

# PSA UK&I 2030 Board Strategic Plan

...taking us to 2030 and beyond

The Professional Speaking Association,  
United Kingdom and Ireland

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## Executive Summary

The PSA 2030 Strategic Plan is a result of the board's dedicated efforts over the past six months, built on the groundwork laid down by previous boards, and with input from the recent member survey, we have adopted a "you said, we did" approach. We are laying down our vision for the association to 2030 and beyond.

### THE AIMS

The strategic plan aims to strengthen The Professional Speaking Association UK&I's (the PSA) position as **the** leading organisation for Professional Speakers while fostering a diverse, inclusive, safe, and professional community. Key actions focus on improving member experience and engagement, enhancing our value proposition, and expanding our reach to a broader demographic. The plan is divided into short-term (1-2 years), medium-term (2-5 years), and long-term (5-10 years) objectives, with implementation priorities set for each phase.

### SHORT-TERM

In the short term, the focus is on developing a comprehensive marketing strategy, improving member experience in all our interactions, online and at events, creating a speaker directory, establishing a base level of membership, assessing fee structures, and enhancing member retention.

### MEDIUM-TERM

The medium-term objectives involve targeting large corporations and companies, supporting members in securing speaking engagements, developing a professional development learning and mentoring programme, reviewing the brand and target market, and enhancing the benefits membership.

### LONG-TERM

Our long-term objectives include becoming the first choice for event organisers seeking top-class speakers and further building the association's reputation as the industry standard, showcasing our quality marque. We aspire to influence policy and market conditions to enhance the professional speaking industry, becoming a sought-after trade association for consultations by media, local and national government. By strengthening our external reputation, we aim to establish the PSA as a key player in shaping the future of the speaking industry. Additionally, we plan to employ more permanent staff to support the association's growth and develop a youth-focused section to nurture the next generation of speakers.

### AREAS OF FOCUS

Key implementation areas of focus include Membership Development, Marketing and Communications, PSA Foundation, Learning and Development, Member Benefits and Value Proposition, Structure and Regions, Events, External Stakeholders, Financial and Budgeting, and DEI Considerations.

## TRACKING PROGRESS

The Trello project management tool will be used alongside agreed KPIs, budgets, and objectives to track progress on the strategic plan. Regular updates, exception reports, risks, opportunities, and metrics will be monitored and reported to the board.

## Background and Introduction

Who are we? The PSA is a membership organisation for professional speakers across the United Kingdom and Ireland. Established in 1999, the association has since expanded to include 12 regions throughout the UK and Ireland, each led by a Regional President serving a one-year tenure. As a proud member of the Global Speaking Federation, we are able to connect our members to a worldwide network of professional speakers and resources.

The PSA pursues several key aims and objectives:

- Advocate for and champion the interests of professional speakers throughout the UK and Ireland, ensuring their voices are heard and respected.
- Foster a collaborative environment where members can exchange knowledge and best practices and learn from each other's experiences.
- Deliver valuable professional development opportunities for members, encompassing training sessions, networking events, and other skill-enhancing experiences.
- Promote the significance of professional speaking to businesses and organisations, aiding our members in expanding their careers and elevating the overall industry standard.

To accommodate the diverse needs and aspirations of our members, the PSA offers three distinct membership tiers:

- **Associate Members:** These individuals are considering a career in professional speaking or work for an employer where professional speaking is a significant part of their role. This tier provides valuable resources and support for those just beginning their journey in the speaking industry.
- **Professional Members:** Catering to people who utilise speaking to promote their businesses or are being paid to speak, this tier offers opportunities and resources to help elevate their speaking careers to the next level.
- **Fellows:** Professional Members who meet specific criteria related to their speaking business and commitment to the PSA may be invited to become Fellows of the association. This prestigious tier recognises their expertise and dedication to the speaking profession. Fellows are distinguished professional speakers with a proven track record of delivering high-quality presentations and engagements.

All members are dedicated to upholding the organisation's core values and principles, including ethical conduct, professionalism, and a commitment to continuous learning and development.

## THE BOARD

The governance of the PSA is overseen by a Board of Directors, which includes a National President, Membership Director, Foundation Director, Marketing Director, Director of Regions, Finance Director, ED&I Director, and a Chair of the Board. In addition, the PSA engages the services of an Operations Team that manages events, technology platforms and its day-to-day business.

Directors are appointed for three-year terms, with the National President serving a single year. Each director can serve up to six years on the board, ensuring a steady rotation of fresh perspectives and expertise. Board roles are open to all association members, regardless of membership tier.

## PSA FOUNDATION

The PSA has a foundation to support our members in times of hardship. The PSA Foundation is a unique and growing fund that offers mentoring, support and financial assistance to Fellows, Professional Members, and Associates.

With the challenges posed by lockdowns, the closure of the events industry, and the pressing need for speakers to adapt and evolve, the Foundation has emerged as an essential source of support for our speaking community.

The PSA Foundation's primary objective is to help members experiencing financial hardship and provide a supportive, listening ear.

## IN SUMMARY

The PSA is a well-structured and globally connected organisation, with its tailored membership tiers and commitment to its aims, objectives, and ethics. It provides a strong foundation for a community of individuals passionate about sharing their knowledge and expertise through exceptional speaking services.

## Vision Statement

By 2030, the PSA envisions itself as **the** leading and inclusive professional association for speakers, delivering exceptional value and membership experience to a diverse and thriving membership base.

We strive to promote sustainable growth and development, guided by clearly defined KPIs, Board roles, and expectations.

Our vision encompasses:

- **Robust KPIs and Accountability:** Board members will collaborate with the Chair to establish measurable KPIs, ensuring transparency and accountability in achieving our strategic objectives.
- **Comprehensive Risk Management:** The Board will ensure effective identification, assessment, and mitigation of risks.
- **Membership Retention and Growth with Realistic Targets:** We aim to stabilise and expand our membership through a well-defined value proposition tailored to each membership tier, attracting individuals who align with the PSA's core values.
- **Focus on Quality, not Quantity:** Our vision prioritises attracting and retaining members who reflect our values and contribute to the association's growth, rather than solely focusing on membership numbers.
- **Inclusivity and Diversity:** We aspire to create a membership that accurately represents modern society, encompassing diverse age groups, genders, ethnicities, and demographics, as well as various speaking styles and professions.
- **Clear Communication of the PSA's Offerings:** We will effectively articulate the benefits and value of PSA membership to current and potential members, ensuring they understand the array of resources and opportunities available.

By embracing this vision, the PSA will continue to evolve as a vibrant, inclusive, and value-driven organisation, fostering a supportive community of professional speakers and advancing the industry.

## Goals and Objectives

The Professional Speaking Association, United Kingdom and Ireland is committed to shaping a future where our members thrive and excel in their speaking careers.

As we look towards the next decade, we have identified key goals and objectives that will guide our actions and decisions as a board, ensuring our association's sustainable growth and success.

These goals and objectives have been developed with input from our members through surveys and feedback focusing on fostering a supportive community for speaking professionals at all stages of their careers.

By achieving these aims, we will not only strengthen the PSA as an organisation but also reinforce our position as **the** leading professional body for those who earn their living from speaking within the United Kingdom and Ireland.

Goals and Objectives for the Strategy:

- Develop and Deliver a 2030-year strategic plan that prioritises Membership Experience and aligns with our guiding principles. Establish clear KPIs for each role and project team, which will be measured by the Board and reported to the Membership through Regional Presidents and direct communication via social media and email.
- Focus on purposeful growth, attracting like-minded members and creating a supportive environment for established and aspiring speaking professionals to learn and develop their speaking businesses while ensuring member value remains at the heart of our efforts.
- Enhance the PSA UK&I's reputation as **the** leading professional body for individuals and companies who earn their living from speaking within the United Kingdom and Ireland, showcasing the benefits of membership, and demonstrating the impact of our organisation.
- Ensure that member insights and feedback through surveys and focus groups continue to drive the plan, promoting transparency and open communication within our community.
- Present the strategic plan at the Spring Conference in April 2023 and for ratification and adoption at the October 2023 AGM, ensuring that the plan is aligned with our guiding principles for sustainable growth and long-term success.



## Value Proposition of Membership

The PSA is committed to fostering a values-driven community that empowers professional speakers to achieve their full potential.

Our value proposition is built on three core principles: **Respect**, **Excellence**, and **Connection**, enabling our members to thrive in the ever-evolving speaking industry.

Our values are supported by five essential aims:

1. **Supportive Community:** We create an environment where members feel a sense of belonging and take pride in their association with a reputable organisation. By prioritising mutual support, we ensure that our members are well-equipped to navigate the challenges and opportunities within the speaking business.
2. **Promoting the Business of Speaking:** We advocate for our members and the industry as a whole, raising awareness of the value of professional speaking and positioning our members as leaders in their fields.
3. **Safe Place for Learning and Development:** The PSA provides a nurturing space where members can grow their skills, share knowledge, and learn from one another's experiences, all within a supportive and non-judgmental atmosphere.
4. **Recognition and Respect:** Membership with the PSA serves as a mark of distinction, earning our members respect and recognition from both their peers and clients.
5. **Fun and Friendship:** We believe that building strong relationships and enjoying camaraderie are crucial to professional success. We encourage our members to engage in networking and social events that foster friendships and create lasting bonds.

The PSA offers a range of benefits to its members that aim to support their growth and development as professional speakers while also providing networking, collaboration, and skill-enhancement opportunities. Some of the key perceived benefits of membership include:

- **Regional and National Events:** Members have access to a variety of regional and national events that facilitate networking, skill development, and knowledge sharing among fellow speakers.
- **Event Discounts:** Members can take advantage of exclusive discounts for PSA events, making attending valuable conferences and workshops more cost-effective.
- **Showcase Opportunities and Feedback:** Members are provided with opportunities to showcase their speaking abilities and receive constructive feedback from their peers, helping them refine their skills and grow as speakers.
- **E-learning Hubs and Development Opportunities:** Access to online learning resources and development programmes helps members expand their knowledge and expertise, ensuring continuous growth in their speaking careers.
- **Enhanced Profile through Membership:** By being a part of the PSA, members gain recognition and credibility in the professional speaking industry, bolstering their reputation among peers and potential clients.

- Professional Insurance Scheme Discounts: Members can benefit from discounted rates on professional insurance schemes, offering them essential financial protection and peace of mind.
- Access to the PSA Foundation: Members can access the support and resources provided by the PSA Foundation, which offers financial assistance and a confidential listening ear to those in need.
- Letters and Logos for Email Signatures: Professional Members and Fellows are entitled to display PSA letters and logos in their email signatures, demonstrating their affiliation with a respected professional organisation and enhancing their professional image.

By joining the PSA, members can enjoy these numerous benefits, which collectively contribute to the advancement of their speaking careers, the expansion of their professional networks, and the overall betterment of the speaking industry.

## Guiding Principles

We are centring Membership Experience as a core element of our strategic plan; we have established the following guiding principles to ensure the long-term success and growth of the PSA.

- Maintain Member Value and uphold the "Why of Membership" as our central objective.
- Prioritise purposeful growth that aligns with our aims rather than growth for its own sake.
- Ensure financial stability and exercise prudence in our decisions.
- Embrace evolution over revolution, focusing on steady progress and adaptation.
- Pursue sustainable advancements while remaining bold and striving for continuous improvement.
- Replace the mindset of "can't" with "what can we do?" and foster a solution-oriented approach.
- Encourage a unified team effort, speaking with one voice and working collaboratively.
- Cultivate transparency by welcoming challenges and scrutiny from fellow members and the broader community.
- Remain committed for the long haul, understanding the importance of perseverance and dedication.
- Recognise that we cannot always please everyone and maintain focus on our primary objectives.
- Eliminate repetitive, unproductive cycles and embrace innovation to avoid stagnation.

By adhering to these guiding principles, we will ensure that our organisation continues to provide an exceptional experience for our members while remaining at the forefront of the professional speaking industry.

## Strengths, Weaknesses, Opportunities & Threats

This SWOT analysis offers an overview of the PSA's current situation and future potential. It summarises our internal Strengths and Weaknesses, as well as our external Opportunities and Threats. Taking these four elements together it identifies areas for improvement, where to capitalise on opportunities, how we should mitigate risks, and allow us to develop a well-informed plan to achieve our goals.

Strengths	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Caring and Supportive</li> <li>• Providing opportunities for new speakers</li> <li>• Member loyalty</li> <li>• No major competitors/rival organisation</li> <li>• Strong regional presence</li> <li>• Community</li> <li>• Offering our members a platform</li> <li>• PSA Foundation</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Keeping established speakers engaged</li> <li>• Marketing the PSA to outside of the association's membership</li> <li>• Building the membership (we often lose as many as we gain)</li> <li>• Perception of the brand</li> <li>• Lack of clarity of difference from Toastmaster</li> <li>• Too much time given and spent on the louder members.</li> <li>• Some members become lost in all the noise.</li> <li>• Low member engagement</li> <li>• Poorly established and communicated value proposition.</li> <li>• Time-poor volunteers and board</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• To be known as the place to go to find professional speakers.</li> <li>• Huge number of people who do speak for a living who are not yet members.</li> <li>• Our flexibility due to our simple business model</li> <li>• Enhanced member value proposition</li> <li>• Provide more services to members.</li> <li>• Provide more services to bookers.</li> <li>• Engage and seek member input</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• Often seen as a new speakers club</li> <li>• Losing members who are struggling.</li> <li>• Losing disengaged or disenfranchised members</li> <li>• GSF, NSA and others offering more nationally and globally known certification (CSP)</li> <li>• Competing events from Virtual Speakers Association International (VSAI)</li> <li>• Reputational Damage through Ethical and Safeguarding issues</li> <li>• Low brand recognition</li> <li>• External perception of being a white, aging, and homogenous community</li> <li>• Other Legal issues</li> <li>• Too much red tape</li> <li>• Unsettled market post Covid and global economic crisis</li> </ul>

## Organisational Challenges

Significant challenges exist with the current structure of the Board and Operations Team. The Professional Speaking Association operates with a combination of part-time contracted team members, volunteer board members providing additional support and specialised functions, and volunteer members managing the regions.

However, the current structure presents a few challenges that need to be addressed for the association to continue thriving and evolving:

- **Updating the Bye Laws:** The existing Bye Laws governing the association need to be revised to ensure they remain relevant and effective in guiding the organisation's operations and decision-making processes.
- **Member Involvement in Board Decisions:** At present, there is no formal mechanism for the general membership to provide input into the board's decisions. Incorporating member feedback and perspectives into the decision-making process can strengthen the association and make it more responsive to the needs and concerns of its members.
- **Reliance on Volunteer Work:** The organisation's heavy reliance on the goodwill and unpaid work of board members may not be sustainable in the long run. As the association continues to grow, exploring options for expanding the team and reducing the dependence on volunteers for core functions will be essential.
- **Team Restructuring:** To optimise the use of available skills and resources within the Board and Operations team, a restructuring exercise may be necessary. This could involve bringing in additional capacity for communications and marketing, using member volunteers on workstreams, and providing further operational support during busy periods, such as National Conferences and the Regional Presidents' change-over.

## Areas of Focus

To ensure the successful implementation of the PSA's strategic plan, we have identified ten key focus areas that will serve as the foundation for our efforts. These areas encompass a wide range of essential aspects, including membership development, marketing, and communications, learning and development, and diversity, equity, and inclusion considerations.

By concentrating our resources and attention on these core elements, we aim to create a thriving organisation that effectively supports our members' professional growth and elevates the overall standard of the speaking industry.

1. **Membership Development:** This focus area aims to grow our membership base while retaining current members through targeted strategies, engagement activities, and effective communication. It also involves identifying opportunities to support our members' professional growth and ensure they are well-represented within the organisation.
2. **Marketing and Communications:** This area involves developing and implementing a comprehensive marketing and communications strategy to enhance the PSA's brand recognition, attract new members, and showcase the value of professional speaking to businesses and organisations.
3. **PSA Foundation:** Focusing on the PSA Foundation's growth and impact, this area will ensure the financial assistance program is well-supported, effectively managed, and accessible to members in need, promoting resilience within the speaking community.
4. **Learning and Development:** This area involves creating and delivering high-quality learning and development programs, enabling members to continually improve their speaking skills, knowledge, and professionalism, fostering a culture of continuous growth and development.
5. **Member Benefits and Value Proposition:** This area focuses on refining and enhancing each membership tier's benefits and value proposition. It will ensure that we offer a compelling and relevant set of benefits, resources, and opportunities to support members in their speaking careers.
6. **Structure and Regions:** This focus area aims to optimise the organisational structure, ensuring that regional operations align with the PSA's overall goals and strategy. It will also involve fostering strong relationships between regional leaders and the national board, ensuring consistent delivery of our programs and initiatives.
7. **Events – both regional and national:** This area encompasses the planning and execution of high-quality, engaging events at both the regional and national levels, providing members with opportunities to network, learn, and showcase their speaking abilities.

8. External Stakeholders: This focus area involves nurturing relationships with external stakeholders, including businesses, event organisers, and other industry players, to promote the value of professional speaking further and create opportunities for members.
9. Financial and Budgeting: This area focuses on prudent financial management and budgeting practices, ensuring the PSA's resources are effectively allocated to support its strategic goals and maintain long-term financial sustainability.
10. DEI Considerations: This focus area emphasises the importance of diversity, equity, and inclusion within the PSA, ensuring that the organisation fosters a safe, inclusive and welcoming environment for members of all backgrounds and actively promotes diversity within the speaking industry.

## Immediate Priorities

The immediate priorities for the PSA Strategic Plan are as follows.

- **Define Board Roles and Agree KPIs:** Establish clear responsibilities and key performance indicators for each board member, ensuring that everyone is accountable for their contributions to the association's strategic objectives.
- **Review Communications and Engagement:** Assess and improve communication channels and engagement strategies between the National Board and members, ensuring that information is effectively shared and feedback is considered.
- **Collaborate with Regional Presidents:** Work closely with Regional Presidents to coordinate events and deliver a consistent message that aligns with the PSA's vision and values.
- **Set Realistic Growth Targets:** Determine achievable annual targets for attracting new members and retaining existing ones, reflecting the association's commitment to sustainable growth.
- **Clarify the PSA's Identity:** Strengthen the association's brand by clearly defining and communicating its purpose, values, and the benefits it provides to members.
- **Standardise Regional Meetings:** Work with Regional Presidents to ensure consistency in the frequency, branding, and content of regional meetings, delivering a unified member experience across all regions.
- **Enhance Membership Value Proposition:** Evaluate and develop the value proposition for each membership tier, offering tailored development opportunities to help members grow their speaking businesses.
- **Implement Effective Surveys:** Collaborate as a Board to design and conduct insightful surveys for membership experience and national and regional events, using the collected data to inform decision-making and monitor progress.
- **Develop a Comprehensive Communication Plan:** Create a dual-focused communication strategy that addresses both internal and external audiences, aligning it with the PSA's emerging strategic direction.
- **Broaden Membership Appeal:** Expand the association's reach by targeting a wider demographic of potential members and catering to diverse speaking business types, fostering a more inclusive and dynamic community.

By focusing on these immediate priorities, we will be better positioned to achieve our strategic objectives and lay the foundations for a thriving professional speaking community.



## Opportunities and Actions

This strategic plan has outlined a series of short-term, medium-term, and long-term actions and initiatives designed to propel the PSA towards its vision and objectives. These actions will be implemented in three phases, each focusing on specific goals and milestones to ensure continuous progress and improvement.

In the short term (1-2 years), we will concentrate on enhancing our marketing strategy, improving member retention, and optimising the experience for our members. The medium-term (2-5 years) will see us expanding our reach to large corporations, refining our brand, and increasing member benefits. Finally, in the long-term (5-10 years), our focus will shift towards becoming the first choice for event organisers seeking top-class speakers, setting the industry standard for professional speaking, and fostering the next generation of talent.

Through implementing these initiatives across all three phases, the PSA will strengthen its position as a leader in the speaking industry, provide unparalleled support and opportunities to its members, and contribute to the overall success and growth of the profession.

### **Short Term (1 to 2 years)**

1. Develop a Marketing Strategy designed to deliver the vision:
  - What: Create and implement a comprehensive marketing strategy to raise awareness and promote the PSA brand to target audiences.
  - Why: To increase membership, attract speaking opportunities, and enhance the association's reputation.
  - How: Conduct market research, identify target audiences, create a marketing plan with clear goals, and use various marketing channels (digital, print, events) to reach potential members and clients.
2. Create the PSA's own speaker directory:
  - What: Develop an online directory showcasing PSA members and their speaking expertise.
  - Why: To make finding and hiring professional speakers within the PSA easier for event organisers and companies.
  - How: Gather member information, create a user-friendly online platform, and promote the directory to potential clients.
3. Improve our online experience for members by connecting the website to the CRM system:
  - What: Enhance the online experience for members by integrating the PSA website with a CRM system.
  - Why: To streamline member management, communication, and engagement and provide a seamless experience for members.
  - How: Choose a suitable CRM system, integrate it with the website, and train staff and volunteers on using the new system.

4. Establish a base level of membership, shown as an indicator of ability rather than finances:
  - What: Review the qualification criteria of the 3 membership tiers to ensure they reflect a member's speaking ability, commitment to the PSA, and accomplishments, and not purely on their financial status or income.
  - Why: To encourage talented speakers to join the PSA and ensure a diverse membership.
  - How: Define criteria for the membership tiers, create a system for evaluating candidates, and promote the opportunities to potential members.
5. Assess fee structures:
  - What: Review and optimise the current fee structures for membership and events.
  - Why: To ensure fees are fair and competitive and to encourage new members to join and existing members to remain.
  - How: Benchmark against other organisations gather member feedback, and adjust fees based on findings.
6. Improve member retention:
  - What: Implement strategies to retain existing members and maintain a strong membership base.
  - Why: To ensure the continued growth and success of the association.
  - How: Analyse membership data, identify reasons for attrition, and develop targeted retention strategies such as engagement programs, member benefits, and ongoing support.
7. Improve the external reputation of the PSA
  - What: Enhance the PSA's reputation among event organisers and companies seeking professional speakers, establishing the PSA as the place to be found:
  - Why: To attract more high-quality speakers to join the association and increase speaking opportunities for members.
  - How: Develop targeted marketing campaigns, showcase successful member stories, and demonstrate the value of PSA membership to the target audience.
8. Develop and provide supporting guidelines for speakers to promote inclusivity and cater to diverse audiences.
  - What: It is important for members to ensure that their content and delivery styles are inclusive and consider the needs of a diverse audience.
  - Why: Providing guidelines on being more inclusive will help speakers connect with diverse audiences and uphold the PSA's commitment to fostering a safe and inclusive environment for all.
  - How: The PSA will gather insights from industry experts and members with diverse backgrounds to create comprehensive checklists and guidelines.

### ***Medium Term (2 to 5 years)***

1. Court large corporations and companies, putting the PSA on the map so they come to us to find speakers:
  - What: Develop relationships with large corporations and companies, positioning the PSA as the go-to source for professional speakers.
  - Why: To increase speaking opportunities for members and grow the association's influence.
  - How: Create targeted outreach strategies, attend industry events, and build partnerships with key stakeholders in the events industry and corporate world.
2. Support members to win speaking engagements:
  - What: Provide resources, training, and support to help members secure speaking engagements.
  - Why: To enhance the value of PSA membership and support the professional growth of members.
  - How: Develop and deliver training programs, offer speaker coaching and mentoring, and create resources to help members market themselves effectively.
3. Develop a professional development and learning program to enable a clear progression plan for members and their businesses:
  - What: Design a learning and mentoring program that offers members ongoing education and professional development opportunities.
  - Why: To support members in advancing their speaking careers and growing their businesses while fostering a culture of continuous improvement within the PSA.
  - How: Identify key skill areas for development, create a structured learning curriculum, collaborate with industry experts to deliver courses, and track member progress.
4. Improve the running of the PSA to ensure our membership is best served and encouraged to stay:
  - What: Optimise the operations and governance of the PSA to better serve members and promote long-term retention.
  - Why: To create a more effective and sustainable organisation that meets members' needs and expectations.
  - How: Review and update organisational processes and policies, invest in technology and infrastructure, and establish clear lines of communication between staff, volunteers, and members.

5. Review the brand – is the name right? Are we targeting the right market?
  - What: Conduct a comprehensive brand review to ensure the PSA's identity, messaging, and target audience align with its goals and vision.
  - Why: To ensure the PSA brand effectively communicates its value proposition and appeals to the right market segments.
  - How: Collaborate with branding experts, gather feedback from members and stakeholders, and develop a clear brand strategy based on findings.
6. Be a key satellite supplier to the events industry:
  - What: Establish the PSA as a trusted and reliable partner for the events industry, providing high-quality speakers and services.
  - Why: To increase visibility and opportunities for members and strengthen the association's position within the industry.
  - How: Build relationships with event organisers, promote the PSA's offerings, and demonstrate a commitment to quality and customer satisfaction.
7. Build the reputation of the PSA – an association for speakers at all levels:
  - What: Enhance the PSA's reputation as a diverse and inclusive association that caters to professional speakers at all stages of their careers.
  - Why: To attract a wide range of members and promote the growth and success of the speaking profession.
  - How: Showcase member success stories, create targeted marketing campaigns, and develop programs and resources that cater to speakers at various levels of experience.
8. Increase the benefits of membership – in line with what the members ask for:
  - What: Continuously expand and improve the benefits of PSA membership based on member feedback and needs.
  - Why: To enhance member satisfaction, encourage long-term retention, and attract new members.
  - How: Regularly survey members, identify emerging needs and preferences, and develop new benefits and services accordingly.
9. Lobbying on behalf of members and responding to industry news in the press:
  - What: Advocate for the interests of PSA members and the speaking profession, and engage with relevant industry news and developments.
  - Why: To protect and promote the interests of members, and maintain the PSA's position as a thought leader in the speaking industry.
  - How: Monitor industry news and trends, engage with policymakers and stakeholders, and develop public statements and responses on behalf of the association.

### ***Long Term (5 to 10 years)***

1. Be the first place that large organisations and event organisers come to find top-class speakers for their events:
  - What: Position the PSA as the premier destination for sourcing high-quality professional speakers.
  - Why: To secure more speaking opportunities for members and elevate the PSA's reputation within the industry.
  - How: Continuously improve the quality of member offerings, enhance the PSA brand, and maintain strong relationships with industry partners.
2. Continue to build the external reputation of the PSA:
  - What: Expand the PSA's reach and influence beyond its membership base to establish a strong reputation within the broader speaking and events industry.
  - Why: To attract more members, increase speaking opportunities, and strengthen the association's overall impact.
  - How: Develop and execute strategic marketing and PR campaigns, collaborate with industry partners, and showcase the PSA's success stories and accomplishments.
3. Be an association which members aspire to join – the industry standard with our logo synonymous with quality and professionalism:
  - What: Develop the marque or kitemark to represent the highest standards and professional excellence of the PSA and its members.
  - Why: To establish the PSA as the industry benchmark for professional speakers and create a sense of prestige and aspiration around membership.
  - How: Define the criteria for the quality marque, establish a process for evaluating and awarding the marque to members, and promote its value to the broader industry.
4. Run by fewer volunteers and more permanent staff:
  - What: Transition the PSA from a primarily volunteer-run organisation to one with a larger permanent staff, ensuring operational efficiency and long-term sustainability.
  - Why: To reduce reliance on volunteers, improve the organisation's overall effectiveness and provide better support to members.
  - How: Assess current staffing needs, identify areas where permanent staff would be most beneficial, and create a plan for hiring and onboarding new team members.

5. Develop a schools/youth/college/student section:

- What: Create a dedicated section within the PSA that focuses on engaging and supporting younger speakers and those in educational settings.
- Why: To nurture the next generation of professional speakers, expand the PSA's reach, and promote the speaking profession to a wider audience.
- How: Develop age-appropriate programs and resources, collaborate with educational institutions, and create targeted marketing campaigns to attract younger speakers.

By implementing these short, medium, and long-term initiatives, the PSA will be well-positioned to grow its membership, enhance its reputation, and achieve its strategic objectives in the years ahead.

The organisation will become a Recognised leader in the speaking industry, providing valuable support and opportunities for speakers at all levels and contributing to the overall success and growth of the profession.

## Tracking Progress to Ensure Success

To effectively monitor the progress of our strategic plan, we have established a comprehensive approach that combines various tools and methods, enabling us to maintain a clear overview of our efforts and make informed decisions.

This strategy focuses on regular updates, transparent communication, and the evaluation of both quantitative and qualitative metrics. By utilising this systematic process, we aim to ensure that our objectives are met, risks are addressed, and opportunities are seized, ultimately resulting in the successful realisation of the PSA's vision.

- Utilise Trello for task management and collaboration among Task/Finish Groups and other project teams.
- Regularly update the board with progress reports, KPIs, budgets, and objectives.
- Schedule Keep In Touch (KIT) video calls as required for effective communication between the team, chair, and operations.
- Monitor and report any exceptions, risks, and opportunities to the board for timely decision-making.
- Implement replanning, reprioritisation, and rescheduling through board recommendations when necessary.
- Agree on reporting metrics, which may include membership statistics, financial performance, regional event attendance, social media engagement, survey responses, and overall member satisfaction. This will provide a comprehensive assessment of the plan's progress and impact.

## Trello Project Management Capture

To ensure the efficient management and progress tracking of each phase and project within our strategic plan, we will utilise Trello as our primary project management tool.

This platform allows us to capture crucial information, streamline communication, and enhance collaboration among team members. By detailing each aspect of our projects in Trello, we can maintain a clear understanding of our goals, responsibilities, and the overall progress of our initiatives.

Below are the key elements that will be recorded in Trello for each phase and project.

1. **Title:** A brief and clear title encapsulating the project's purpose.
2. **Description:** A comprehensive description outlining the project's objectives and scope, providing team members with a thorough understanding of the expected outcomes.
3. **Start Date and End Date:** These dates help set clear timelines for project execution and completion, ensuring that team members are aware of deadlines and can plan accordingly.
4. **Functional Area:** This specifies who has overall responsibility for the project, ensuring that tasks are assigned to the appropriate team/director.
5. **Lead Resource:** Identifying the primary person responsible for managing and overseeing the project ensures accountability and effective coordination.
6. **Assisted by:** Listing other team members involved in the project facilitates collaboration and efficient task delegation.
7. **Estimated Effort:** An estimation of the effort required for project completion, allowing for better resource allocation and workload management.
8. **Budget Opex/Capex (£):** Outlining the project's financial requirements enables accurate budgeting and financial planning.
9. **Financed by Revenue / Reserves:** Identifying the funding source for the project ensures financial transparency and accountability.
10. **Investment Return:** Estimating the project's expected return on investment (ROI) helps prioritise initiatives and assess their potential impact.
11. **How do Members Benefit:** Describing the direct and indirect benefits for members reinforces the project's value and relevance to the organisation's objectives.
12. **Tracking/Metrics/KPI:** Establishing clear performance indicators allows for consistent monitoring of project progress and success.
13. **Dependent on / Prerequisite for:** Identifying dependencies and prerequisites ensures proper sequencing of tasks and efficient project execution.
14. **Mar/Comms needed:** Recognising marketing and communication requirements helps coordinate promotional activities and maintain member engagement.
15. **Ops/IT and External Resources (Time/£):** Specifying internal and external resource needs allows for effective resource management and budgeting.
16. **Risk Register Item:** Identifying potential risks associated with the project enables proactive risk management and mitigation.



17. Priority: Assigning priority levels helps focus resources on the most critical projects.
18. Impact (1 to 5): Rating the project's potential impact allows for better decision-making and prioritisation.
19. Sign-off: Obtaining approval from relevant stakeholders ensures alignment with organisational objectives and compliance with established processes.
20. Completed date: Recording the actual completion date allows for post-project evaluation and comparison with initial timelines.
21. Post-Project Review: Conducting a review after project completion enables continuous improvement, capturing lessons learned, and refining future initiatives.

## Risk Register: Assess, Impact, Action

The risk register serves as a crucial tool to identify, assess, and manage potential risks that may arise during the implementation of the strategic plan.

The organisation can safeguard its reputation, services, and overall operations by systematically addressing and prioritising risks.

The risk register is divided into three sections: Assess, Impact, and Action. These sections help evaluate the severity, likelihood, and visibility of risks, determine appropriate actions, and measure potential consequences.

### ASSESS

The assessment process involves evaluating the following aspects of each identified risk:

- **Probability:** The likelihood of the risk occurring, rated on a scale of 1-5 (with 1 being very unlikely and 5 being inevitable).
- **Visibility:** The ease of identifying the risk materialising in advance, rated on a scale of 1-5 (with 1 being almost impossible to spot until it happens, and 5 being easy to see well in advance).

### IMPACT

The impact of risks can be categorised based on their potential consequences on service and reputation:

- **Insignificant (Score: 1):** No impact on service or reputation; complaints and litigation risks are minimal.
- **Minor (Score: 2):** Minor impact on service for a few members; slight impact on reputation; complaints and litigation risks are possible.
- **Moderate (Score: 3):** Some service disruption; potential for adverse publicity if not handled carefully; complaints and litigation risks are possible.
- **Major (Score: 4):** Service disruption or interruption for a short period; adverse publicity unavoidable (local media); complaints and litigation risks are probable.
- **Extreme/Catastrophic (Score: 5):** Service interruption for a significant time; major adverse publicity unavoidable (national media); major litigation expected; resignation of senior management and board; loss of member confidence.

**ACTION**

Each risk will be assigned a combined score and traffic light rating based on the assessment results. Actions will primarily focus on RED risks and involve one of the following strategies:

- **Avoid:** Redesign processes to eliminate the risk.
- **Transfer:** Reduce the impact by transferring the risk to another party (e.g., through insurance).
- **Mitigate:** Decrease the likelihood or impact of the risk by redesigning processes or modifying the operating model.
- **Expose:** Enhance visibility to detect the risk in advance, allowing for timely preventive action.
- **Accept:** Recognise the risk and take no action, acknowledging that the risk remains.

By systematically following this approach, the organisation can proactively manage potential risks, safeguarding its services, reputation, and member confidence.

## Key Performance Indicators (KPIs) and Core Metrics

Establishing and tracking Key Performance Indicators (KPIs) is crucial for monitoring the success of the strategic plan and ensuring the continuous improvement of the organisation.

KPIs will enable us to evaluate performance across various functional and operational areas, identify trends, and address potential issues promptly.

The following high-level KPIs serve as a starting point for monitoring essential aspects of the organisation, with a focus on measurable outcomes. These KPIs will be regularly reviewed at board meetings and made available to the membership.

### Core Metrics:

- **Member Dynamics:** Assess the composition of membership (Associate, Professional, Fellow), track upgrades and retention, and analyse demographic trends.
- **Membership Satisfaction:** Monitor member satisfaction through feedback and surveys to ensure the organisation meets and exceeds member expectations.
- **Events:** Analyse booking profiles and satisfaction surveys to evaluate the success of events and identify areas for improvement.
- **Marketing and Communications:** Measure social engagement, posts, email effectiveness, and survey responses to gauge the impact of marketing and communication efforts.
- **Regions:** Track regional event attendance, break-even points, satisfaction surveys, and trends to ensure consistent performance across all regions.
- **Ethics and Safeguarding:** Monitor complaints, progress, and types of reports to maintain ethical standards and address any concerns promptly. Development of effective safeguarding best practice together with training to our volunteers and Operations Team.
- **PSA Foundation:** Track referrals, assistance provided, rejections, and income/expenditure to assess the effectiveness of the Foundation's activities.
- **Operations / IT Time:** Compare planned versus actual time spent on operations and IT tasks to optimise resource allocation and identify potential issues.

The primary goal of tracking these KPIs is to quickly identify and address any red flags or emerging issues, thereby ensuring effective management and continuous improvement throughout the organisation.

### ***KPI 1 – Financial Performance – Income and Expenditure***

Monitoring the organisation's financial performance is essential for ensuring its long-term stability and growth.

To achieve this, we will track income and expenditure in relation to the set budget. By analysing the performance against the budget, we can identify areas that require attention, make informed decisions, and optimise resource allocation.

This analysis will include income from membership fees, events, and other sources, as well as expenditure on events and membership-related activities.

#### **Income:**

- a. Membership Fees: Monitor income generated from membership fees for Associates, Professionals, and Fellows.
- b. Events: Track income from regional and national events, workshops, and other event-related activities.
- c. Other Income: Measure income from other sources, such as sponsorship, advertising, and merchandise sales.

#### **Expenditure:**

- a. Events: Monitor expenditure on organising and promoting regional and national events, including venue costs, catering, marketing, and speaker fees.
- b. Membership-related Activities: Track expenses incurred for providing member benefits, such as e-learning hubs, development opportunities, and member support services.

By regularly reviewing the organisation's financial performance against the set budget, we can ensure that resources are utilised efficiently and effectively, and that the organisation remains financially sustainable.

This information will be included in the KPI reports presented at board meetings and made available to the membership.

## ***KPI 2 – Increase Number of Visitors/Guests at Regional and National Events***

Attracting more visitors and guests to regional and national events is crucial for expanding the organisation's reach and promoting the value it provides to the speaking profession.

By increasing the number of guests at our events, we can showcase the benefits of membership and encourage more individuals to join our association.

To achieve this goal, we will implement various initiatives that target potential attendees, enhance event promotion, and create a more engaging event experience.

Initiatives to Increase the Number of Visitors/Guests:

- **Targeted Marketing:** Utilise targeted marketing campaigns to reach potential attendees within the speaking profession and related industries. This could include social media advertising, email campaigns, and personalised invitations.
- **Collaborations and Partnerships:** Partner with other organisations, industry influencers, and event organisers to cross-promote events and attract a wider audience.
- **Engaging and Diverse Event Content:** Curate engaging, informative, and relevant event content, ensuring a diverse range of topics and speakers that appeal to various audience segments.
- **Guest Incentives:** Offer incentives for guests to attend events, such as discounted ticket prices for first-time attendees, special offers for bringing a guest, or bundled ticket packages for multiple events.
- **Member Referral Program:** Encourage existing members to invite guests to events by implementing a member referral program that offers rewards or benefits for successful referrals.
- **Testimonials and Success Stories:** Showcase testimonials and success stories from past event attendees to highlight the value and impact of attending our events.
- **Enhanced Event Promotion:** Optimise event promotion strategies through the use of engaging visuals, clear messaging, and a strong call-to-action. Increase the visibility of event promotions on the website, social media platforms, and email communications.

By implementing these initiatives and regularly monitoring the number of visitors and guests at regional and national events, we can track the success of our efforts and make data-driven decisions to further improve our strategies and achieve our goal of increasing event attendance.

### ***KPI 3 – Increase Number of New Members***

Growing our membership base is essential for ensuring the long-term success and sustainability of our association.

By focusing on converting event visitors and direct applicants into members, we can strengthen our community and better serve the needs of the speaking profession.

To achieve this goal, we will implement a range of initiatives designed to showcase the value of membership, streamline the application process, and provide a smooth onboarding experience.

Initiatives to Increase the Number of New Members:

- **Membership Value Proposition:** Clearly communicate the benefits of membership at events, on our website, and in marketing materials, highlighting the unique value proposition for each membership tier.
- **Dedicated Membership Team:** Establish a dedicated membership team responsible for engaging with visitors and direct applicants, answering questions, and providing personalised guidance throughout the membership application process.
- **Streamlined Application Process:** Review and streamline the membership application process, making it user-friendly and accessible, and ensuring potential members have all the information they need to make an informed decision.
- **Follow-Up Communications:** Implement a follow-up communication strategy for event visitors and direct applicants, including personalised emails, phone calls, or text messages, to maintain engagement and encourage membership conversion.
- **Onboarding Experience:** Develop a comprehensive onboarding experience for new members including a welcome package, access to key resources, and introductions to relevant regional and national events.
- **Mentorship Program:** Create a mentorship program for new members, pairing them with experienced members who can offer guidance, support, and networking opportunities within the association.
- **Member Testimonials:** Share member testimonials and success stories to showcase the impact of membership on personal and professional growth, both at events and in marketing materials.

By implementing these initiatives and regularly monitoring the number of new members joining our association, we can track the success of our efforts and make data-driven decisions to further improve our strategies and achieve our goal of increasing membership conversion.

### ***KPI 4 – Increase Number of Associate to Professional Member Upgrades***

Encouraging Associate Members to upgrade to Professional Member status is vital for the growth and development of our association.

This not only demonstrates the value of membership but also strengthens the overall expertise and credibility of our community.

By implementing targeted initiatives, such as formal mentoring programmes and learning and development pathways, we can support Associate Members in their professional journey and facilitate their transition to Professional Member status.

Initiatives to Increase Associate to Professional Member Upgrades:

- **Formal Mentoring Programmes:** Establish formal mentoring programmes that pair Associate Members with experienced Professional Members who can offer guidance, advice, and support in developing their speaking careers and meeting the requirements for Professional Member status.
- **Learning and Development Pathways:** Create a comprehensive learning and development pathway for Associate Members, featuring workshops, webinars, and e-learning resources tailored to their specific needs and professional goals. This will help them build the necessary skills and expertise to achieve Professional Member status.
- **Goal Setting and Tracking:** Encourage Associate Members to set clear, achievable goals for their professional development and provide tools to help them track their progress towards meeting the requirements for Professional Member status.
- **Networking Opportunities:** Organise networking events and opportunities specifically designed for Associate Members to connect with Professional Members, learn from their experiences, and gain insights into the benefits of upgrading their membership status.
- **Showcase Success Stories:** Highlight success stories of Associate Members who have upgraded to Professional Member status, demonstrating the tangible benefits of membership progression and inspiring others to follow in their footsteps.
- **Upgrade Incentives:** Offer incentives for Associate Members to upgrade their membership, such as discounts on events, exclusive access to resources, or priority booking for high-demand workshops and webinars.
- **Regular Progress Reviews:** Conduct regular progress reviews with Associate Members to discuss their professional development, identify areas for improvement, and offer support and guidance in their journey towards Professional Member status.

By implementing these initiatives and closely monitoring the number of Associate Members upgrading to Professional Member status, we can evaluate the effectiveness of our efforts, refine our strategies as needed, and continue to grow our association's membership base and overall professional standing.



### ***KPI 5 – Increase Number of Professional Member to Fellow Upgrades***

Upgrading Professional Members to Fellow status is essential for showcasing the highest level of expertise, skill, and accomplishment within our association.

As our most prestigious membership tier, Fellowship recognises members who have not only excelled in their speaking careers but also met specific income targets through speaking-related activities.

By implementing initiatives such as formal mentoring programmes and learning and development pathways, we can support Professional Members in their pursuit of Fellowship and further elevate the reputation of our association.

Initiatives to Increase Professional to Fellow Upgrades:

- **Formal Mentoring Programmes:** Establish formal mentoring programmes that pair Professional Members with experienced Fellows who can offer guidance, advice, and support in developing their speaking careers and meeting the requirements for Fellowship, including income targets.
- **Learning and Development Pathways:** Create a comprehensive learning and development pathway for Professional Members, featuring advanced workshops, webinars, and e-learning resources tailored to their specific needs and professional goals. This will help them build the necessary skills and expertise to achieve Fellow status.
- **Goal Setting and Tracking:** Encourage Professional Members to set clear, achievable goals for their professional development, including income targets, and provide tools to help them track their progress towards meeting the requirements for Fellowship.
- **Networking Opportunities:** Organise networking events and opportunities specifically designed for Professional Members to connect with Fellows, learn from their experiences, and gain insights into the benefits of upgrading their membership status.
- **Showcase Success Stories:** Highlight success stories of Professional Members who have upgraded to Fellow status, demonstrating the tangible benefits of membership progression and inspiring others to follow in their footsteps.
- **Upgrade Incentives:** Offer incentives for Professional Members to upgrade their membership, such as exclusive access to high-profile events, resources, or priority booking for high-demand workshops and webinars.
- **Regular Progress Reviews:** Conduct regular progress reviews with Professional Members to discuss their professional development, identify areas for improvement, and offer support and guidance in their journey towards Fellowship, including meeting income targets.

By implementing these initiatives and closely monitoring the number of Professional Members upgrading to Fellow status, we can evaluate the effectiveness of our efforts, refine our strategies as needed, and continue to strengthen our association's standing as a premier organisation for professional speakers.

## ***KPI 6 – Decrease Number of Resignations***

Reducing the number of resignations within our association is essential for maintaining a strong and engaged membership base.

Members may resign for various reasons, including feeling disenfranchised, not embracing the value proposition, living too far from regional events, facing financial hardship, or losing interest in the association.

By understanding these concerns and implementing targeted initiatives, we can address the issues that may lead to resignations and create a more inclusive, supportive, and engaging environment for our members.

Initiatives to Decrease Resignations:

- **Enhance Value Proposition:** Continuously review and improve the value proposition of membership to ensure that it aligns with the needs and expectations of members at all stages of their speaking careers. Communicate these benefits clearly and regularly to demonstrate the value of membership.
- **Virtual Event Offerings:** Recognise the challenges faced by members who live far from regional events and expand virtual event offerings to enable them to participate and engage with the association, regardless of their geographical location.
- **Financial Support:** Through the PSA Foundation, establish a financial support system for members facing hardship, offering payment plans, deferred payment options, or temporary membership fee waivers to help them maintain their membership during challenging times.
- **Member Engagement:** Encourage member engagement through regular communication, surveys, and feedback opportunities, ensuring members feel heard and valued within the association.
- **Personal and Professional Development:** Provide a variety of learning and development opportunities tailored to members' specific needs and interests, helping them grow professionally and ensuring they feel supported in their speaking careers.
- **Peer Support and Networking:** Foster a supportive and inclusive community through peer support groups, networking events, and mentorship programmes, which can help members connect with others facing similar challenges and feel more integrated into the association.
- **Recognise and Address Disenfranchisement:** Monitor members who may feel disenfranchised or stuck, offering targeted support and guidance to help them overcome obstacles and re-engage with the association.
- **Exit Interviews:** Conduct exit interviews with resigning members to gather valuable feedback on the reasons behind their departure, using this information to identify areas for improvement and address concerns proactively.

By implementing these initiatives and closely monitoring the number of resignations, we can better understand the reasons behind members leaving the association, take appropriate action to address their concerns and work towards creating a more inclusive, supportive, and engaging environment for all members.

## ***KPI 7 – Decrease Number of Retirements***

Decreasing the number of retirements within our association is crucial for retaining valuable knowledge and expertise.

Members may retire for various reasons, such as stopping their speaking career, shifting their career direction, or reaching the retirement age.

By offering incentives and engaging opportunities, we can encourage retired or retiring members to maintain their connection with the association and contribute to its continued success.

Initiatives to Decrease Retirements:

- **Retired Member Status:** Create a special retired member status with reduced fees, acknowledging their years of service and contributions to the association while providing them with continued access to resources, events, and networking opportunities.
- **Mentorship Opportunities:** Encourage retired members to contribute their expertise and knowledge through mentorship programmes, allowing them to support and guide newer members in their speaking careers.
- **Advisory Roles:** Invite retired members to serve on advisory boards or committees, ensuring their insights and experience continue to influence the association's direction and decision-making processes.
- **Special Interest Groups:** Establish special interest groups or forums that cater to retired members, providing them with an avenue to share their insights, engage with others, and continue learning within the industry.
- **Knowledge-Sharing Events:** Organise events or workshops led by retired members, enabling them to share their wealth of experience with the broader membership base.
- **Volunteering Opportunities:** Offer volunteering opportunities within the association for retired members, allowing them to contribute their skills and expertise in a variety of roles.
- **Continued Professional Development:** Provide access to continued professional development opportunities and resources, supporting retired members in their ongoing learning and growth.
- **Recognition and Appreciation:** Acknowledge and celebrate the achievements and contributions of retired members, fostering a culture of appreciation and ensuring they feel valued within the association.

By implementing these initiatives, we can encourage retiring or retired members to maintain their connection with the association, contribute their knowledge and expertise, and support the ongoing success of the organisation.

This approach will help to create a more inclusive, supportive, and diverse community, fostering the exchange of ideas and insights across generations of speakers.

### ***KPI 8 – Increase Attendance at Regional Events***

Increasing attendance at regional events is vital for fostering a strong sense of community, offering valuable networking opportunities, and providing members with access to professional development and support.

To achieve this KPI, we must create a compelling value proposition for our members, ensure well-trained and motivated regional teams, and leverage marketing and communication strategies that drive engagement and participation.

Initiatives to Increase Attendance at Regional Events:

- **Value Proposition:** Clearly communicate the benefits of attending regional events, such as networking opportunities, professional development, and access to expert insights and resources.
- **Well-Trained and Motivated Regional Teams:** Invest in training and support for regional teams, ensuring they are equipped to deliver engaging, high-quality events that meet the needs and expectations of members.
- **Regional Support Team:** Establish a dedicated support team to assist regional teams with event planning, coordination, and promotion, ensuring consistency and quality across all events.
- **Social Media Presence:** Leverage social media platforms to promote regional events, share updates, and engage with members, creating a buzz around upcoming events and encouraging participation.
- **Great Programme:** Develop well-planned and diverse event programmes, catering to the interests and needs of all members and featuring industry-leading speakers and experts.
- **Direct Marketing:** Utilise targeted marketing strategies, such as email campaigns, phone calls, and peer engagement, to raise awareness of regional events and drive attendance.
- **The "Why" for Associates, Professionals, and Fellows:** Tailor event content and promotion to address different membership levels' specific needs and interests, ensuring relevance and value for all attendees.
- **Critical Mass:** Strive to achieve a critical mass of attendees at each event, ensuring a lively atmosphere and fostering valuable networking opportunities.
- **Ethics and Safeguarding:** Implement robust ethical guidelines and safeguarding measures to create a safe and inclusive environment at regional events, promoting trust and confidence among attendees, together with speaker guidelines for inclusive best practice.
- **Incentives and Special Offers:** Offer incentives, such as discounted tickets for early registration or group bookings, to encourage members to attend regional events.
- **Member Testimonials:** Share testimonials and success stories from previous event attendees, showcasing the value and benefits of participating in regional events.

By implementing these initiatives, we can increase attendance at regional events and create a thriving, engaged community of members. This will not only enhance the overall member experience but also contribute to the growth and success of the association.

### ***KPI 9 – Increase Attendance at National Events***

Increasing attendance at national events is crucial for the association to create a sense of unity, facilitate knowledge sharing, and provide valuable networking opportunities for members.

Achieving this KPI requires a focus on delivering a strong value proposition, engaging marketing and communication strategies, and creating an inclusive, accessible event experience for all members.

Initiatives to Increase Attendance at National Events:

- **Value Proposition:** Clearly articulate the benefits of attending national events, such as high-quality professional development opportunities, access to renowned industry experts, and the chance to network with a diverse group of professionals.
- **Regional Support Team:** Engage regional teams to promote national events within their local communities, encouraging members to attend and share their experiences with others.
- **Social Media Presence:** Utilise social media platforms to generate excitement and awareness around national events, highlighting key speakers, themes, and opportunities for attendees.
- **Great Programme:** Design a comprehensive and engaging event programme, featuring renowned speakers, interactive workshops, and networking opportunities that cater to the needs and interests of all members.
- **Direct Marketing:** Implement targeted marketing strategies, such as email campaigns, phone calls, and peer engagement, to raise awareness of national events and encourage attendance.
- **The "Why" for Associates, Professionals, and Fellows:** Customise event content and promotion to address different membership levels' unique needs and interests, ensuring relevance and value for all attendees.
- **Ethics and Safeguarding:** Uphold stringent ethical guidelines and safeguarding measures to create a safe and inclusive environment at national events, fostering trust and confidence among attendees, together with speaker guidelines for inclusive best practice.
- **Value for Money and Accessibility:** Offer competitive pricing and flexible payment options for national events, ensuring they are accessible and affordable for members. Additionally, consider offering scholarships or discounts for those facing financial barriers.
- **Engage Partners and Sponsors:** Collaborate with industry partners and sponsors to enhance the overall event experience, adding value for attendees and increasing the visibility of the association.
- **Post-Event Follow-Up:** Gather feedback from attendees after each national event to identify areas for improvement and inform future planning, ensuring continuous enhancement of the event experience.

By implementing these initiatives, we can increase attendance at national events, strengthen our community of members, and contribute to the overall growth and success of the association.

## ***KPI 10 – Broaden Our Demographic Appeal***

To foster a diverse and inclusive community within the association, it is essential to broaden our demographic appeal to speakers from different backgrounds and styles.

Achieving this KPI requires a multi-faceted approach, focusing on attracting, recruiting, and retaining a diverse range of members.

Initiatives to Broaden Demographic Appeal:

### **Attraction:**

- a. **Inclusive Marketing:** Develop marketing materials and messaging that showcase the diversity of our existing members and the benefits of joining our inclusive community.
- b. **Collaborations:** Partner with diverse groups and Organisations to raise awareness of our association among underrepresented demographics.
- c. **Diverse Event Content:** Ensure that event programming and speakers represent a wide range of backgrounds, experiences, and perspectives to appeal to a broader audience.

### **Recruitment:**

- a. **Targeted Outreach:** Actively reach out to underrepresented communities, inviting them to join our association and contribute their unique perspectives and experiences.
- b. **Mentorship Programs:** Establish mentorship programs to support new members from diverse backgrounds, helping them navigate the association and build connections within the community.
- c. **Financial Support:** Offer scholarships or discounted memberships to individuals from underrepresented demographics, addressing potential financial barriers to joining the association.

### **Retention:**

- a. **Inclusive Culture:** Foster an inclusive and supportive culture within the association, where all members feel valued and respected, regardless of their background or speaking style.
- b. **DEI Initiatives:** Implement diversity, equity, and inclusion initiatives to ensure our association remains accessible and welcoming to all members.
- c. **Tailored Support:** Provide resources and support tailored to the unique needs of members from different backgrounds, ensuring that they feel valued and engaged within the community.
- d. **Celebrate Success:** Recognise and celebrate the achievements of members from diverse backgrounds, highlighting their contributions to the association and the wider speaking industry.

By implementing these initiatives, we can broaden our demographic appeal, attract and retain a diverse range of talented speakers, and create a more inclusive and dynamic community within the association.

## Closing Summary

As we conclude documenting the strategic plan, we are confident that the outlined objectives and initiatives will drive the association forward, fostering a diverse and inclusive community while solidifying our position as a leading platform for professional speakers. This plan represents our commitment to continuous improvement, providing support to our members, and broadening our reach to welcome speakers from all backgrounds and experiences.

However, the success of this strategic plan depends on the active participation and commitment of our members and stakeholders. Your engagement, support, and feedback are crucial in helping us achieve our objectives and create an association that truly represents the needs and aspirations of its members.

We call upon our members and anyone interested in the growth and development of the association to:

- Familiarise yourself with the strategic plan and its objectives.
- Actively participate in events, initiatives, and programs outlined in the plan.
- Share your feedback, suggestions, and ideas for improvement.
- Encourage others to join the association and contribute to its growth.
- Support and collaborate with fellow members and stakeholders in achieving our shared goals.

Together, we can create an association that not only serves as a platform for professional speakers but also as a thriving, inclusive community that empowers its members to grow and excel in their careers.

Let's join hands and work towards making this strategic plan a reality that shapes a bright future for our association and its members.



Joanne Lockwood  
Chair of the Board 2022-2025  
The Professional Speaking Association UK & Ireland

## Acknowledgments

with thanks to the current board members

- National President: Nathan Littleton
- Finance Director: William Buist
- Director of Regions: Alastair Greener
- Membership Director: Michelle Mills-Porter
- Foundation Director: Mike Pagan
- Marketing Director: Chantal Cornelius
- D,E & I Director: Jackie Handy
- Operations Manager: Sara Beth Reynolds



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