



MINUTES OF MEETING HELD ON 23rd May 2025

Board of Directors attending

Yvonne Emery **(YE)** - Chair
 Michelle Mills-Porter **(MMP)** – National President
 Alastair Greener **(AG)** – National Vice President
 Patrick Mercie **(PM)** - Commercial Director
 Leon Bamforth **(LB)** - Membership Director (joining meeting later)
 Phil Ingle **(PI)** – Finance Director
 Denise Fay **(DF)** - Marketing Director
 Olga Gaidane **(OG)** - Director of Regions – via phone link

Jane Gunn **(JG)** (Joining meeting at 10.30am)

Apologies

Mike Pagan **(MP)**– Foundation Director

Guests

Jackie Barrie (Fellows) – joining at 12.00

RP's / VP's – joining at 12.30

Notes	Actions
1. WELCOME Yvonne Emery, Chair, welcomed everyone	
2. APOLOGIES – Mike Pagan	
3. CONFLICTS OF INTERESTS – Nothing to be updated	
4. Minutes from Board Meeting on 28th March 2025 (YE) – to be signed off by Friday 30 th May	
5. Matters arising from the minutes (YE) a. Coffee and Conversation update (OG) No further update b. Ireland banners (OG)	Deferred to next meeting DF TO ACTION ITEM

<p>AG Needs a re-brand</p> <p>c. Member enquiries via Trello (YE)</p> <p>YE What I'm going to do is I'm going to check weekly, and then we can answer promptly.</p> <p>d. Other issues</p> <p>RECENT EVENT – Masterclass with Ruby Newell-Legner</p> <p>It was great. We need to get our promotion better but there were 22 people signed up.</p> <p>That means a clean £940 net profit from that which will be really, really helpful.</p>	<p>Design new banner, talk to Sarah Beth re sizing, send to Alastair for Instant Print quote</p> <p>YE to check Trello weekly</p>
<p>6. Update on SBS25 – (MMP)</p> <p>All speaking slots are now filled.</p> <p>Denise has done some beautiful graphics and it's just a question of pushing that out now. We need to let people know who's on stage and what they'll be delivering.</p> <p>There's going to be a call out for ask the experts and cabaret at some point.</p> <p>Work on the webpage for SBS25 is in progress and e-mails will go out each Friday.</p> <p>SBS REFUND POLICY?</p> <p>The SBS refund policy needs reviewing and we can do this as part of the Budget meeting for SBS26.</p> <p>At this point there have been 96 tickets sold for SBS25.</p>	<p>ACTION ITEM Add SBS25 program to website</p> <p>Refund policy for SBS26 to be reviewed at budget meeting in June</p>
<p>7. Sport 80 re-engagement and timelines (LB)</p> <p>a. Data Cleansing review (LB)</p> <p>Engagement is going slowly, with teething problems of trying to get on the site and getting blocked out of the site.</p> <p>No progress with Sport80 at the moment, other than the initial interaction.</p> <p>We will just do the minimal testing. This will include: Can we create events; can we get money in, and then other elements will come onboard later.</p>	<p>Contact Jonny re fixing Sport80 login issues for Leon/Ed</p>

<p>Still a significant amount of effort going into Data Cleansing.</p> <p>AG – when we launched the Website we didn’t get the communication right and we got a lot of negative feedback. Are we working towards doing this better this time?</p> <p>We will have a comms plan and training programme for key stakeholders.</p> <p>LB The customer-facing part of it needs to be right. However, all the additional elements, like - can we get reports to the regional presidents, then this will be post Go-Live.</p> <p>Member numbers are fluctuating on Looker, so we still need to get the numbers up. This is showing membership at 462 and our active membership on Sheep is 659.</p> <p>SBS25 subscriptions are still at 52 and there should be 62. This needs checking.</p> <p>There are some duplicate members again – this probably relates to upgrading.</p> <p>There are also a number of members who think they are Professional Members paying Associate Member rates. This also needs checking.</p> <p>Ed Kay will be sending out e-mails to members who have multiple e-mail addresses to identify the primary e-mail address which is an identifier within the system.</p> <p>LB demonstrated some of the functionality of Sport 80 including reporting graphs.</p> <p>The biggest issue is that the data has never been tied together properly. And that will be the benefit to Sport80, is that this cannot happen with Sport80 in the same way.</p> <p>MMP noticed one of those on the list left PSA years ago.</p> <p>LB The list should be sent to MMP and NL to check any historic knowledge of whether people are members or not.</p> <p>Work is ongoing to get the data cleansed in time for Mid to end of July Go-Live.</p> <p>Comms work continuing and a work plan is also due.</p>	<p>Comms plan and training plan to be finalised</p> <p>Working on getting all members on payment schedules in Stripe</p> <p>Check subscriptions</p> <p>Check member levels</p> <p>E-mails to be sent</p> <p>Email Michelle list of members with membership status mismatch for review</p>
<p>8. Update on Ethics Committee process (JG)</p> <p>This section is confidential. A record of the discussion is held on our Google Drive.</p>	<p>JG to e-mail with possible dates for interviews for Board Members</p>

<p>9. Financial Update – PI- Financial Director</p> <p>PI presented a comprehensive finance report, covering current cash flow, the annual budget, forecasting, and bank and bookkeeping updates. Overall, the financial position was described as “not bad,” with cautious optimism expressed as the year-end approaches.</p> <p>As of the meeting date, the current account held approximately £6,000, and total savings stood at £94,000. This includes £24,167 ringfenced for SBS25 and £70,000 earning interest. The Foundation account contained £50,500. A recently received VAT refund of £1,100 boosted available funds. April closed with £8,500 in the bank, and May opened with £8,900. Despite slight inconsistencies due to reconciliation delays, PI stated confidence in the forecast accuracy.</p> <p>The forecasted year-end result is a near break-even, showing a £9,000 loss on paper—primarily due to a £9,700 upfront payment for the SBS25 venue. This expense has been included in the current financial year budget for prudence, although Xero holds it in the next year.</p> <p>Without this, the organisation would be in slight surplus. Actuals from Xero reveal around £315,000 in annual revenue and an operating profit of about £30,000, which adjusts to approximately £22,000 after factoring in the SBS25 deposit.</p> <p>Although the margin is slim (approximately 7% of total revenue), the figures indicate stronger-than-expected financial health. PI noted that variances arose from typical fluctuations in event and membership income, not from mismanagement.</p> <p>The forecast suggests maintaining a monthly bank balance of £6,000–£10,000—sufficient for operational stability—though October and November are expected to show the highest cash outflow due to SBS25.</p> <p>Looking ahead, PI plans to extend the cash flow forecast through 2026 in July 25, as the new financial year begins. This will offer greater visibility over future liabilities and income patterns. A formal reserves policy, currently absent from PSA practice, will also be drafted and presented at the next board meeting. This policy will define acceptable reserve levels and appropriate usage guidelines, aligning PSA with standard voluntary sector practices.</p> <p>In response to concerns from DF about monthly reconciliation and data visibility, PI acknowledged the delay in uploading the financials to the shared Google Drive and committed to improving this. While exact reconciliation isn’t always feasible due to the volume of transactions and timing discrepancies between bank accounts,</p>	<p>PI to extend the cash flow forecast through to 2026</p> <p>PI to present Reserves Policy at the June board meeting</p> <p>PI to upload financials to the Google Drive</p>

Eventbrite, and Xero, the indicative forecasts are deemed adequate for informed decision-making.

Regarding refunds and event finance, regional event refunds and discrepancies remain challenging to reconcile but do not materially impact overall projections.

DF and AG raised points about regional P&L reporting and access to more granular monthly data. PI confirmed work is underway with Sara to develop a clear regional profit and loss view, which is especially needed as regions begin re-evaluating their operations, event frequency, and marketing efforts.

On banking, PI is reviewing alternatives to Metro Bank due to dissatisfaction with its digital experience and low interest rates. Monzo, HSBC, Starling, and Coop Bank are being considered. The goal is to identify a provider offering smoother integration with Xero and better account management features. An update will be provided next month.

Company House filings are in progress to reflect board changes, including adding YE, OG, and PM, and removing former members.

Finally, AG highlighted a new Capital on Tap high-interest business account offering up to 4% interest. PI confirmed awareness and agreed to explore its potential for PSA use.

In summary, while not without variance and admin hurdles, the PSA's financial trajectory is stable and under control. Key improvements are planned in reserves policy, reporting clarity, and banking efficiency to support better decision-making and governance.

SBS25 FINANCIAL UPDATE (PI)

LB raised concern about a £6,000 shortfall between SBS25 sign-ups and actual payments, asking if it was cause for worry.

PI responded that this discrepancy is expected and already factored into the budget. He plans to meet with Sara Beth shortly to review how SBS25 is tracking against projections, noting that last-minute bookings and cancellations are common, as seen with SBS24.

PM queried a £30,000 difference between forecasted and actual figures. **PI** explained that approximately £10,000 relates to the SPS25 deposit, which was budgeted but not yet reflected in Xero. The remaining £20,000 variance stems from a combination of slightly higher-than-expected income and lower-than-anticipated costs. Some of this may be due to stronger-than-forecast

PI looking at alternatives to Metro Bank – update in June

Companies House filings to be completed mid-June

<p>membership income and favourable VAT returns, with an expected refund exceeding initial estimates by £3,000–£5,000.</p> <p>When PM asked if this variance indicated a lack of control, PI clarified that such discrepancies fall within a normal range for a £300,000 turnover and result from timing differences and the nature of event and regional finances. The overall message: the situation is being monitored and remains within manageable bounds.</p> <p>IMPACT 26</p> <p>AG asked how the Impact!26 event’s cash flow will be affected, given a similar setup to the previous year using the same studio.</p> <p>PI confirmed that if the arrangement mirrors MMP’s deal with Birmingham—no deposits and upfront income—it’s ideal. Impact 25 was cash flow positive, with funds received before expenses, contributing to overall profit. A repeat for 2026 would be highly beneficial, though potential hotel costs for team members in Leeds may arise.</p> <p>MMP clarified her long-standing relationship with the studio was key to the favourable deal, emphasising the importance of reciprocation.</p> <p>LB highlighted existing regional performance visibility via Looker and suggested expanding automated reporting through Sport80.</p> <p>PI agreed, noting Sport80 implementation could significantly improve efficiency in the coming weeks.</p>	
<p>10. Fellows invited to attend (Jackie Barrie)</p> <p>Jackie Barrie provided an in-depth update on her work to clarify and simplify the PSA Fellowship application process.</p> <p>While the new criteria were approved in October 2023 after several years of development, they were launched without aligned updates to the website, admin systems, or backend processes—an issue highlighted when a recent applicant, encountered multiple difficulties.</p> <p>Jackie emphasised her remit was not to change the core criteria but to address confusion and improve usability. Drawing on her 40+ years in communication, she redesigned the criteria document with added flowcharts, a checklist, and proposed visual branding.</p> <p>In doing so, she identified 18 specific issues with the current process. These ranged from technical and procedural inconsistencies—such as unclear sponsor requirements and outdated terminology—to broader system-level questions about</p>	

<p>application timelines, financial benchmarks, and the role of learning and development (L&D) in fellow eligibility.</p> <p>She consulted widely with current Fellows, Professional Members, and reviewed best practices from other CSP and membership organisations worldwide.</p> <p>Suggestions include simplifying introductory video requirements, clarifying income definitions, streamlining the L&D expectations to be more inclusive of general business or personal development, and correcting errors such as allowing Associate Members to apply for Fellowship—against intended policy.</p> <p>She proposed introducing a clear, biannual application cycle to improve administrative flow and applicant clarity, along with improved communication around application fees, which are currently hidden until late in the process.</p> <p>She also recommended giving Board Members points equivalent to Regional Presidents for their contributions, revisiting how testimonials and speech quality are evaluated, and ensuring admin processes like attendance verification are feasible. A draft applicant guide now incorporates these refinements, pending review.</p> <p>Jackie suggested turning the guide into a digital brochure to be hosted on the new website for ease of use and future updates, with minimal cost or resourcing needs. She offered to maintain or hand over the work as needed. Her goal remains to maintain high fellowship standards while making the application process transparent and accessible for qualified applicants.</p> <p>The board expressed appreciation, acknowledging the thoroughness of Jackie’s work and agreeing some changes could be implemented quickly, while others warrant further discussion in future meetings.</p> <p>Jackie left the meeting</p>	<p>Jackie to meet with YE, LB and David Hyner (Fellows Rep) to discuss how L&D can support this process.</p>
<p>11. RPs invited to attend</p> <p>Aoife Gaffney, Regional President of Ireland, raised challenges with purchasing PSA materials from the UK, including foreign exchange fees, customs issues, and logistical complications when routing deliveries through Northern Ireland. She suggested that a procurement policy could streamline such processes and offered to send proposals for review. PI acknowledged the issue and proposed exploring a Capital on Tap credit card solution for Aoife to simplify payments.</p> <p>Mal, representing Katie Allen – East Midlands, asked for an update on the Ethics Process. YE confirmed that the ethics process is ongoing, using the updated timeline model, and involves a separate</p>	

<p>committee of longstanding members due to the Ethics Officer's close involvement in the original matter. The process aims for fairness and confidentiality while learning lessons for future situations.</p> <p>PI added that finances are progressing as expected, with year-end figures to be reviewed at the July board meeting, followed by scrutiny ahead of the AGM.</p> <p>YE noted that the new Sport80 CRM system is expected to go live by the end of July, improving data access for members. She also acknowledged the absence of several key policies and is working on creating a comprehensive policy map. Aoife's input on procurement was welcomed.</p>	
<p>12. Website improvement (AG)</p> <p>The PSA website is outdated and difficult to manage, and while there is agreement that it needs to be updated, the priority is to ensure successful implementation of the new Sport80 CRM system first.</p> <p>Once Sport80 is running effectively, the website can be reviewed and adjusted to ensure smooth integration between the two platforms.</p> <p>MMP expressed concern that the current website was built by someone unqualified, without the board's knowledge, leading to its current locked-down state. She welcomed receiving the new membership page content but was frustrated it hadn't yet been added. She stressed that without clear benefits listed online, prospective members are unlikely to join, and regional presidents urgently need these materials.</p> <p>AG cautioned that attempting to link Sport80 to a dysfunctional website would create further problems. The board agreed that Sport80 should be prioritised, and the website overhaul should follow.</p>	
<p>13. Chair items for discussion (YE)</p> <p>a. Risk Register review ongoing (PI)</p> <p>The current Risk Register is overly complex. PI is revising it and aims to share a simplified version by 11th June.</p> <p>Directors need a broad understanding of all organisational risks, even though detailed actions will be delegated. Input on potential financial and regional risks is welcome. It was noted that existing health and safety guidance for regional events may already exist.</p>	<p>Email board link to risk register Google Sheet, specify column for</p>

<p>b. Governance Review update (YE)</p> <p>Bob Bradley has agreed to take on a governance review role for the PSA and has submitted a one-page terms of reference outlining his approach. This document will be circulated for board review and feedback.</p> <p>Bob’s task is to assess current governance practices across PSA operations and identify areas for improvement. While not a lawyer, he is well-versed in company law and governance best practices, though his input should not be considered formal legal advice.</p> <p>He intends to conduct 30-minute interviews with board members to understand perceptions and current practices. His goal is to recommend structures and processes that ensure the PSA is well-run, legally compliant, aligned with good practice, and transparent to members.</p> <p>This review focuses on the PSA, though interactions with the Foundation will be considered. PM noted this would require awareness of UK legislation, which will be incorporated into the governance review process.</p> <p>c. Next 3 months to end of July 2025</p> <p>YE opened a discussion on short-term priorities, asking directors to clarify their main objectives through to the end of July. The aim is to create a focused view of deliverables and track progress.</p> <p>AG prioritised finalising venue contracts for next year’s major events and stressed continued support for regional development. He noted the need for greater engagement, clearer event value, and improved content. YE suggested a centrally managed speaker bank to help Regional Presidents (RPs) choose speakers based on topic and availability. LB confirmed that Sport80 would help enable this, including tracking who has spoken where and when, which will support planning and avoid repetition.</p> <p>PM is finalising a best-practice guide for regions, highlighting successful strategies in visitor attraction, recruitment, and marketing. The document will be ready before the next board meeting and aims to inspire and support RPs, not dictate actions.</p> <p>PI is focused on financial year-end processes, preparing figures for the July board and AGM, and initiating the scrutiny process. He also highlighted ongoing work on Sport80 implementation, Eventbrite integration, and website adjustments.</p> <p>MMP’s key focus is SBS, particularly ticket sales and promotional visits to PSA regions—only two remain. She noted Ireland’s strong engagement and hopes it will serve as a model for collaboration. While her workshops are initially well received, she expressed</p>	<p>Terms of reference for the Governance Review to be sent to Board Members to comment on.</p>
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frustration at the lack of follow-through, urging deeper commitment to ongoing collaboration. The board is working to align priorities and deliver tangible outcomes in the coming months.

Follow Ups after in person meetings are vital to keep attracting attendees to regional meetings and events

YE provided a brief update on key priorities: the rollout of Sport80 with supporting communications, the risk register with **PI**, and the development of a policy map to be completed by June. She also mentioned the ongoing ethics process, which will require a separate board meeting. **YE** plans to recruit inclusion and L&D teams to reduce board workload and will begin succession planning for board roles.

AG agreed succession planning is vital, especially for identifying the 2027 National/International President, given potential changes in the selection process. He shared positive progress on event planning, highlighting a promising partnership with Q Hotels.

The meeting closed at 1.30PM

Next Board Meeting will be on Friday 27th June at 9.30 am to 1.30pm