads across our District. Membership payments led by our Club Growth Director have three themes. 1. Back to basics, which includes a Golden Quarter 100%, 2. Bring a friend incentive, and 3. encourage club MOT's and club social media health checks. Incentives will be offered to encourage the Toastmaster membership campaigns of Smedley, Talk up Toastmasters and Beat The Clock, as well as Speechcraft Booster to encourage ongoing membership health of

clubs.

## Conference Net Income/(Loss)

With the decision of the Board of Directors of Toastmasters International to remove speech contest rule exceptions and return to face-to-face contests, we have not made a decision yet as to whether the District will continue to offer a hybrid element to the conference. The advantage of doing so is the opportunity to increase revenue but equally it often attracts a higher cost and the need to establish a high level of resources to manage the systems. At the time of writing the District does not have a conference director or indeed a venue for May 2025 but this is a top priority and the Program Quality Director is working on this. Last year the conference lost circa £1,200 and continues a pattern of loss which started in the 2022-23 program year. Increased event costs since the global pandemic and needing a conference of 2.5 days in length to fit in all the activities keeps costs high. For 2024-25 we are budgeting for a break even conference.

## Fundraising Net Income/(Loss)

At the current time there are no known fundraising events for the 2024-25 program year

## 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 2024-25 program year

## Marketing Outside of Toastmasters

We will continue to build on the audience reach established on social media such as LinkedIn and Facebook. It has been decided to maintain a relationship with the marketing agency PanPathic, who help to publish articles written by District 91 members into external publications with a view to increase membership. We have decided to reduce the previous spend with Panpathic to three targeted articles during the year at a cost of £600 each. Toastmasters International require us to spend a minimum of 5% (£4,600) in this category and as such the remaining budget not being used on the Panpathic contract will allow us to explore other marketing initiatives such as University outreach, Corporate Summit, presence in Industry forums or other mediums that are appropriate.

## Public Relations

We will continue to use social media with a continued focus on LinkedIn. The PRM will form a strong link to VPPRs at the club level to leverage the skills, talent and experience from the wider group. The PRM will also look to leverage his experience from being a PRM in another District which will help to enhance the efforts in D91. There is an allocation of PR awards for clubs to continue our desire to strongly recognise the individual components that will go into the success of the district.

## Club Growth

Since the very start of the program year we have established a club growth team with leads for club mentors and sponsors together with club coaches. We have invested a lot of money into the building of new clubs. Full details are included in our District success plan, and

includes a club builder incentive to encourage leads such as New Club Champion, Division Drive - 3 new clubs amongst others

## 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.

## Education and Training

The main focus is to bridge the gap with pathways enrolment and engagement to help with both retention and helping us achieve distinguished status or above. By focussing on the member journey and experience and to ensure that there is a standard level of excellence in the toastmaster journey.

What events are planned? In addition to incorporating Pathways into COT, there will be regular webinars to help bridge knowledge gaps.

What is being done differently or the same as last year? Reintroducing Speaker to Trainer, to ensure excellence in training and having more planned, focussed and regular webinars to help provide continuous training and guidance for our members.

## Speech contests

In accordance with the decision of the Board of Directors of Toastmasters International, all contests beyond the club level will be face to face only for the 2024-25 program year. We have allocated a budget to Division Directors for venue hire for contests and a travel budget for speech contests to support both Division and Area Directors. Standard awards viz District trophies will continue to be presented at the annual conference.

## Administration

The District pays for Zoom accounts for DLT meetings, training events and two accounts shared by Divisions. There are a number of other software subscriptions that are paid for to help run the district, this includes ILOVE PDF, Streamyard, and the email and website services which is a monthly charge. An allowance for postage has been made to allow the District Administration Manager to send materials where necessary. Other administration costs includes room hire for DOT, DEC and other district business meetings.

## Food and Meals

As explained, 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. Costs of such meals do not reach above circa £25 per person for a standard meeting. 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

## 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. We are limited by Toastmasters of a maximum budget for travel at 25% of our total budget. We are proposing a budget at the maximum level. Our 175 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 attract a high roundtrip mileage for district officers who need to travel to perform their roles. Area Directors are required to visit clubs twice a year, we have budgeted for Division Directors to attend one special event in their Division together with the DLT attending special events and the Club Growth Director supporting growth.

## Lodging

To support new District Leaders an early decision was made to offer a residential District Officer Training weekend at the end of June 2024. Not only was this to support the minimum target of training 85% of our officers but to ensure we could give Division and Area Directors the best start in terms of preparation for their role and the building of a network and connection as members step into roles for the first time. This weekend had a budget of circa £9,000 which included overnight stays for the majority of those that attended. Budget for lodging is also allocated for the Trio to stay at the District Leader Training and International Convention. There is also an allocation for the IPDD, discounted for achieving Presidents Distinguished in the last program year.

# Profit and Loss (Actual vs Budget Summary 2023-2024)

## District 91

### Profit & Loss (Actual vs. Budget Summary) (in GBP)

Reporting Book:  
As of Date:  
Cost Center:

ACCRUAL  
06/30/2024  
District 91

	Month Ending 6/30/2024			06/01/2024 Through 6/30/2024		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>District Revenue</b>						
	91,505.94	77,458.14	14,047.80	2,687.08	2,162.67	524.41
	20,609.77	34,650.00	(14,040.23)	0.00	0.00	0.00
	855.61	800.00	55.61	0.00	0.00	0.00
	1,069.68	1,400.00	(330.32)	0.00	0.00	0.00
	156.98	0.00	156.98	0.00	0.00	0.00
	<b>114,197.98</b>	<b>114,308.14</b>	<b>-110.16</b>	<b>2,687.08</b>	<b>2,162.67</b>	<b>524.41</b>
<b>District Expenses</b>						
	26,457.52	30,445.00	(3,987.48)	14,369.07	0.00	14,369.07
	0.00	800.00	(800.00)	0.00	0.00	0.00
	200.99	0.00	200.99	0.00	0.00	0.00
	11,552.65	10,395.00	1,157.65	3,570.44	2,032.50	1,537.94
	4,367.63	9,005.00	(4,637.37)	2,561.35	3,565.00	(1,003.65)
	4,219.17	5,380.00	(1,160.83)	0.00	0.00	0.00
	3,111.83	5,611.24	(2,499.41)	0.00	224.30	(224.30)
	10,054.19	8,600.00	1,454.19	4,977.00	650.00	4,327.00
	2,013.36	3,345.00	(1,331.64)	0.00	0.00	0.00
	2,265.94	4,554.00	(2,288.06)	397.69	23.50	374.19
	3,696.14	5,650.00	(1,953.86)	69.27	692.50	(623.23)
	10,231.38	15,650.00	(5,418.62)	1,308.22	1,690.00	(381.78)
	6,894.73	12,075.00	(5,180.27)	88.11	0.00	88.11
	1,425.83	0.00	1,425.83	166.39	0.00	166.39
	3,555.50	3,520.80	34.70	293.87	293.40	0.47
	<b>90,046.86</b>	<b>115,031.04</b>	<b>(24,984.18)</b>	<b>27,801.41</b>	<b>9,171.20</b>	<b>18,630.21</b>
	<b>24,151.12</b>	<b>-722.90</b>	<b>24,874.02</b>	<b>-25,114.33</b>	<b>-7,008.53</b>	<b>-18,105.80</b>

# Audit Report for year 2023 - 2024

<b>TOASTMASTERS INTERNATIONAL</b>	<b>TOASTMASTERS INTERNATIONAL</b> Certification for <b>30-Jun</b> <b>2023-2024</b>	<b>DISTRICT</b> <span style="border: 1px solid black; padding: 2px;">91</span>
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**INSTRUCTIONS:**

- Complete all sections on the Narrative tab.
- Fill in the white cells below with the appropriate information and print out this page.
- Obtain related signature below. **Typed signatures are not acceptable.**
- 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.
- Quarter reports due to World Headquarters:**
  - \* September Report: **November 30**
  - \* December (Audit) Report: **February 15**
  - \* March Report: **April 30**
  - \* June (Audit) Report: **August 31**
- Submit approved narratives and certification page to World Headquarters by email or fax:
  - \* Scan and email the PDF to **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	<b>GBP</b>
Monthly Net Income/(Loss)	(25,114.33)
Year to Date Net Income/(Loss)	24,151.12
Total Available Funds	58,201.08

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 2023-2024 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 2023-2024 term.

Dated this 26 day of August 2024

*Diane Richardson*

SIGNED VIA ILOVEPDF

District Director (for the year audited)

*Val Slavina*

SIGNED VIA ILOVEPDF

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 2023-2024 term in accordance with the Audit Committee Guidelines\* and believe that this report properly reflects the operation for that term.

Dated this 28/08/2024

*Heidi Pasock*

SIGNED VIA ILOVEPDF

Chairman

*Mike Bukhows*

SIGNED VIA ILOVEPDF

Member

*Sarah Brisley*

SIGNED VIA ILOVEPDF

Member

\* Audit Committee Guidelines are available at the District Finance Corner: [www.toastmasters.org/AuditGuide](http://www.toastmasters.org/AuditGuide)

**NOTE:** Audit committee members cannot be members of the district executive committee (e.g., district director, program quality director, club growth director, immediate past district director, secretary, finance manager; public relations officer, division directors, area directors).

*DR*

*VS*

*HP*

*MB*

*SB*

# District Leadership Team Reports

## Public Relations Manager: Allen Paul, DTM

As your Public Relations Manager, I'm eager to enhance our visibility and community engagement this year. Toastmasters thrives on personal connections rather than traditional advertising. We'll leverage these relationships and our digital tools to amplify our impact.

Our Approach:

- Community-based promotion: Encouraging members to share their Toastmasters experiences, especially outside Toastmasters and in their circles, which naturally attracts interest.
- Digital Engagement: Using social media and digital channels to highlight our stories and successes, making it easy for our members to spread the word within their networks.
- PR Awards: Introducing awards to recognize outstanding PR efforts.

Keep up with all our activities and share your own stories by following us on our social media platforms and visiting our district website.

Your involvement is vital. Whether sharing your journey, participating in our workshops and activities, or aiming for a PR Award, your efforts help us grow. Let's work together to make this year outstanding.

Let's make this a transformative year for District 91!

Allen Paul, DTM  
Public Relations Manager

## Club Growth Director: Seema Menon, DTM

### District 91: Leading with Purpose and Connection in 2024-25

As we begin the 2024-25 Toastmasters year, District 91 is positioned to advance with a clear sense of purpose. Our achievements last year, achieving President's Distinguished status has set the momentum. This year, we aim to continue with renewed focus on growth and retention. Our goal is not just to increase numbers but to ensure that behind every number is a member who feels valued, supported, and empowered to grow as a communicator and leader.

### 2024-25 Focus Areas: Growth & Retention through Member Engagement

This year, our strategy prioritizes not just expanding our district but creating thriving, engaged clubs that members are proud to be part of. Some of our goals include:

- 9,932 membership payments: Achieving an 8% growth and striving for excellence with Smedley Distinguished status.
- Hero Goal: 5,000 unique members: Moving from 4,104 unique members to 5,000, focusing on net growth at the club level, with each club aiming to add five new members.

- 15 new clubs: We are targeting the launch of 15 new clubs, spanning corporate, government, university, and community sectors

To accomplish these goals, we recognize that we may have to merge a few struggling clubs, encourage stronger clubs to share their best practices and collaborate with struggling ones in their area in line with the “together we rise” mantra. Despite that we may have to fold some clubs too. We all know that the key to success lies in member engagement and retention. When members feel connected to their club and their personal growth, they stay longer and contribute more fully.

### Momentum So Far: Early Wins and Member-Centric Initiatives

We are thrilled to share some early successes that reflect the district’s energy and commitment to member happiness and growth:

- Two new clubs launched: We’ve welcomed LSEG London Toastmasters and Arthur J Gallagher London Toastmasters in Division C. Each new club is a new community where leaders can grow and voices can thrive.
- 8 clubs in Pre-charter stage, 30 current leads at various stages of progress and with more leads expected from Divisions by mid-September: we have a decent pipeline.

All this wouldn’t be possible without the support of the Club Growth extended teams. Sean and his mentor team are actively supporting new clubs setting them up for success, Nick and his team are creating a strong collaborative environment for corporate clubs to ensure they thrive, Hephzibah and her team are working with educational institutions to bring young voices into Toastmasters, Emmanuel and his team are promoting Speechcraft as a tool for member growth. But growth isn’t just about new clubs—**retention** is equally important. Ga Lok’s coaching team is helping struggling clubs rebuild by fostering environments that prioritize member satisfaction and engagement.

### Incentives That Foster Growth and Strengthen Clubs

To support our District's growth and retention goals, we’ve developed a range of creative incentives designed to motivate clubs while keeping member happiness at the heart of our efforts. These incentives recognize the importance of both renewing existing members and welcoming new ones, focusing on areas such as Golden Quarter 100% membership renewal, Bring a friend and New Club Champion member referrals, and back to basics membership building initiatives.

Our goal with these initiatives is simple: to ensure that every club is not just growing, but thriving, supported by active members who feel proud to belong and engage.

### Looking Ahead: A Year of Purposeful Growth and Connection

As we move forward into 2024-25, our mission is clear: Grow with purpose, retain with care, and prioritize the growth of every member. Thank you to every member, every club, and every leader for your passion, your dedication, and your unwavering commitment to **District 91’s success**.

Seema Menon, DTM  
Club Growth Director

## Program Quality Director: Debbie Williams, DTM

### Program Quality Director's Report

As we mark two months into this Toastmasters year, it's an opportune moment to reflect on our progress and look forward to the journey ahead. Our district is steadfast in its commitment to empowering members and enabling clubs to reach their full potential. The challenges we've encountered and the goals we've set are integral to our collective growth, and I am eager to share the path forward with you.

### Reflections and Learning from Last Year

Congratulations to District 91 for achieving Smedley Distinguished status, with 102 clubs (60.36%) reaching Distinguished or higher—a clear testament to the dedication and hard work of our members. However, we also faced a significant challenge: 54 clubs, primarily corporate, submitted few or no educational awards. This underscores the critical need to engage our members by focusing on their individual goals and achievements. It also highlights the importance of implementing best practices, particularly ensuring that educational awards are promptly submitted upon completion.

### The Importance of Knowledge Sharing

One of the key areas for improvement identified last year is the need for better knowledge sharing within clubs. All too often, Club Success Plans are not communicated to the broader membership, leadership opportunities are overlooked, and club officers miss essential training. These gaps contribute to reduced engagement with both the educational program and the District. By fostering a culture of knowledge sharing, we can significantly enhance club performance and member participation.

### Vision for the Year Ahead

Our district's vision for the year focuses on enhancing member and club performance through two primary goals:

1. **Educational Achievements:** We aim for each member to achieve at least one educational award this year.
2. **Pathways Enrolment:** We strive for full Pathways enrolment across all clubs.

### Training Initiatives

District Officer Training for Division and Area Directors took place in Reading in June, with a follow-up session held in August. I am pleased to report that 95% of our District Officers have been trained, with excellent feedback received from participants. I extend my heartfelt thanks to everyone who supported these sessions.

The first round of Club Officer Training, which runs from June to August, has been highly successful. As of August 25th, 570 club officers have been trained, with additional sessions scheduled through till the end of August. These numbers are very encouraging, and I thank everyone who has supported and attended these events.

In July, we held a series of one-hour lunchtime COT sessions specifically for our Corporate Club officers, offering DCP credit to those who attended a minimum of three sessions. I want

to express my gratitude to everyone involved, including our presenters, zoom masters and especially our District Corporate Training Lead Jill Segal, DTM, and Assistant District Corporate Training Lead Andrew Bennett, DTM for organising these sessions.

### **Weekly Webinar Series**

To further support our training efforts, I'm pleased to announce that the District's weekly webinar series has resumed. These sessions, held on Sundays at 5pm, provide an excellent supplement to our formal training programs. A big thank you to our Webinar Manager, Edeje Onwude, for her dedication and hard work in organising these valuable sessions, and a big thank you to all our presenters and supporters. All sessions available are displayed in the District calendar.

### **Contests**

In January 2024 the Toastmasters International Board of Directors announced that all contests from the Area Level must be held in person only, removing the previous exceptions to allow a remote option, which has been in place since the COVID-19 pandemic.

Club contests can be held in any format (e.g. online, hybrid, in-person). This decision only affects contests from Area level upwards.

While insisting that all contests must be in person, they have given the option to run an online speech contest, which can run all the way to the District level. However, the board did not increase the number of contests available, meaning that we can still only run a total of 4 English speaking contests.

A consultation process started on 16<sup>th</sup> July where Area Directors were asked to consult their clubs for feedback on whether we keep the same contests or remove the Humorous Speech contest to accommodate an online contest.

The District Executive Committee (consisting of the District Leadership Team, Division and Area Directors) will be making a decision regarding the contests that will run during this program year on 1st September 2024, which will take into consideration the feedback received during the consultation. We will then write to all clubs shortly after this date.

### **Conference Update**

We are currently seeking a dynamic leader to serve as our Conference Director for the upcoming District 91 conference, scheduled for May 2-4, 2025. This is a fantastic opportunity to contribute to a pivotal event in our district's calendar. If you are interested or would like to learn more, please reach out to discuss further.

### **Looking Ahead**

As we continue through this Toastmasters year, let's remain focused on our shared goals and remember the importance of supporting one another. By committing to educational achievements and ensuring full engagement with Pathways, we can look forward to a year of remarkable accomplishments.

Thank you for your unwavering dedication. Together, we will make this year both successful and impactful.

## Immediate Past District Director: Diane Richardson

### IPDD Report - Celebrating District Success at the Centenary Convention



It is great to report that thanks to the hard work of last year's DLT team, Division and Area Directors and especially the clubs, we became a President's Distinguished District for the first time in eight years. We did this by growing both the number of clubs and membership payments by 5% and having once again over a 100 clubs reach Distinguished or higher status.

At the Hall of Fame event held during the Toastmasters International convention is worth attending in its own right and this year was no exception. For many it is the event of the year and for others only the opening ceremony and parade of flags surpasses it. It is one of the many highlights of the convention.

The atmosphere was electric, the energy was off the scale and the volume was turned up to 11 no 15! As Immediate Past District Director (IPDD) I had the pleasure to attend and collect the recognition plaques and certificates as we became a President's Distinguished District last year.

With around 1,500 members in a huge room all cheering each District's success, the party atmosphere had already kicked in by the time it was District 91 turn to receive its awards. I stood on the side of the stage waiting for our cue to walk on with Steve and Mo from last year's trio in close attendance, followed by Debbie and Seema who are in this year's trio and about 20 other D91 members including three Past District Directors who made the long journey to Anaheim, California to celebrate the Centenary Anniversary of Toastmasters International.

I am delighted that both Steve and Mo also were able to receive awards for Program Quality and Club Growth respectively for their achievements last year.

After the awards are made everyone takes photos and celebrities long into the night. It is most definitely I night I will remember for a long time. I'll also remember that whilst I, Steve and Mo were honoured with the awards, we could not have achieved what we did without the support and devotion on the other District Leadership Team members, Val, Janet, Nikita, Susan, Aayushi, the Division and Area Directors, club officers and members who contributed by either leading their division, area or club and members completing pathway levels.

I would like to thank you all for your support in the 2023/24 Toastmasters International program year.

*Photo credits: Maud Nale, used with permission, Diane and members of D91 receiving a Presidents Distinguished Plaque from Morag Matterson DTM, International President 2023/24*

Diane Richardson  
Immediate Past District Director

## District Director: Steve Vear, MBE, DTM

For 100 years Toastmasters International has been responsible for changing lives of many members across the globe. Whether it is by helping them overcome a fear or public speaking, providing unique leadership opportunities or indeed just providing a new network of friends and community, there is no denying we belong to a special organisation. It is with that backdrop that I am pleased to provide my first Council report as District Director.

The District Council, made up of the District Leadership team, Division and Area Directors, together with the Club Presidents and Vice Presidents of Education, is a key element in the governance of our District and while I am only too aware that for some club officers, they had no idea that their role also includes an important responsibility as Council members – to each and every one of you, thank you for your service and for helping us to help you.

Since June of this year, the District Leadership team and District officers have been busy being trained, conducting handovers and building important relationships, giving us a platform to spring from which is so very exciting to see.

When I was elected at the Bristol conference I made it clear that we must work hard to bring all elements of our District together once again and should focus on the power that Team 24/25 as a collective can bring to our members of today and our members of the future and I am determined that we shall 'Grow and Achieve together'.

At the conference I set my stall out to you as to the pillars of the strategy for our District leaders and officers.

1. We will be a District Leadership team that inspires the next generation of leaders – role modelling in all we do. Celebrating and supporting each other and being ambassadors of the organisation's core values of integrity, respect, service and excellence
2. We will inspire our District officers to strive for excellence – our Division and Area Directors together with our District leads are a talented and well-motivated group of people. We must ensure that we support them so that we can all deliver for our members.
3. We will be Distinguished, or better, by protecting and prioritising our core activity. In order to achieve the International District mission of 'building new clubs and supporting all clubs in achieving excellence' we must ensure that our time and resources are allocated to the most important activities and those which will help us grow and support our clubs to maintain and improve excellence. If we try and 'boil' the ocean we will lose focus on our core and I would be failing in my responsibility to protect and champion the wellbeing of our District team. We must always remember that behind every number is a member like you.

4. We will inspire our members to 'go beyond the agenda' – going beyond the club to take on roles outside the club is still important for some of our number, but just imagine the strength in clubs we would have if every member without exception did something for your club rather than just taking a role on your agenda. Most of course do, for the others – lets inspire them to join us!

The main objective of this District Council meeting of course is to approve the District Success Plan and the accompanying Budget. Our financial strategy looks to protect our core activities, with a particular emphasis on club growth, face to face events to maximise effectiveness and a good balance of incentives for our clubs while also trying one or two new ideas to keep us moving forward.

To every single member of the District Leadership team, thank you for the many hours of blood sweat and tears that you have put in to help form our strategy and budget, which I am certain will tell a strong story and will gain your support in the meeting. Thank you also to the Division and Area Directors who have taken to their roles with such excitement and drive – you really do make me proud.

Finally, I would like to leave you with an important reminder and a reflection having spent two decades in a variety of volunteering roles. When we accept voluntary responsibility, whether it is serving the crown, saving lives or helping people to become World Champions of Public Speaking, it is incumbent upon us to:

- Accept our responsibility and do the best we can, being careful to execute on the tasks that we don't enjoy as well as the ones we do
- Remember that volunteering does not pay our bills or keep a roof over our head and does not directly protect our families – so if we find ourselves not being able to commit we must ask for help or step down – and we must always prioritise our well being.
- Uphold the values of our organisation and in times of conflict and upset, keep things in perspective and remember for most people we have never done the roles we are currently doing before.

While I hope that we achieve well against our goals – we would have failed if by doing so we leave people behind or leave our members or District teams regretting the time and efforts we put in. With your help I look forward to creating a year that we can all be proud of.

Team 24/25 is a place for all – and by being a team we will Grow and Achieve together.

Steve Vear MBE DTM  
District Director 2024-25

## Division Directors' Reports

### Division A

Division Director: Mike Burrows, DTM

Area Directors:      A1      Yogi Paranjpe  
                                 A17      Pallavi Pawar  
                                 A19      Bev Hepting

A42 Rob Dewing  
A46 Kate Jones, DTM  
A62 Serena Salvatore

## Highlights

Club Officer Training sessions provided in all six Areas, though sadly several clubs have no reported Officers trained

Division Contests/Conference Dates determined; some Area contest dates known.

Membership growth of 4.6% so far.

## Commentary

At the time of writing, four clubs are showing no officers trained, not good as there are no more opportunities to attend training. Fifteen Clubs (out of 24) have achieved 4 or more officers trained. Hopefully the Last Chance Training session resulted in more Division A Officers having been trained.

Area Directors have begun their Club Visits; eight out of twenty-four clubs have had Area Director reports submitted to Toastmasters International. Plenty of time for the remaining visits to take place.

Hamwic is streaking ahead in achieving DCP goals, having achieved four goals already. Microsoft Speakers and Bristol Central Speakers have achieved two goals each and a total of six clubs have achieved one goal each.

## Challenges

One of the clubs in the Division had not submitted their club officers to HQ which caused several issues with system access. The Area Director has been unable to arrange a visit so far because of cancelled meetings owing to low member numbers. This is being monitored and support is being provided where required.

Clubs with low members are Reading Verizon (15), Ferndown (15) and Chaseside (12). I suggest that we persuade them to run an Open House event to try and attract more potential members – or an equivalent event for the two corporate clubs.

Mike Burrows, DTM  
Division A Director

## Division B

Division Director: Lynne Cantor Gayer, DTM

Area Directors: B6 Casper Willcock

B8 Sabeer Peerbaccus  
B9 Mary-Anne Ledger  
B18 Krystyna Zarzycka  
B52 Urszula Kaczorowska

Division B started off the new Toastmasters years with 25 clubs then three were added at the end of July due to late Area re-alignment. It is now the largest division with five Areas, 28 clubs and 884 members. This includes seven corporates and a mix of in person, online and hybrid clubs.

I am pleased to say we started the year with a full team; a Division Director, an Assistant Division Director and five Area Directors. The team holds monthly council meetings alternating between online and in person, with meeting notes and actions distributed. There are one to one follow up calls as required. The team are fully engaged and have been in touch with all 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 so far over 100 have attended.

Well done to the first five clubs to have all seven Officers trained; *Excalibur, London Olympians, LSBU, Polish your Polish and Sustainable Speakers.*

There have been an additional 47 members across the division in the past two months and notably *London Toastmasters* have increased by 17 new members and three clubs now have over 50. At the other end of the scale ten clubs have less than 25 members and these will be encouraged to run an open house, Speechcraft and /or bring a friend to ensure they remain at 20 or above at renewal time in September. Two of these clubs have eight and 11 members respectively and are in the danger zone, though both sets of officers are working really hard to keep them afloat.

Another area of concern is >20% of members are not on Pathways which needs to be addressed. Newly chartered clubs in particular need support on this which we will arrange. Those members who are on Pathways have already started to submit their awards which is encouraging to see and clubs have started towards achieving Distinguished status.

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 in to their new leadership roles. There is lots to look forward to in the coming months, especially with contest season starting in September.

Lynne Cantor Gayer, DTM  
Division B Director

## Division C

Division Director: Olga Galaiko

Division C has 21 clubs located in the City and Central London, 9 community and 12 corporate clubs. All clubs are in good standing.

The Division leadership team was established prior to the start of this Toastmasters year. Four very enthusiastic and highly motivated Area Directors were appointed:

- Area C2 - Sergey Kornev, London Athenians.
- Area C5 - Arek Dudek, Polish Your Polish, St Pauls Speakers.
- Area C34 - Ivone Sima, Bloomberg London Toastmasters.
- Area C58 - Richard Jones, Central London Toastmasters.

Through Area Directors we have strong ties with Divisions B and K this year. Teamwork is key for success in Division C.

Statistics:

- 470 members in total
- 22 - average number of members in a club
- 59% (12 clubs) have 20 or more members
- 23% (5 clubs) have between 13 and 19 members
- 18% (4 clubs) have 12 or less members (eligible for a club coach)

Division Goals

Our vision is to be a Distinguished Division or better. We identified strengths, weaknesses, opportunities and risks and planned our actions in two aspects: (1) finishing the year with a required number of Distinguished clubs and (2) having no net club loss.

1) Eight or more Distinguished clubs

Seven clubs were Distinguished or better in 2023/24. They provide a good foundation for the Division:

- Area C2 - Bloomsbury Speakers.
- Area C5 - St Pauls Speakers, Bloomberg London Toastmasters.
- Area C34 - Lloyds Banking Group Toastmasters.
- Area C58 - City Women Speakers, Bayes Toastmasters, 1st London Toastmasters.

GS London Toastmasters, City Limits Speakers and FTI Consulting UK have high chances to be Distinguished or better, too. In fact, every club in Division C has potential to be Distinguished!

2) No net club loss

Risks

Initially we had difficulties in establishing contact with some corporate clubs, but through persistent effort undertaken by Area Directors, by mid August all clubs showed signs of life and willingness to cooperate.

The following clubs are at risk because of low membership:

- Area C34 - Connected Speakers London.

- Area C34 - Bank Speakers - we offered a Club Coach, but the future of the club is not defined, despite the club being engaged.
- Area C58 - Honourable Artillery Company Orators - a very small core is active, but they seem very engaged and passionate for the club.
- Area C58 - Speakers Corner.

We work closely with the struggling clubs and the District to appoint coaches and provide further support in running membership campaigns.

Mentors are appointed for the newly chartered clubs, however, some challenges are expected as companies have different culture and level of engagement.

### Opportunities

We welcomed a new club this year, LSEG London Toastmasters which chartered in August.

We expect at least one more club to be chartered as our Area Directors helped them with the Demo meeting earlier this year.

### Training

We provided a good variety of training and networking opportunities to club officers in our Division and beyond. Area C5 organised a joint Club Officer Training with Areas B52 and B18 on 11th July (online), Area C2 combined efforts with B9 for the in-person training on 10th August, and Areas C34 and C58 had their online training on 22nd August.

8 clubs have four or more club officers trained, that is 45 officers to-date. We expect this number to increase after the second series of Corporate COT and Last Chance COT which are still happening in the last week of August.

Members, current and past leaders of Division C clubs are actively participating in these training as leads, trainers and facilitators.

### Education

Eleven educational awards have already been submitted by the clubs in the Division. Our educational champion is City Limits club which is responsible for half of the achievements so far.

71% of members in the Division are Pathways enrolled. The target is to increase this to 85%.

### Membership

The Division started with 434 members and increased to 470 members. We expect a decline after September renewals due to the natural cycles, but we have set a great foundation in the beginning of the year.

Special mention goes to the 1st London Toastmasters, Bloomberg London Toastmasters, FTI Consulting UK and Toastmasters at Linklaters for having 30+ members. 1st London Toastmasters is also a champion in growth as they have already signed up 3 members.

Division C is loaded with corporate clubs whose common challenge is lack of engagement and motivation. We plan to mitigate this by involving more clubs and their members in COTs

and District events, by regular dialogue and club visits conducted by Area Directors and Division Director, ad-hoc training on Pathways and membership growth techniques.

Olga Galaiko  
Division C Director

## Division D

Division Director: Deborah Stevens

Area Directors:       D14 - Milica Bennett  
                              D21 - Keith Mons  
                              D29 - Vacant  
                              D53 - Smita Narayan, DTM

Division D started the year with 19 clubs across four areas. We lost two clubs last year and one of our clubs moved area due to a change to their meeting location. We have three area directors in place with one vacant post which we would like to fill and are looking for people who may be interested to put themselves forward.

We ran two division wide Club Officers Training sessions on 24th July and 3rd August which were well attended by executive members from across Division D and the District. My thanks to the Area Director team for organising these and 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 will be shared shortly. We are looking forward to getting everyone together for the contests.

D14 update from Milica

Area Visits: Scheduled for September-October

Club officer training: 22 officers trained in five clubs, four out of the five clubs achieved a minimum of four officers trained

Distinguished Club Program: Camberley Speakers have already achieved a number of Educational goals; an amazing achievement. They also trained six club officers in the first training period.

In other clubs, members are actively pursuing their educational and membership goals. The clubs in D14 have been holding a series of summer socials which I have enjoyed attending!

D21 update from Keith

Area Director visits will be scheduled over the next few months before the deadline at end of November.

Four of the six clubs in the area have at least four officers trained at the time of writing and all clubs have started looking at how to achieve their education points as part of the Distinguished Club Programme.

D29 update from Deborah (covering vacant post)

The Area Director visits for D29 will take place in September and October and I am looking forward to getting out and meeting the clubs in the area.

Shout out to Riverside Communicators who got all 7 officers trained in this round of Club Officer Training.

Sky Osterley is a pre-charter club in D29 and the team have been working with club sponsors and the Club Growth Director to charter the club, which will hopefully happen in the next few months.

D53 update from Smita

Area Director has completed all four club visits and each club is performing well with membership ranging from 21 to 37 members. Most of Executive committee been trained and renewals underway. All club contests and area contests scheduled and focus on existing clubs is to renew as well as add new members and progress on educational goals.

One new club will be chartered by early November 2024 if not earlier and another March 2025.

Deborah Stevens  
Division D Director

## Division H

Division Director: Pearl Cadogan

Area Directors:	H15	Jatinder Randhawa
	H32	Lucinda Brooks
	H35	Juli Chapman
	H37	Monica Dragnescu
	H55	Sam Lloyd

(Report to follow)

## Division J

Division Director: Helyn Ashford

Area Directors:	J4	Alistair Marston
	J7	Clare Lawrence
	J10	Alex Cardoza
	J11	Alison Morris, DTM
	J22	Andrew Graner

Goals in a nutshell:

- For all clubs to reach distinguished level or above
- For Red Dragon Toastmasters club to charter
- To help the struggling clubs in the division by providing support and guidance
- To get at least 4/7 officers trained in each club
- To change people's perceptions of district officers and what we can provide the clubs
- To have fun!!

We are most definitely JOY Division. I really try to promote fun and laughter in everything we do. What's the point in doing it if we aren't enjoying ourselves?! Life is serious enough. Let's take the opportunities thrown at us, enjoy them and pass on that smile on our faces to others along the way.

Division J has always done well and has high interaction within the clubs and the wider areas and division. We are like a family. We may have differences in opinions sometimes but we admire each other and work together as a team. This year I have a great team of ADs providing support for the clubs, and myself. They have tremendous experience between them and share ideas to really support each other. I am such a lucky Div Director to have such a beautiful team!

Together we are working hard to support our members, creating a safe and comfortable environment in which they feel empowered to grow. This year we are providing lots of in person events including contests and social events to get members talking. Online we have workshops, training events and webinars to help all members.

If we support and help each other those goals will naturally be achieved. Let's raise our glasses or cups together to really celebrate every individual. Lets 'Toast' to an amazing Toastmasters year!!

Helyn Ashford  
Division J Director.

## Division K

Division Director: Sabrina Aici

Area Directors:	K3	Harshit Agrawal
	K12	Vacant
	K13	Vacant
	K31	Vacant

(Report to follow)

## Division L

Division Director: Sushil Shah

Area Directors

- Area L16 – Elena Bella
- Area L47 – Nida Khawar
- Area L61 – Joana Colaso
- Area L56 – Vacant

Division L spans from Northwest London to Watford and includes 22 clubs across four Areas (L16, L47, L56, L61). Of these, 15 clubs have 20 or more members. The year began with only two Area Directors (L56 and L47) in place, with one more (L61) joining later. Despite this, the Area Directors (ADs) have quickly established a bi-weekly collaboration cadence.

The ADs conducted a division-wide Club Officer Training (COT) that trained 45 Club Officers and achieved an average Customer Satisfaction (CSAT) score of 4.7 out of 5. To date, three clubs (Harrovians, PMI, and Winchmore Hill) have trained all seven officers. Overall, nine out

of 22 clubs have trained a minimum of four club officers, with most clubs on track to meet the required milestones. However, despite repeated efforts by the ADs and Division Director (DD), two clubs (Angel Speakers in L47 and Dr. Martens in L56) have not registered committee members and are not communicating.

68% of the clubs started the year with membership at or above the required 20 members, and eight clubs have more than 25 members. The remaining clubs are facing challenges in increasing membership and are focusing on maintaining their numbers through early renewals in September. District incentives, such as the Golden Quarter 100% incentives, are proving to be valuable tools. For example, Harrovians have already begun offering a two-month discount to members who renew their full year's membership before September 15th. The ADs are working with other clubs to implement similar offers to incentivize renewals.

Three clubs (Tjxpression in L61, Tottenham in L56, and Woodford Green in L56) are eligible for club coaches, with one (Woodford Green) already assigned a coach. This club has scheduled an Open House on September 10th to increase visibility and membership strength. In the absence of an AD, the DD is working with the District Club Growth officer to assign a coach for the Tottenham Speakers Club.

The ADs have already scheduled their autumn Area Contests (L16, L47, L61), with the Division Contest set for November 15th. As of this report, a District Executive Committee (DEC) vote is scheduled for September 1st to decide the format of one of the Autumn contests. Based on feedback from the ADs and clubs within the division, no changes in contest format are anticipated.

Division L aims to achieve at least Distinguished status this year, with a plan focused on having at least eight clubs reach Distinguished status. Each club is expected to earn at least five DCP points, and the division has already achieved 11 DCP goals. London Communicator (L47) leads the way with four goals.

There are also opportunities to add new clubs to the division throughout the year. One such opportunity is actively being pursued for a community club in the Uxbridge/Hillingdon area, as there is currently no club between Harrow and Beaconsfield. Another opportunity under assessment is the formation of a bilingual club, considering the area's demographics.

A key challenge remains the engagement of all clubs in the training and DCP process, particularly with the continued absence of an AD in L56. The Division Director is currently doubling up on this role to support the clubs in this area and will seek additional guidance and assistance from district officers.

The Division L, with its one-team approach, is on track to make a substantive contribution to the District goals as outlined in the District Success Plan.

Sushil Shah  
Division L Director