



MINUTES OF BOARD MEETING

26th September 2025

Board of Directors attending

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

Apologies

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

<p>1. WELCOME</p> <p>YE welcomed everyone to the meeting</p>
<p>2. Apologies for Absence</p> <p>Apologies were received from Mike Pagan</p>
<p>3. Potential Conflicts of Interest to be registered</p> <p>No conflicts of interest were recorded</p>
<p>4. Minutes from Board Meeting on 25th July 2025</p> <p>Minutes from August were approved</p>
<p>5. Matters arising from the minutes (YE)</p> <p>E Speakers – To be followed up PM</p> <p>Fellows Update process - DF to add a page to the website</p> <p>Board Member to go through the process as if they were applying to be a Fellow YE</p> <p>YE – There will be information on one of the Stands at SBS25 for information on upgrading to Fellow.</p> <p>There will be an L&D Stand at SBS26 to promote the courses.</p>

Jane Gunn to join us to read a statement from WB and this will conclude the ethics process.

6. Foundation update (MP)

Foundation is recruiting for 2 Chair positions to head up their new Board. 3 applications have been received but interviews have not taken place yet.

It is intended that one of the Chairs will attend the main PSA Board meeting bi-monthly or quarterly, but they will still provide a board report on a monthly basis.

Sport 80 link – Only the Super Admin will have access to any Foundation information.

There needs to be a list of benefactors to the Foundation. To be added to the website (DF)

The process of transferring funds from the Foundation to the PSA to be reviewed. (PI)

All Foundation funds have now been transferred out of Metro Bank to the Foundation bank account.

Current Directors for the Foundation are Mike Pagan, Lee Jackson, Peter Roper and Susan Heaton-Wright (Non-Executive Director). The 2 chairs will be added to this to format the board.

Volunteers to assist with Foundation work at SBS25 are still required.

SB and the team are keeping track of how many hours are being used by the Foundation.

7. Finance Update (PI)

a) MO via video

Mike Ogilvie provided a finance update via video for the Board prior to the AGM.

MO provided a video finance update as he was unable to attend the meeting.

June figures showed a small profit of approx. £3,200, lower than expected due to income being spread across the year and conservative treatment of conference income. September figures now show a minor loss of £741, which **MO** advised could move into profit once recovered bad debts and matched conference income are released.

Income continues to be treated cautiously, with conference and subscription income held as income in advance until delivery is secure, reflecting PSA's consistent risk-based accounting approach should events be cancelled and deposits unrecoverable.

Bad debt provision currently stands at £9,701 but includes debts now paid or close to resolution, including Regine Echeverria and Simon Zushi (paid), Roxanne (£721 outstanding) and Tim Gard (approx. £1,000–£2,000 outstanding). Release of these provisions will result in a credit to the P&L and improve the reported position.

Net assets show approx. £56,000, however £50,000 relates to Foundation funds, leaving PSA retained earnings at approximately £3,000–£4,000. Autumn Conference 2025 costs of £41,998 are already recorded without matched income, temporarily distorting the quarterly position.

MO advised the overall financial trajectory remains positive, provided costs are controlled, regional activity remains contributory, and central costs continue to be covered by

subscriptions. SPS 2025 is expected to break even or achieve a small profit, supported by potential late sponsorship and income.

● **ACTION:** MO to confirm subscription income adjustments with Saad and Sarah and update PI.

● **ACTION:** MO to advise PI on AGM presentation narrative and financial positioning.

◆ **DECISION:** PSA to continue its conservative and consistent approach to income recognition and accounting treatment for conferences and subscriptions.

PI added clarification on two further areas following MO's report. Accrual accounting for membership income had not transferred correctly when responsibility moved to Sarah; this is now being resolved with Saad at the accountants to ensure proper accrual treatment is implemented.

VAT processing was also highlighted as complex and beyond current in-house capability. It was agreed that Saad will complete quarterly VAT returns at an estimated cost of £150 per quarter to avoid compliance risk, with PI exploring whether future training could reduce reliance on external support.

AG queried whether financial reporting could be presented more clearly for Board understanding, given deferred conference income distorting the P&L. PI confirmed the current method remains the most accurate and consistent approach, stressing that the P&L reflects past performance, while cash flow better indicates future position.

PI confirmed that major SBS25 costs (including hotel and sponsorship-related expenditure) have now largely been paid, while corresponding income remains held in the balance sheet until the event occurs, temporarily showing an artificial loss position. AV costs of approx £18,000 will further impact short-term P&L until income is released post-event.

Discussion followed on bad debts. Current provision of £9,701 is expected to reduce by approx £3,900, potentially more should remaining debtors settle (including Tim Gard and Roxanne). Reduction of this provision would convert the reported £741 loss into a small profit.

Board discussion focused on preventing future large bad debts. Key issues identified included inconsistent processes, legacy cases, and historic exceptions to standard payment routes.

● **ACTION:** Strengthen systems to enforce standard payment processes for events and membership, avoiding exceptions and edge cases.

● **ACTION:** Improve real-time monitoring and chasing of overdue invoices and failed payments. ● **ACTION:** Implement clearer controls on instalment plans and speaker payment processes for future events.

◆ **DECISION:** PSA to pursue simplified, standardised payment systems to reduce administration complexity and minimise future debt risk.

PI demonstrated impact of correcting membership fee accruals, showing £68,000 received reducing to approx. £55,000 once income is apportioned correctly across accounting periods. SBS25 income and costs were confirmed as extremely tight, with current estimates showing

approx. £63,000 income against £66,000 costs, indicating a near break-even position dependent on late ticket sales and sponsorship.

YE sought clarification on steps required to move figures into profit; **PI** confirmed this will be addressed following the break and once final debtor positions are confirmed.

PI expanded on the financial position following **MO**'s report, clarifying both VAT handling and accrual processes. Membership income accruals had not been correctly transferred when responsibility moved to Sarah; this is now being rectified with Saad at the accountants to ensure accurate quarterly reporting going forward.

VAT treatment was confirmed as complex and unsuitable for simple extraction from Xero. **PI** advised that quarterly VAT returns will now be handled by Saad at an estimated £150 per quarter to avoid compliance errors, while exploring whether training could reduce longer-term external reliance.

AG raised concern that the Board struggles to interpret the true position due to deferred income treatment. **PI** acknowledged the complexity but restated that the current presentation is the most accurate method, noting that P&L reflects historic position while cash flow shows operational reality. Timing of SBS25 payments has distorted September figures, with major hotel costs already settled while ticket and sponsorship income remains unrecognised until the event occurs.

PI confirmed AV costs of approx £18,000 are still to be paid imminently, which will further depress short-term figures before income is released. Once this occurs, SBS25 is expected to balance or show a marginal surplus, although tight margins remain.

The discussion moved to bad debts and future prevention. Current provision of £9,701 is expected to reduce significantly, likely by at least £3,900, with potential for further improvement pending settlement from Tim Gard and Roxanne. Reducing this provision would convert the reported £741 loss into profit.

DF and **LB** questioned how future large debts could be avoided. **PI** and Board members agreed the primary issues were historic exceptions, inconsistent systems, delayed chasing of failed payments and over-complex processes. Strong emphasis was placed on eliminating edge cases, enforcing normal payment routes, and stopping informal arrangements for speakers and members.

It was acknowledged that previous failures included lack of immediate follow-up on failed card transactions, unchecked instalment plans and poor visibility of real-time payment status. Improved transparency, stronger monitoring and simplified systems were identified as essential to progress.

AG reinforced that focus should now remain on current and future processes rather than legacy issues, ensuring no individuals continue to bypass standard payment systems. The introduction of clearer controls, payment verification at events and improved member payment tracking were welcomed as positive steps.

● **ACTION:** Strengthen systems to eliminate payment exceptions and enforce standardised processes for events and membership.

● **ACTION:** Ensure failed payments and overdue invoices are chased immediately and systematically.

● **ACTION:** Improve transparency and Board oversight of payment status and instalment arrangements.

◆ **DECISION:** PSA to maintain simplified, standardised payment systems to reduce debt risk and ensure long-term financial control.

PM raised a request linked to the agreed commercial strategy focused on regional growth and self-sufficiency. **PM** explained that clearer visibility of each region's financial position would enable him, working with **OG**, to develop targeted approaches to ensure all regions become financially self-sustaining and aligned with the future budget strategy.

PI confirmed that regional forecasting could be developed if accurate figures are available, noting that regional income and expenditure fluctuate regularly, meaning figures are indicative rather than static.

PI confirmed that the required regional financial data is available within **MO**'s Xero reports and can be shared to support this process.

● **ACTION:** Provide **PM** and **OG** with access to regional financial figures from Xero to enable regional profitability planning.

● **ACTION:** **PM** and **OG** to develop regional self-sufficiency plans aligned to the commercial strategy for 2026.

◆ **DECISION:** Regional financial performance to be used as a key driver in implementing the commercial strategy and shaping future budgeting.

PI provided a detailed cash flow update, confirming PSA is currently at peak cash flow due to SBS25. Savings funds have been used to pay the majority of the hotel costs, with further conference and AV payments (approx £18,000) due imminently and SBS26 deposit (approx £15,000) scheduled for October. Central team costs have been adjusted to reflect increased hours, with additional accounting costs still to be built into future forecasts.

PI forecast that, once all SBS25 costs are paid, PSA should retain approx £20,000 in savings and a further £10,000–£20,000 in the current account. Cash flow remains viable provided no major disruption occurs (e.g. event cancellation or sudden loss of members). Current projections support continued operations and delivery of planned activities into 2026, with improved forecast accuracy expected post-SBS25 once final costs are known.

Discussion confirmed Sheep income is factored into 2025 forecasts but not yet into 2026, acknowledging potential changes following Sport80 integration. **PI** advised this remains under review pending further clarity.

PI also raised insurance matters, confirming review of annual insurance renewal and proposing investigation into cyber insurance due to increased data exposure risk via Sport80. While deemed low probability, the potential impact was acknowledged as significant.

● **ACTION:** PI to review existing insurance cover and obtain proposals for cyber insurance.

● **ACTION:** YE to review insurance figures and update as required.

Banking concerns were raised regarding Metro Bank access issues and limitations of the current setup. PSA remains within the Deposit Protection Scheme and alternative banking options are under consideration, though no immediate change is required due to current cash position.

Foundation governance was discussed. The Foundation account is functional, with PI holding signatory access and debit cards issued, but roles and financial oversight structure remain unclear.

● **ACTION:** PI to clarify Foundation account responsibilities and oversight with Mike Ogilvie.

● **ACTION:** YE to liaise with Mike Pagan regarding Foundation governance and appointment of appropriate roles.

It was noted that PSA signatory arrangements and Companies House records require review to ensure accurate representation of organisational governance.

◆ **DECISION:** Continue current cash flow strategy, maintaining sufficient reserves to meet SBS25 and SBS26 commitments while monitoring risk exposure and banking arrangements.

Final confirmation indicated approx £90,000 currently held across accounts, with estimated £50,000 outgoing over the next two months relating mainly to SBS expenditure, reinforcing confidence in short-term liquidity.

8. SBS25 UPDATE (MMP) and (DF)

MMP confirmed SBS preparations are on track and outlined improved hospitality arrangements for international guests, including volunteer hosts, social support, and optional post-conference activities to enhance attendee experience and avoid previous shortcomings. Cabaret Night will be tightly managed with no informal performances or deviations from the programme.

DF highlighted ongoing comms delays caused by missing or poor-quality speaker materials, expressing concern that single individuals were holding up wider promotion. She confirmed Ask the Experts and promotional emails would proceed, alongside graphics and reminders for day tickets, hotel booking and use of “I’m attending” materials.

YE requested inclusion of hotel reminders and graphics usage in outgoing comms. Concern was raised about the lack of professionalism in supplying images and information, with agreement that clearer expectations and earlier standards are required for future events.

PI emphasised the importance of acknowledging sponsors and ensuring they are visibly thanked throughout the event. **DF** confirmed contact with SB to clarify sponsor comms obligations and branding requirements.

OG queried whether a Regional Presidents meeting would take place during the conference. It was agreed this should occur on Thursday between 4.30–5.30pm, subject to room turnaround and Board availability. OG to inform RPs accordingly.

YE confirmed that all instalment ticket payments have now been completed and committed to emailing confirmation to those attendees.

Discussion followed regarding name badges, with agreement that badges should clearly identify membership level, international delegates and sponsors to support recognition and engagement. **AG** requested updated attendee lists to enable this to be implemented via SB.

Concerns were raised about incomplete or fragmented attendee data, including invited past presidents and international delegates not appearing on central lists. Agreement was reached that a shared, regularly updated spreadsheet should be used to centralise attendee information for Board access and operational coordination.

The need for improved data visibility and reporting was highlighted, particularly ahead of Sport80 integration, with a longer-term goal of centralised membership and attendance reporting.

MMP proposed producing a physical event brochure for attendees, particularly non-digital users. YE confirmed quotes would be sourced and feasibility assessed.

● **ACTION:** Ensure international guest hospitality arrangements are implemented and monitored throughout SBS. ●

ACTION: Enforce early submission of professional-quality speaker materials for all event promotions.

● **ACTION:** YE to confirm RP meeting details and notify Regional Presidents.

● **ACTION:** YE to email confirmation to instalment payers that ticket payments are complete.

● **ACTION:** AG to liaise with SB to ensure name badges reflect membership level, sponsor status and international origin.

● **ACTION:** Create and maintain a central attendee spreadsheet accessible to the Board with key classification data.

● **ACTION:** Obtain quotes for printed event brochures and assess viability.

◆ **DECISION:** RP meeting to take place during SBS on Thursday 4.30–5.30pm, subject to final room availability.

◆ **DECISION:** Proceed with enhanced identification and recognition of international delegates and sponsors at the event.

YE raised concern that invited delegates (e.g. past presidents) are not consistently appearing on Eventbrite lists, creating risk of unplanned attendance numbers. It was agreed that

attendees using special codes should still appear on central reports to allow accurate planning.

PM clarified that if producing additional lists creates pressure, he will continue managing his own tracking for Professional Members and communications independently.

Need for a clear PDF or printable agenda was reinforced, with suggestions to use Lee Jackson's version as an interim solution rather than relying on website printouts.

OG confirmed volunteer coordination for Fringe activities and requested further support. **MMP** agreed to assist by contributing ideas and contacts. Deadline pressure for promoting Fringe and showreel activities was highlighted by **DF**, who requested clearer timings and content confirmation.

Showreel and headshot sessions were confirmed as taking place post-Friday programme, led by Sam Warner, with images to be taken by Mel Budd or Dave James. Opportunity to expand into higher-energy and testimonial-style video content was discussed, with **AG** offering to coordinate this with Pete's team.

The VIP Secret Speaker was revealed as comedian Mark Silcox, whose appearance will be marketed as a surprise element, with post-event promotion planned to support his visibility.

Clarification was given that the RP meeting will include both RPs and VPs to support wider leadership development and inclusion.

Further operational points included clarity around cabaret acts and tighter coordination of programme contributors.

● **ACTION:** YE to request updated Eventbrite attendee list reflecting all invitation types including special codes and past presidents.

● **ACTION:** Finalise and distribute printable/PDF conference agenda to delegates.

● **ACTION:** OG to confirm Fringe activity schedule and coordinate volunteers.

● **ACTION:** DF to agree timeline and content for Fringe and showreel promotions with Sam Warner.

● **ACTION:** AG to explore inclusion of testimonial video content within showreel sessions.

● **ACTION:** Confirm and communicate final cabaret act lineup.

◆ **DECISION:** RP meeting to include both current RPs and VPs.

◆ **DECISION:** Proceed with VIP Secret Speaker as a surprise element within the programme.

9. SBS26 update (AG)

AG provided an update on SBS26, confirming imminent contract signing with the Oxford Belfry at a negotiated favourable rate. Hotel bedroom bookings will be managed directly by the hotel, reducing administrative burden on the office. Further discussion with **PI** will take place offline regarding Klarna setup.

AG proposed a structural change to the conference format, recommending removal of the traditional Sunday programme. Based on consultation with RPs, Fellows, PSAEs and past presidents, AG advised there is no significant resistance to moving to a two-day format, concluding the conference on Saturday night following the incoming President's speech and formal close.

A Board vote was taken, with the majority supporting AG's proposal for SBS26 to run on Friday and Saturday only, with Sunday limited to optional informal activities (e.g. Oxford tour). YE emphasised the importance of clear communications to members regarding this change. AG noted the format can be reviewed in future if feedback indicates a need to revert.

Hybrid delivery was acknowledged as an item for future discussion but formally deferred.

● **ACTION:** Develop and implement communications plan outlining the new two-day SBS26 format.

● **ACTION:** AG and PI to finalise Klarna arrangements and contractual logistics offline.

◆ **DECISION:** SBS26 to operate as a two-day conference (Friday and Saturday only), removing the formal Sunday programme.

◆ **DECISION:** Hybrid conference format discussion to be deferred to a later meeting.

10. SPORT80 (LB)

Strong concern was expressed regarding the Sport80 migration process, which has significantly overrun the original three-day timeline and left PSA operating in a no-man's land between old and new systems. Members highlighted lack of visibility, poor communication, unresolved data transfer issues and perceived disengagement from Sport80 following the initial copy of data.

Continued payments via the old system and uncertainty around reconciliation were noted as major operational and financial risks.

It was acknowledged that Ed has carried significant workload in attempting to stabilise the situation, incurring additional costs and extending dependency on existing systems. Confidence in Sport80's handling of the transition was questioned, with concern that PSA holds limited contractual leverage.

Discussion turned to contingency planning for SBS26 ticket sales. The Board recognised that Sport80 is not currently reliable enough to manage immediate ticket sales. Agreement was reached that Super Early Bird tickets for SBS26 should be sold via a single Stripe payment link at a fixed price, with no instalments or refunds, as an interim measure to secure early income and buy time for system resolution. Klarna integration to follow once Sport80 stabilisation is achieved.

Escalation options with Sport80 leadership were explored, with agreement that any formal escalation should be carefully coordinated with Ed and based on factual evidence of operational failures and impact.

It was also recognised that clearer, more frequent engagement with Sport80 is required, including structured calls and stronger pressure to resolve outstanding issues, particularly around data accuracy, reconciliation and system training.

- **ACTION:** Leon to arrange an internal review meeting with Ed and Michelle to align position and evidence before escalation.
- **ACTION:** Schedule twice-weekly calls with Sport80 to accelerate issue resolution and maintain pressure.
- **ACTION:** Proceed with creation of Stripe Super Early Bird ticket link for SBS26 with clear conditions (single price, no instalments, no refunds).
- **ACTION:** Prepare factual briefing for potential escalation to Sport80 senior leadership.
- ◆ **DECISION:** Sport80 not to be used for immediate SBS26 ticket sales due to system instability.
- ◆ **DECISION:** Interim ticket sales for SBS26 to operate via Stripe only, pending platform stabilisation.

CHAIR's ITEMS

a) NOVEMBER STRATEGY DAY

YE confirmed plans for a Board strategy day in November, to begin with a finance update from **PI** and regular month-end financial reports shared as if for a Board meeting.

The purpose of the day will be to focus on improving the Association for members rather than spreading across too many topics. **YE**'s priorities included: clarifying member value and "what's in it for them", strengthening processes, supporting regional growth (linked to **PM**'s commercial work), and simplifying systems in line with **LB**'s ongoing simplification drive.

DF emphasised the importance of the customer journey, including why people join, why they stay and why they leave. She highlighted associate drop-off and differences between regions (using **PSA** Ireland as an example), and stressed the need to talk seriously about value, marketing strategy, and updating **PSA** values to better reflect collaboration and support. **DF** also raised perception issues around "them and us" between Board and members and asked that Board presence at regional events be more clearly acknowledged and integrated.

PI proposed using established strategic tools (e.g. **PESTLE**, **SWOT**, benchmarking with other professional bodies) and suggested gathering input in advance so that the day itself can focus on productive discussion and clear outcomes.

MMP reminded the Board of existing membership survey data (covering reasons for joining, staying and leaving) and confirmed historic survey designs are available. It was noted that the regular membership-wide survey had not been carried out last year and should be reinstated and refreshed.

LB supported a root-and-branch review of "who we are" as an association and who we now serve, recognising a shift towards more associates and less experienced speakers. He endorsed using structured tools and linking survey insights with simplification and focus.

AG highlighted the need for more consistent structures and expectations at regional level (e.g. clearer **RP** responsibilities, use of member masterminds, better integration of Board members at events, and a more consistent approach to branding and event quality). He also reiterated concerns about the website and suggested the strategy day must address whether to rebuild or significantly overhaul it.

PM reported feedback from visiting multiple regions: members love their regions but feel a degree of disengagement from “the PSA” as an organisation. He proposed that the strategy day should look at engagement as a central purpose, aligning member journey, value, values, and best practice across regions to build stronger connection between local and national levels.

MMP added that some prospective members are not joining because they do not feel sufficiently supported or impressed by local leadership, reinforcing the need to clarify expectations and support for RPs.

YE confirmed she will design a structured agenda for the day within the available time, bringing together these themes. The day is currently planned to run online, although format could be reviewed.

● **ACTION: PI** to circulate month-end financials to the Board as if for a Board meeting and prepare an update for the strategy day.

● **ACTION: YE** to design and circulate a structured agenda for the November strategy day, incorporating membership value, customer journey, systems simplification, regional support and engagement.

● **ACTION: MMP** to locate previous membership survey data and designs for use in pre-work and future survey planning.

● **ACTION: LB and PI** to propose suitable strategic tools (e.g. PESTLE, SWOT, benchmarking) and pre-work for the Board.

● **ACTION:** Plan and schedule a refreshed membership survey post-SBS, informed by historic data.

◆ **DECISION:** Hold a dedicated online strategy day in November focused on member value, engagement, simplification and regional development, preceded by finance updates and pre-work.

b) NOVEMBER RP INDUCTION DAY

OG confirmed the RP Induction Day will take place on 27 November and will be delivered via Zoom to ensure accessibility and maximise attendance, particularly in light of travel limitations and individual accessibility needs. Slots will be circulated once finalised.

Board members and the office team (SB, Hazel and Chrissie) will be invited to attend at relevant points during the day. **OG** advised that Emma has now left and Chrissie has taken over SBS-related support, having previously attended Impact.

AG offered support with the structure and layout of the induction day, noting familiarity with the event format.

● **ACTION:** **OG** to circulate confirmed timetable and access details for the RP Induction Day (27 November).

● **ACTION:** Board members to confirm availability to attend designated induction sessions.

c) MMC WORKING HOURS

YE raised the need to review MMC (Sarah Beth and team) working hours in light of increased workload, Sport80 disruption and additional SBS pressures. Figures and cash flow are not as strong as anticipated, with extra ad hoc hours already purchased to manage chasing funds,

Sport80 complications and conference-related tasks. YE confirmed the team has been asked to separately log Foundation-related hours so that costs can be fairly apportioned and discussions opened with the Foundation, now a separate entity, to agree shared cost responsibility without creating an unmanageable financial burden.

Concern was expressed that the current piecemeal allocation of MMC hours is inefficient and lacks continuity, resulting in work slipping through gaps and increased admin pressure on Board members, particularly YE. Multiple contributors highlighted the loss of SB's previous embedded role as operational "glue" and the knock-on impact on coordination, accuracy and overall effectiveness. The Board acknowledged this as a false economy, with agreement that both cost and return on investment must be considered, not just headline savings.

AG and PM supported a broader systems-led approach rather than isolated fixes, suggesting exploration of smarter task allocation, use of volunteers or associate roles for appropriate duties, potential reinstatement of SB in a more integrated operational role, and greater use of AI and digital tools to reduce manual workload. The need for simplification, clearer workflows and more structured use of MMC time (rather than fragmented sessions) was emphasised.

YE confirmed that a formal review of MMC resourcing, systems and structure will be undertaken, including consideration of whether baseline hours should be increased to avoid repeated top-ups, alongside clearer separation of PSA and Foundation work. Initial discussions with PI and Phil will inform recommendations to the Board, which will then be progressed as part of wider systems and succession planning.

YE also provided an update on governance: Bob Bradley's governance review has been received and is being clarified prior to wider Board circulation, with a collated feedback process planned. Minor amendments to articles and bylaws will be presented at the AGM for formal approval, enabling proper filing with Companies House within statutory timeframes, with further changes anticipated in 2026.

● **ACTION:** Review MMC working model, hours and cost-effectiveness with PI, including Foundation hour allocation and long-term resourcing options.

● **ACTION:** Conduct systems review covering workflow efficiency, task allocation and integration of AI and digital tools.

● **ACTION:** YE to circulate governance review report with structured process for Board feedback.

● **ACTION:** Implement Companies House filing of amended articles and bylaws within 15 days post-AGM.

◆ **DECISION:** MMC resourcing and structure to be formally reviewed as part of systems and succession planning.

◆ **DECISION:** Minor governance amendments to proceed for AGM approval and statutory filing.

Risk Register & Succession Planning

YE advised that the updated risk register prepared by Malcolm Budd has not yet been received due to his absence. Once reissued, it will be re-circulated and Board members will be asked to review and expand their individual sections, adding clearer guidance and mitigation detail. The intention is to strengthen the register ahead of the strategy day, with work running throughout October and into November.

Turning to succession planning, YE confirmed the Board currently sits at nine members and will reduce further with Mike stepping down at year end. In addition, Foundation Chairs will no longer attend every Board meeting, instead providing written reports with periodic attendance on a rotational basis. This creates an immediate need to consider both capacity and continuity.

YE highlighted the requirement to recruit a new Marketing Director following SBS. DF expressed concern that her planned strategic marketing work remains incomplete due to disruption over the past year and suggested delaying formal succession planning in this area until Impact has been fully marketed and current commitments stabilised. She proposed exploring committee-based support before progressing directly to a full Director recruitment.

AG suggested an alternative model whereby a new role is recruited as an Assistant Marketing Director, providing support and transition cover while allowing for skills development and continuity. This would also reduce the risk of last-minute leadership gaps, as experienced previously.

The Board acknowledged that succession planning must balance continuity, realistic workload, and capacity building, with emphasis on avoiding rushed or reactive recruitment.

● **ACTION:** Re-circulate updated risk register once received and allocate sections for Board member input and expansion.

● **ACTION:** Initiate review of Board capacity and succession gaps post-SBS, including Marketing function support options.

◆ **DECISION:** Succession planning to be phased, prioritising stability, support roles and continuity over immediate replacement.

Next Vice President

YE stated the automatic pathway from Board to Presidency is outdated and should be reviewed. Being on the Board should not guarantee progression to President; the role requires a different skill set and clearer definition. The Chair should not run operations; the Board should focus on oversight, with an expanded operational team supporting delivery and reducing director liability.

Concerns were raised about staggered departures, with several directors starting at similar times and risk of simultaneous exits. YE proposed structured staggering, with directors stepping into support roles after tenure to maintain continuity.

OG highlighted instability caused by simultaneous onboarding of Director of Regions and new RPs. She proposed mid-year overlap to maintain confidence and stability, a principle YE agreed should apply across roles, including Finance.

The Board discussed redefining the Presidency, questioning whether:

- It should remain linked to conference ownership
- It should be a one-year “swan song”
- The title should shift towards Ambassador / Figurehead
- Greater focus should be placed on external representation and strategic influence

Views differed on whether the President must have a speaking business. While strong representation and credibility were seen as important, members agreed that rigid financial or performance criteria could create unnecessary complexity and risk exclusivity.

Concerns were also raised about popularity contests, commercial self-promotion, and lack of role clarity. Suggestions included:

- Shadowing / President-elect model for continuity
- Clear criteria and formal recruitment process
- Separation of conference delivery from the Presidency
- Creation of an Ambassador-style role focused on external representation

YE confirmed she will collate discussion and draft a proposal to support strategic decisions and governance alignment.

● **ACTION:** **YE** to produce a Succession Planning & Presidency discussion paper linked to governance review and strategy day.

● **ACTION:** Develop criteria and structure for staggered appointments and overlap in key roles.

◆ **DECISION:** The automatic progression from Board Member to President will be reviewed.

◆ **DECISION:** Presidency role to be redefined, with consideration of separating governance, operational and ambassadorial functions.

AWARDS

Confidential Section

AGM

DF confirmed she will miss the AGM. **YE** reassured this is not a problem and outlined options, based on last year when **AG** was absent: **DF** can either submit a short, written statement for **YE** to read or record a short video for her AGM introduction and update.

YE explained the AGM format for directors, including a brief roll-call introduction and a later 1–2 minute board report segment outlining plans for the coming year. Voting for board roles will already have taken place before these verbal reports, and **YE** will incorporate messaging to support **DF**'s ratification within her own AGM script.

Directors were reminded that votes can be submitted in advance online to avoid technical issues during the meeting; once pre-voted, they cannot vote again on the night. **Sam Warner** will collate advance and live votes and manage the online system, with tellers/scrutineer still to be finalised.

The AGM is scheduled for 6.30–8.00pm, with **YE** not anticipating significant challenge given the prior finance Q&A. Registration is required to confirm membership status; only current members (plus invited guests) may attend.

● **ACTION:** **DF** to provide either a brief written AGM statement or a short video for use during her board introduction/report.

● **ACTION:** **YE** to draft AGM script, including supportive wording for **DF**'s appointment and to appoint tellers/scrutineer before the meeting.

● **ACTION:** All Board members to ensure they are registered and, if desired, submit AGM votes in advance via the online system.

◆ **DECISION:** **DF**'s absence from the AGM to be managed via written or video contribution, with no impact on voting or formal proceedings.

RPs

OG highlighted a shortfall of four upcoming RPs, with the North East particularly struggling. Simon and Lynn are finding it difficult to recruit, and OG proposed splitting PSA Scotland into two regions (PSA Glasgow and PSA Edinburgh) due to inconsistent attendance and large travel demands, suggesting this could be trialled to enable two separate RPs and improve stability.

PM supported discussing this with Lynn to assess commercial viability, while advising that **LB** should also be involved. **YE** confirmed Leon could review member demographics to support decision-making. OG confirmed this had already been explored and that clear membership clusters exist in both Glasgow and Edinburgh, with an optional crossover for members if desired.

MMP reiterated that any new region must be financially viable and self-sustaining. **AG** noted previous RPs can return and encouraged normalising two-year RP terms, as the second year is often more manageable. It was agreed that this opportunity is not currently well-communicated to members.

Discussion also covered supporting RP recruitment more proactively, including a national call-out, encouraging previous RPs to reapply, and raising awareness that RPs are not required to live in the region. OG emphasised the need to better promote member benefits, including referral incentives and membership days, as awareness remains low.

● **ACTION:** **OG** to draft message calling for new RPs in vacant regions, including option for previous RPs to return and highlighting flexibility on location.

◆ **DECISION:** PSA Scotland split (Glasgow / Edinburgh) to be explored further, subject to member demographics and viability review with **LB** input.

FACEBOOK PAGE

MMP raised serious concern about repeated toxic behaviour and inflammatory exchanges on the PSA Facebook group, highlighting the emotional impact, particularly on neurodivergent members. She stressed that false statements are being left visible, creating a misleading narrative and fuelling further conflict, and called for active moderation to prevent escalation.

YE confirmed she has already contacted some individuals involved and is addressing matters privately to avoid inflaming situations further, ensuring both sides are spoken to. She acknowledged delays but reaffirmed her intention to manage this proportionately and fairly.

PM noted the difficulty in policing social media and the risk of becoming arbiters of “truth”, pointing to the complaints process as a formal route for serious issues. However, **MMP** reiterated that proactive moderation is needed to prevent harm rather than reacting after escalation.

Discussion referenced inconsistent post removals and uncertainty over who holds admin control, with examples of prior stricter moderation practices under previous leadership. **DF** and **MMP** confirmed that engagement has reduced significantly due to members disengaging from the group environment.

It was agreed that the Facebook group requires a clearer moderation approach and defined responsibility going forward.

● **ACTION:** Consult full Board and establish agreed moderation strategy for PSA Facebook group, including clarification of admin roles and authority to remove inappropriate content.

MMP raised the discussion on the video opportunity at the Motorcycle Museum?

YE agreed to take this up with Julie Holmes.

The meeting closed at 2.30pm