MINUTES OF BOARD MEETING

23rd January 2026

Board of Directors attending

Yvonne Emery **(YE)** – Chair
Michelle Mills-Porter **(MMP)** – Immediate Past President
Mike Pagan **(MP)** – Foundation Director
Phil Ingle (**PI**) – Finance Director
Alastair Greener (**AG**) – President
Denise Fay (**DF**) - Marketing Director / Vice President
Leon Bamforth (**LB**) - Membership Director (joining meeting later)
Patrick Mercie (**PM**) - Commercial Director

Apologies : Olga Geidane (**OG**) - Director of Regions

Also Present Sara Beth Reynolds (**SB)**

Notes
1. WELCOME YE welcomed everyone to the meeting
2. Apologies for Absence Michelle Mills-Porter and Olga Geidane
3. Potential Conflicts of Interest to be registered **YE** I work for Simon Zucchi, so I need to register that as a potential conflict of interest.
4. Minutes from September 2025 Board Meeting (YE) – approval **PM** Proposer **MMP** Seconder Minutes were approved
5. Chair's update and review for the year ahead **(YE)** **Strategy for 2026 – GAS (Growth, Add Value, Simplify)** **YE** introduced the proposed strategic focus for 2026 under the theme **"GAS – Growth, Add Value and Simplify."** Following a year of consolidation, the intention is for the organisation to focus on growing membership, improving the value delivered to members and simplifying systems and processes.

YE reported that the PSA currently has **455 voting members**, with a small number of retired members and honorary fellows who do not vote. The current membership structure comprises approximately **250 Associates, 142 Professionals and 63 Fellows**. It was noted that increasing membership numbers and encouraging progression from Associate to Professional and Fellow levels will be important to strengthen the organisation and increase membership revenue. **YE** reminded the Board that membership income currently sits at around **£108,000**, meaning future growth will be necessary if the PSA is to fund additional services and external support.

MMP suggested that the Board should consider drawing on the experience of former PSA leaders **Derek Arden and Graham Jones**, who had previously implemented initiatives that significantly increased membership. **MMP** noted that initiatives such as CPD agreements, New Members' Days and external partnerships had played an important role historically and that it would be valuable to revisit these ideas to ensure that effective past practices are not lost.

AG emphasised that improving the **perceived value of membership** should remain a key priority. This includes ensuring a clearer distinction between membership levels, strengthening member benefits and ensuring that regional and national events provide tangible value to members.

LB reflected that Fellows and Professionals represent the core of the PSA and raised the importance of ensuring that these members continue to find value in the organisation. Concerns were expressed that some members at these levels may no longer feel the same engagement with regional meetings, and that the Board should consider whether the organisation is evolving away from the experience that originally attracted many members.

PM asked for clarification on where membership attrition is occurring. **MMP** confirmed that historically the majority of members leaving the PSA are **Associates**, often individuals who join expecting speaking opportunities but later realise the organisation focuses on professional development rather than direct bookings. **PM** suggested that regional engagement and local follow-up with members could play an important role in encouraging appropriate progression to Professional membership.

LB noted that improved **data visibility** will be essential for informed decision making. Since the transition to **Sport80**, the PSA has temporarily lost some of the reporting dashboards previously used to track membership trends. However, it is expected that once the system is fully operational, the Board will again have access to the data needed to analyse attrition, progression and membership growth.

The Board also discussed the importance of **New Members' Days**, which historically helped new members understand the purpose of the PSA and build connections with other members. **MMP** expressed willingness to assist with facilitating these sessions in the future, and there was general support for reintroducing such events, potentially twice per year and possibly in hybrid formats.

PI highlighted the financial implications of membership numbers, noting that based on current fee structures the PSA may require approximately **529 paying members** to comfortably cover organisational overheads. The Board acknowledged that improving the accuracy of membership data will be important before setting precise growth targets.

YE explained that the transition to **Sport80** has affected reported membership numbers, with some members appearing to have lapsed due to technical issues or incomplete registrations.

Initial analysis suggests that a number of these members may still intend to renew once system issues are resolved. **YE** also noted that the system currently shows **over 1,100 potential contacts**, including lapsed members who may be re-engaged and those who have left.

Further ideas for growth were discussed. **MMP** suggested strengthening relationships with **speaker bureaus**, which could encourage non-member speakers to join the PSA. **PM** proposed developing a **central strategy that can be implemented locally by regions**, with indicative membership composition targets to support a healthy balance between Fellows, Professionals and Associates. **AG** additionally suggested exploring the potential of the **Affiliate Programme** as a way of increasing both value for members and additional income streams.

The Board expressed broad support for adopting **GAS – Growth, Add Value and Simplify** as the guiding theme for the coming year while further strategic work is undertaken.

🔵 **Decision:** The Board agreed in principle to adopt **"GAS – Growth, Add Value, Simplify"** as the strategic focus for the coming year.
🔴 **Action: YE** to analyse Sport80 data to clarify membership numbers, identify lapsed members and assess potential recoverable memberships.
🔴 **Action: YE** to circulate a draft strategic paper outlining the GAS approach and invite Board input to develop a more detailed strategy.
🔴 **Action: LB** and **MMP** to explore options for reintroducing **New Members' Days** and report back with proposals.
🔴 **Action: MMP** to explore inviting **Derek Arden and Graham Jones** to provide advisory input on membership growth and legacy initiatives.

a. How We Interact with My Management Company

YE updated the Board on discussions regarding the PSA's working relationship with **MMC**, following individual conversations with Board members and a detailed discussion with **Sara Beth**.

YE noted that one of the key points raised, particularly by **MMP**, was the importance of **consistency** in the relationship with MMC. As Board members rotate through their roles, MMC provides continuity and organisational memory, having supported the PSA operationally over a number of years.

It was acknowledged that the MMC team frequently supports the organisation beyond their contracted hours because of their commitment to the PSA. However, given the current financial constraints, the Board agreed that the number of contracted hours will need to remain **restricted for the foreseeable future** until membership numbers increase and finances improve.

YE reported that MMC will be implementing a **modest hourly rate increase**, rising from **£30 to £37 per hour** across the team. It was clarified that **Sara Beth's hourly rate will remain aligned with the rest of the team**, rather than increasing to the previously suggested higher rate, as her role will remain focused on coordination rather than taking on a significantly expanded operational function.

Under the revised approach, **Sara Beth** will act as the **coordinator of the MMC team**, allocating tasks to relevant staff members and ensuring requests from Board directors are managed efficiently. Board members will be expected to provide clear requirements and timelines for work requested from MMC.

Where tasks are delayed or incomplete, **Sara Beth** will escalate the matter to **YE**, who will then follow up with the relevant director to resolve any issues. This approach is intended to reduce the time currently spent by MMC on chasing responses and to ensure that the limited contracted hours are used as effectively as possible.

It was also confirmed that MMC will **continue to work within the same contracted hours as currently agreed**. If the team identifies requests that fall outside their capacity or responsibilities, **Sara Beth** will raise these with **YE** so that the Board can determine whether the work should be reassigned or handled internally.

YE informed the Board that representatives from **MMC will join the meeting later in the afternoon** to discuss the working relationship further, answer questions and explore ways to improve operational efficiency.

Finally, **YE** encouraged directors to consider making greater use of **member volunteers** for appropriate tasks. Where suitable pieces of work arise that could be undertaken by members, a volunteer agreement could be put in place to allow them to support the organisation without placing additional pressure on MMC resources.

🔴 **Action: YE** to continue coordinating communication between the Board and **MMC**, including escalation of outstanding tasks where required.
🔴 **Action:** Board members to ensure that requests to **MMC** include clear requirements and timelines to support efficient use of contracted hours.
🔴 **Action: YE** to explore opportunities for **member volunteers** to assist with suitable tasks where appropriate.

Delegation

YE spoke to the Board about the importance of clarity when delegating work and ensuring that expectations are understood when tasks are assigned.

YE explained that when directors delegate responsibilities, it should be clear whether the task requires **collaboration and discussion**, or whether it is simply a request for the work to be completed. Providing this clarity will help avoid unnecessary delays and ensure that work progresses efficiently.

YE emphasised that directors should **act at their level of authority** and make decisions within their portfolios where appropriate. When delegating tasks to others, including MMC or volunteers, directors should clearly state whether input is being sought or whether the task is simply to be carried out as directed.

The Board acknowledged that clearer delegation and decision-making processes will help streamline operations and support the wider objective of simplifying how the PSA operates.

Impact! Update (AG)

AG provided an update on preparations for **Impact!**, confirming that planning is largely complete. The **speaker line-up, running order and overall programme** have now been finalised, and arrangements for the event are progressing well. It was confirmed that the **Fellows' event will take place the day before Impact!**, with tickets priced at **£75 plus VAT for Fellows** and **£25 plus VAT for Professionals**, as agreed with **PI**. The Fellows' sessions will take place in the room **Cheer**, which will then be reconfigured in the evening to host the **ESY competition**. **AG** confirmed that the First Timers' session will also take place during the event. When Professionals vacate their session room, the First Timers will meet for a 45-minute session in the networking area. It was agreed that both the ESY competition and the First Timers' session will be free to attend but ticketed to manage capacity. At the end of the main event day, delegates will move to the **Novotel for the Afterglow event**, which will include networking and light food. The Afterglow will be priced at **£18 plus VAT**, with heavy canapés provided to keep costs reasonable while offering suitable refreshments. Efforts to secure a **delegate accommodation rate at the Novotel** have not been successful. However, the venue remains the most convenient option due to its proximity to both the **train station and the event studio**, and therefore alternative venues have not been pursued. Information about nearby accommodation options will be provided to delegates. Bookings for additional event elements will open on **6 February**, when the **updated website and booking options** will go live. This will allow delegates to book tickets for **Fellows' events, Professional sessions, ESY, the Afterglow and other components**. Members will also be encouraged to **book travel and accommodation early** due to fluctuating prices. **AG** confirmed that **Jenna** will serve as the **event emcee** and has already been briefed on the running order. **Lise Kay-Belle** has been confirmed as **show caller**, and a meeting with the **AV team** is scheduled to finalise technical arrangements. The AV setup will include essential production elements initially, with additional enhancements to be considered depending on ticket sales. Ticket sales are currently modest, with **16 tickets confirmed and a further 14 prospective bookings noted**, though early bird pricing remains available until the end of March. To support promotion, **AG** will be visiting several **regional meetings** in the coming weeks to encourage attendance and raise awareness of the event. It was also confirmed that the **full running order for Impact! will be published in the newsletter during the first week of March**, allowing members to see the complete programme in advance. 🔵 **Decision:** The **ESY competition and First Timers' session** will be **free but ticketed** events. 🔴 **Action: AG** to finalise event communications and ensure bookings for additional event elements open via the website on **6 February**. 🔴 **Action: AG** to continue promoting **Impact!** through regional visits to support ticket sales. 🔴 **Action: AG** to publish the **full running order** for Impact! in the **March newsletter**.
SBS26 Update (AG)

AG provided an update on planning for **SBS26**, noting that progress has been slower than anticipated as recent efforts have focused primarily on delivering **Impact!**. **AG** confirmed that he will arrange a meeting with **Sara Beth** and **Fee Stevenson** to review arrangements with the venue and ensure that all logistical details remain on track.

AG raised a potential idea for consideration regarding the **PSA Foundation fundraising activities** at SBS. Drawing on an example from **CAPS**, he suggested the possibility of moving the **Foundation dinner and auction** to a separate event earlier in the conference, potentially on the **Thursday evening**. The intention behind this idea would be to create an additional event opportunity for delegates, potentially increase funds raised for the Foundation and shorten the main awards evening.

MMP responded that while the idea was interesting, charity fundraising events tend to be more successful when they have a **captivated audience**, such as during the gala evening when most delegates are already present. Splitting the auction into a separate optional event might reduce attendance and limit the funds raised.

YE added that the PSA membership composition differs from organisations such as CAPS, where many attendees are Fellows and may have greater capacity to support fundraising. Given the PSA's wider membership mix, **YE** questioned whether a separate event would necessarily increase fundraising income and noted that the atmosphere created during the gala evening can play an important role in encouraging participation.

The Board agreed that the idea was worth noting but that **no decision would be made at this stage**.

AG also confirmed that a **new speaker, Michael Kerr**, has been secured for SBS. **AG** described him as a strong closing speaker with a humorous and engaging style, noting that he had previously performed very successfully at international speaking events.

The Board discussed the **promotion and ticket sales strategy for SBS**, particularly in relation to **Impact!**.

YE queried whether the early bird period following Impact! would be long enough to generate ticket sales momentum. It was noted that approximately **90 delegates are already registered** for SBS. **AG** confirmed that extending the early bird deadline could be reviewed if required.

The Board also discussed whether **non-member tickets** should be available for **Impact! and SBS**. **AG** noted that historically non-member tickets have sometimes encouraged attendees to join the PSA after experiencing an event. However, **PI** suggested that restricting national events to members only could also serve as an incentive for people to join the organisation. The Board noted that historically the number of non-member attendees at such events has been very small.

YE confirmed that **SBS ticketing will be moved onto the Sport80 platform** as soon as possible so that event bookings can be managed centrally.

The Board also discussed arrangements for **early bird and complimentary tickets**, including those available to **Past Presidents, Regional Presidents and certain volunteers**. It was noted that a list of individuals eligible for **super early bird pricing or complimentary tickets** is being compiled and communicated. Codes for these ticket categories are still being finalised.

A discussion also took place regarding **support for Regional Presidents volunteering at events**, including a possible contribution towards travel expenses. **PI** raised concerns that introducing multiple discounts, codes or reimbursements could conflict with the PSA's aim to **simplify processes**. The Board agreed that the principle of supporting volunteers remains important but that the mechanism should be reviewed to ensure simplicity.

🔴 **Action: AG** to arrange a meeting with **Sara Beth** and **Fee Stevenson** to confirm venue arrangements for **SBS26**.
🔴 **Action: AG** to continue developing the **SBS speaker programme** and announce additional speakers following **Impact!**.
🔴 **Action: YE** and **Sara Beth** to finalise and communicate the list of individuals eligible for **super early bird or complimentary tickets**.
🔴 **Action: Board** to review options for supporting **Regional Presidents volunteering at events** while ensuring processes remain simple.
🔵 **Decision:** The proposal to move the **Foundation dinner and auction to a separate evening** will be noted for further consideration, with **no decision taken at this stage**.

RP Role Length of Service (AG / OG)

AG proposed reframing the **Regional President (RP)** role so it is presented as a two-year position with the option to step down after one year, rather than the current perception that it is primarily a one-year role that may occasionally extend. The aim was to normalise longer service and support continuity in regions where recruiting successors can be challenging.

YE asked how this would work if an RP was not performing effectively and the Board did not wish them to continue for a second year. **AG** acknowledged this would require careful conversations between the Director of Regions, the Board and the individual.

Several Board members expressed reservations. **MMP** felt presenting the role as two years could create difficulties if a volunteer needed to step down early, potentially appearing as though they had been removed. **PM** also noted that a two-year expectation might discourage volunteers from applying due to the level of commitment required.

PI supported retaining the current structure of a **one-year term with the option to extend**, suggesting that continuation into a second year should follow a review and mutual agreement.

The Board recognised the importance of balancing flexibility with continuity. **AG** suggested describing the role as a **"one- or two-year role depending on circumstances."** However, the Board broadly supported maintaining the current principle that **one year remains the standard term**, with the possibility of extension after review if appropriate.

🔵 **Decision:** The RP role will continue to be framed as a **one to two-year role with the second year being optional**, subject to review and agreement.

Benefits for RPs – Virtual Region (AG / OG)

AG introduced a proposal to provide **Regional Presidents (RPs) with complimentary access to Virtual Region meetings** as a benefit of their role. It was noted that virtual meetings do not create additional costs for the organisation, making this a simple way to recognise and support the contribution made by RPs.

AG confirmed that **Paul Archer**, as Virtual Regional President, is supportive of the proposal. It was suggested that allowing RPs to attend virtual meetings free of charge would provide an additional development opportunity for them and strengthen their connection with the wider PSA community.

AG also noted that participation in virtual meetings could encourage RPs to further promote their **in-person regional events**, as their involvement across both formats would help strengthen engagement with members.

PI queried how complimentary tickets could be issued through **Sport80**, noting that under the previous system a code had been used to allow Board members to book free tickets. **PM** advised that the use of codes within Sport80 is possible, and **YE** confirmed that **Hazel** has been working on implementing this functionality.

🔵 **Decision:** Regional Presidents will be offered **complimentary access to Virtual Region meetings** as part of their role.
🔴 **Action: Hazel / Operations team** to implement the necessary **Sport80 ticketing functionality** to allow RPs to book complimentary virtual meeting tickets.

PSY Refinements for SBS26 (AG)

AG updated the Board on proposed refinements to the **Professional Speaker of the Year (PSY)** competition format for **SBS26**. **AG** reported that a productive meeting had taken place with **Carol Benton**, **YE**, and himself to review how the competition could be improved.

As a result of these discussions, it is proposed that the **PSY semi-finals (heats)** will no longer take place on the **morning of SBS**, as has previously been the case. Instead, the semi-finals will be scheduled for the **Thursday evening**, following the **Professionals' Day and Fellows' Day**, and will take place in the same venue.

This revised format will be similar to the structure used for the **Emerging Speaker of the Year (ESY)** competition. Moving the PSY semi-finals to the Thursday evening is intended to improve the experience for both competitors and delegates, as it will prevent participants and attendees from having to divide their attention between the competition and other SBS sessions.

Under the revised schedule, **SBS will begin at approximately 10:00am on the Friday**, starting directly with the opening keynote and main conference programme.

The Board supported the proposed change.

🔵 **Decision:** The **PSY semi-finals will take place on the Thursday evening of SBS26**, following the Professionals' and Fellows' sessions, rather than on the Friday morning.

Finance Update (PI)

PI presented the finance update.

PI reported that the organisation's financial position remains stable overall, with an operating profit of approximately £16,000 recorded for the first six months of the financial year. A significant proportion of this surplus is attributable to the financial performance of SBS25. While the spreadsheets show a profit of around £22,000 from SBS25, PI explained that approximately £10,000 of related costs were incurred in the previous financial year, which affects the overall comparison.

It was noted that regional income exceeded regional costs during the period, which is a positive indicator. However, overheads currently exceed membership income, reinforcing the earlier discussion regarding the need to grow membership numbers to ensure long-term financial sustainability.

PI advised that some technical adjustments are required within the Xero accounting system, including several transactions that appear to have been mis-posted. These will need to be corrected and reclassified. As part of this work, the balance sheet will be reviewed and updated following discussions with Mike Ogilvie.

Despite these adjustments, **PI** reported that the organisation's reserve levels appear to have increased slightly, although final confirmation will follow once the balance sheet review is complete.

The report also included a comparison against budget. **PI** explained that this comparison should be interpreted cautiously, as certain activities—particularly SBS—take place in the first half of the financial year, while others, such as Impact, fall later in the year. Adjustments have therefore been made to account for these seasonal variations. On this basis, income is currently slightly ahead of forecast, with gross profit also ahead of expectations, although overheads are running higher than anticipated. Overall, the organisation remains ahead of the adjusted profit forecast at this stage of the year.

In relation to cash flow, **PI** reported that forecasts currently extend to the **end of June**, and these will be expanded to include **July through December 2026**. A new summary line has been added to the forecast to show the organisation's **total cash position**, combining balances held in both current and savings accounts to provide a clearer overview of available funds.

The overall financial position indicates that the PSA is able to proceed with planned events such as Impact and SBS26, although continued attention will need to be given to controlling overhead costs.

Finally, **PI** noted that once the balance sheet adjustments have been completed, an interim financial report will be prepared for circulation to members, providing an overview of the PSA's financial performance to date.

During discussion, **DF** queried an issue raised in the report regarding an earlier budgeting error. **PI** explained that when preparing the **2025–26 budget**, figures from the previous year had been used as a basis. However, a hidden column in the spreadsheet had inadvertently resulted in **six months of regional income and expenses being added to the annual figures**, which overstated both income and costs in the forecast. This has now been corrected and the budget recalculated accordingly.

🔴 **Action: PI** to correct mis-posted transactions in Xero, including reclassification of certain payments and review of accounting entries.
🔴 **Action: PI** to review and update the balance sheet following discussion with Mike Ogilvie.
🔴 **Action: PI** to extend the cashflow forecast through to December 2026.
🔴 **Action: PI** to produce an interim financial report for circulation to PSA members once the balance sheet adjustments have been completed.

Clarity on Tracking Income and Expenditure

PI explained how the Board can more clearly track the PSA's financial position by distinguishing between the figures recorded in Xero and the actual balances held in the bank accounts. Using current figures as an example, **PI** showed that the PSA currently holds approximately £89,000 in the savings account, with a smaller balance in the current account and approximately €13,000 held in euros. These balances differ slightly from the end-of-December figures due to recent payments, but they provide a clear view of the organisation's real-time cash position.

PI demonstrated how this information is reflected in the cashflow forecast, which shows the position at the end of December and how the balances have changed since then as bills and operational costs have been paid. The purpose of presenting both the bank balances and the forecast is to provide greater financial oversight for the Board.

PI noted that oversight is also supported by the introduction of financial scrutineers, with **Derek** and **Will** reviewing the financial records independently. As part of their role, they will examine the figures, ask questions and confirm that the Board is aware of key financial issues and exercising appropriate governance.

DF emphasised the importance of maintaining strong internal controls and transparency, particularly given the voluntary work undertaken by Board members. It was agreed that the interim financial reporting process itself acts as a safeguard, helping to identify issues early.

PI confirmed that the number of mis-posted transactions identified so far is relatively small and can be corrected without significant difficulty. Some adjustments are required within **Xero**, including moving certain entries to the correct categories.

PM raised a query regarding income from Professional Members' Meetings, noting that revenue from approximately 40 tickets sold across two events did not appear clearly in the report. **PI** agreed to review this, noting that the income may have been incorrectly categorised alongside **SBS income**, and confirmed that it would be checked and corrected if necessary.

The Board also discussed **membership fee levels** for the coming year. **PI** advised that benchmarking against other professional associations suggests PSA membership fees remain broadly comparable. However, increasing fees at this time could potentially conflict with the organisation's objective of growing membership.

Following discussion, the Board agreed that **membership fees will remain unchanged for the coming year**, while the organisation focuses on increasing membership and improving member value.

The Board also discussed the broader question of return on investment for members, particularly when taking into account membership fees and the cost of attending events. Several Board members noted that while some members gain value through learning and networking, others contribute value through sharing expertise and supporting fellow members. It was agreed that this issue should be explored further as part of the PSA's wider strategic work.

YE noted that this discussion links directly to the GAS strategy—particularly the objectives of growing membership and increasing member value. As part of this, the Board discussed the need to hold a dedicated strategy session to explore future direction, member value and growth opportunities in more depth.

🔵 **Decision:** PSA membership fees will remain unchanged for the coming year.
🔴 **Action: PI** to review the accounting classification of Professional Members' Meeting income and correct any misallocated entries.
🔴 **Action: YE** to notify the Members confirming that membership fees will not increase this year.
🔴 **Action: YE** to circulate availability for a PSA strategy day (proposed 27 February) to allow further discussion of growth, value and organisational strategy.

Sport80 Update (LB)

What Do We Need to Do to Support the Transition?

LB provided an update on the transition to **Sport80**, describing the overall position as positive, while acknowledging that the move has been challenging and continues to require significant management. **LB** paid particular tribute to **Ed**, whose contribution had been critical to the transition, noting that he had shown considerable commitment despite at times feeling unsupported. **LB** reflected that one of the most important aspects of the transition had been ensuring that **Ed** felt properly backed by the Board.

It was acknowledged that the move to Sport80 has involved a number of difficulties and that some disruption to membership numbers had been expected as part of the changeover. **LB** noted that the reduction in reported membership was not surprising given the complexity of the transition, particularly as the PSA had originally indicated that the timing of the switchover was not ideal.

LB reported that the office team is now becoming more familiar with the system and is increasingly confident in using it. Weekly contact with the office is helping to resolve issues as they arise. While there are still some ongoing problems on the membership side, progress is being made and the position is becoming more manageable.

The Board noted that Sport80 has a number of **quirks and idiosyncrasies**, particularly in relation to member bookings and renewals. These are not always intuitive for users, and this may create a barrier to participation in both membership and events. It was accepted that some of these limitations will remain and that the PSA now needs to focus on making the system work as effectively as possible, as there is no realistic option to revert to the previous arrangement.

LB explained that one of the anticipated benefits of Sport80 had been a reduction in office administration time through automation. However, at this stage that reduction has not yet materialised. There are some clear benefits, including a move away from reliance on a single individual for certain functions, and the possibility of training more people to use the system. Even so, the office workload has not yet reduced in practice, and this remains an area to monitor.

In relation to events, **LB** reported that a significant amount of work has been required to make ticketing function properly. Although some issues have been successfully addressed, including VAT-related changes, other adjustments have taken considerable time because Sport80 does not always fully understand PSA requirements. Nevertheless, the relationship with Sport80 is broadly positive, and they have shown willingness to make changes where possible.

LB stressed the importance of maintaining a constructive relationship with Sport80. Given the nature of the current contract, the PSA has limited flexibility and must avoid becoming viewed as a difficult client. It is therefore important that the relationship remains collaborative and that both organisations continue to work together productively.

Reflecting on the wider lessons from the transition, **LB** said that the PSA must ensure it learns from the Sport80 experience in future procurement and contracting decisions. Concerns were raised about the original contract being heavily weighted in Sport80's favour, with no meaningful exit provisions or penalties for non-performance. The Board agreed that future contracts must be reviewed far more carefully and that confidence should not be mistaken for competence when making decisions of this kind.

YE agreed that simplification must now be a major focus, both in processes and in how the Board uses technology to support decisions and administration. **LB** said that helping to simplify systems and ways of working may be one of the most valuable contributions he can make going forward.

The Board then discussed how member issues relating to Sport80 should be handled in practice. **PM** asked whether it would be preferable for issues raised by members to be escalated in a more coordinated way, for example through Regional Presidents. **LB** indicated that issues should continue to be sent to the office in the first instance, with **Chrissy** then raising matters with him as needed. However, the Board recognised that this could lead to delays if members have to wait several days for support.

A number of examples were discussed where members had experienced urgent difficulties, such as problems renewing memberships, updating payment cards, or purchasing early bird tickets. The Board agreed that these issues cannot be allowed to drift for several days, particularly where delay could result in a member missing a deadline or losing access.

LB acknowledged that there is no simple answer, as resolving issues often involves several attempts to contact members and follow up, which takes time and can become resource-intensive. However, it was agreed that a clearer support pathway is needed, including identifying repeated issues that could be addressed through **FAQs**, better guidance, or more proactive support from technically confident volunteers or Board members where appropriate.

LB also highlighted work underway to improve processes within Sport80 itself. For example, membership application forms are being revised so that required information is gathered upfront, reducing the need for manual follow-up by the office. This was seen as an important part of the wider simplification agenda.

The Board further discussed the need to be clearer about the cost of administrative work. **YE** gave the example of condolence cards, where what appears to be a small task can in reality involve meaningful staff time and therefore real cost. It was agreed that both the PSA and the Foundation need to better understand the cost of business activities and ensure that work is allocated appropriately rather than automatically passed to the office.

Related to this, **YE** and **AG** noted that arrangements with the **Foundation** need further review, particularly in relation to administrative support, the hours required, and how those costs should be met. **YE** confirmed that a proposal will be developed and taken forward separately.

The Board also touched on the need for better support in relation to contract review, particularly for future commercial arrangements. **LB** suggested that the PSA should identify a suitable person who can be called upon to review contracts when needed, rather than relying on confidence or assumptions. It was also noted that AI may assist with reviewing clauses, but should not be treated as a substitute for proper expertise.

Finally, **YE** stressed that one of the major pressures on the organisation is the need for repeated chasing of members and Regional Presidents. A letter has already been sent to **RPs** reminding them of the need to meet deadlines, and where deadlines are missed there will be follow-up through **OG** and, if necessary, directly from **YE**. The Board agreed that the PSA can only make Sport80 work if those involved engage properly with the process and meet deadlines consistently.

🔴 **Action: LB** to continue working with the office and Sport80 to resolve outstanding system issues and simplify processes where possible.
🔴 **Action: Board / Office** to clarify the **support and escalation pathway** for member Sport80 queries, including when matters should go to the office, **Chrissy**, or **LB**.
🔴 **Action: LB** to continue identifying recurring user problems so that these can be addressed through **FAQs, guidance or system changes**.
🔴 **Action: YE** to develop a separate proposal regarding **Foundation administrative support and associated costs**.
🔴 **Action: OG** to continue following up with **Regional Presidents** on missed deadlines relating to Sport80 and event administration.
🔴 **Action: Board** to ensure that lessons from the Sport80 transition are reflected in future procurement and contract review processes.

6. **Neurodiverse Region proposal – MMP**
   This section is held in the confidential section.

7. **Governance Update – Governance Structure Discussion (BB/YE)**

YE introduced **BB** to discuss the findings of the governance review and invited the Board to ask questions in order to determine a proposed way forward that could later be communicated to the membership.

The Board discussed concerns regarding the proposed governance structure. **LB** warned that the model risked recreating a previous leadership arrangement where decision-making power was concentrated among a small group, contributing in the past to insufficient oversight and financial issues.

BB argued that the core historical problem was the lack of separation between operational roles and governance oversight. He proposed a structure where operational leaders carry out the work while a smaller governance board—including potential non-executive directors—provides independent oversight and accountability.

Board members raised practical considerations. **DF** questioned whether a volunteer-led organisation could realistically support such a model, while **PM** warned that separating strategy from operational leadership could reduce motivation among volunteers who currently help shape decisions. **LB** also highlighted the wider issue of the PSA's reliance on significant voluntary effort and questioned the long-term sustainability of the current operating model.

BB acknowledged these concerns and suggested that governance discussions had also revealed the need to review the PSA's overall sustainability and cost structure.

Rather than implementing a full structural change immediately, the Board considered interim measures. **YE** proposed introducing independent scrutiny mechanisms, such as external scrutineers or advisers to provide oversight on key areas. The Board discussed appointing experienced individuals to attend meetings as non-executive advisers and introducing a delegated authority framework to clarify decision-making responsibilities.

The Board concluded that further work is required before making major governance changes and agreed to continue exploring appropriate options for the PSA's future governance structure.

🔵 **Decision:** The Board agreed that **no immediate change** would be made to the PSA governance structure at this stage.
🔴 **Action: YE** to circulate a **summary note of the governance discussion** and proposed interim governance options for further consideration.
🔴 **Action: Board** to explore the appointment of **independent scrutineers or non-executive advisers** to provide additional oversight and challenge.
🔴 **Action: Board** to consider introducing a **delegated authority framework** to clarify decision-making responsibilities and strengthen governance controls.
🔴 **Action:** Governance structure to be **revisited at a future meeting** once further analysis and consultation have taken place.

8. My Management Company – SB and Peter Roper to Join Us (YE, SB, PR)

YE introduced **SB** and **PR** for a discussion about the PSA's working relationship with **My Management Company**, with the aim of ensuring that the support being provided remains aligned with the PSA's current needs and resources.

Conversation About Our Interactions with Them

SB explained that discussions with **YE** had led MMC to reassess the type of support it provides to the PSA. Earlier proposals assumed the PSA was in a stronger financial and strategic position than it is, so MMC has revised its approach to better reflect the organisation's current needs.

The updated focus is on **consistency, coordination and practical support** rather than higher-level strategic involvement. **Consistency** allows MMC to provide organisational continuity and institutional knowledge despite changing volunteers and board members. **Coordination** involves turning ideas into clear plans, timelines and responsibilities so work can be delivered effectively. **Support** refers to practical operational work, largely delivered by Hazel and Chrissie with some input from SB.

SB noted that this revised model can operate within the **existing financial budget**, while ensuring MMC time is directed where the PSA needs it most.

Under the new arrangement, **YE** will act as the main link between the Board and MMC, helping to streamline communication, prioritise work and follow up with directors or volunteers where required. This approach is intended to simplify communication and maintain focus on delivery.

YE confirmed that the arrangement is working well, although it has required some adjustment in delegating responsibility.

AG thanked MMC for their support and noted that the PSA must currently prioritise essential activities while working to strengthen its financial position. Both **SB** and **AG** observed that the coordination model is functioning well, particularly for event planning, and agreed that MMC's time should remain focused on areas that add the most value.

Questions and Answers – How Can We Use Them Effectively?

A further discussion took place about how the PSA can make most effective use of MMC support, particularly in relation to **Sport80** issues and member queries. **SB** stressed that MMC is there to help, and that members of the Board should not hesitate to ask for support early, rather than allowing problems to build under pressure. She noted, however, that the most efficient approach is not always to pass every issue directly to MMC, particularly where a small amount of upskilling could allow others to triage and resolve straightforward problems themselves.

This led to discussion about the need to upskill a small number of Board members or volunteers so that they can provide basic first-line support to members experiencing difficulties with **Sport80**, particularly on days when **Chrissie** is not working. **PM** gave examples of members struggling to log into Sport80, update payment cards or purchase tickets, and said that in some cases he had already been able to resolve these quickly by walking members through the process.

SB agreed that this kind of triage would be valuable and suggested that the PSA should identify a small group of people who can be upskilled to provide that support. She proposed a short session with **LB** and **Chrissie** so that the relevant people can understand current processes and know how to deal with common issues. She also suggested that the self-service guidance currently being developed should be tested by those same people before being released to members, to make sure it is genuinely usable.

YE agreed that this would be helpful and noted that this kind of shared capability is exactly what the PSA needs to develop. She also confirmed that she and **SB** will continue using their weekly planning call to identify where this kind of support or cover needs to be built into the system.

SB also noted that while knowledge of Sport80 has improved considerably across the team, that knowledge now needs to be documented so that it is not held only in one or two people's heads.

YE agreed that an operational document should be developed to record key processes, so that support can be more easily shared and replicated.

The discussion concluded with agreement that the revised MMC model is working well, that the current lines of communication are clearer, and that practical next steps should now be taken to strengthen support around **Sport80**, improve documentation, and build a more resilient system of shared knowledge.

🔵 **Decision:** The Board supported the revised MMC approach, with support focused on **consistency, coordination and practical delivery** within the **existing financial arrangement**.

🔴 **Action: YE** and **SB** to continue operating the revised coordination model, with **YE** acting as the main conduit between the Board and MMC.
🔴 **Action: SB** to add **Sport80 upskilling and support cover** to the planning discussion and arrange a short session with **LB** and **Chrissie** to upskill relevant Board members or volunteers.
🔴 **Action: MMC / Office team** to develop and test **self-service guidance** for common Sport80 issues before wider release to members.
🔴 **Action: YE / MMC** to ensure that key Sport80 processes are captured in an **operations document** so that knowledge is not dependent on one individual.

9. Recruitment Update – Discussion and Vote (YE)

YE introduced a discussion on recruitment and whether individuals should hold more than one significant PSA role simultaneously. It was noted that historically this has generally been discouraged, particularly for sensitive or high-responsibility roles, and that in a previous instance the PSA had prevented an individual from taking on an additional position.

Board members discussed the principle before considering specific examples. **PM** suggested cases may need to be assessed individually, while **AG** argued that a general principle should exist for fairness and consistency. **AG** proposed that brief transition overlaps may be acceptable when someone moves between roles, but that ongoing dual roles should not be permitted, suggesting a transition period of around three to four months.

DF agreed, noting the PSA has a duty of care not to overburden volunteers and that concentrating responsibilities with one person increases organisational risk if that individual becomes unavailable.

The Board agreed in principle that significant roles should not normally be held concurrently, except for a short and defined transition period, in order to maintain fairness, reduce organisational risk and avoid conflicts of interest.

The discussion then moved to the PSA's **Q1 recruitment plan**.

YE outlined several roles requiring recruitment, including:
- Speaker Competition Coordinator,
- Upgrade Coordinator,
- two Marcoms roles,
- a GSF Representative from July,
- an L&D/HR lead,
- Professional Members Representative,

- replacement Scrutineer,
- Executive PA/support role,
- future Vice President role.

It was noted that not all roles need to be Board positions. The Board considered that only the two Marcoms roles and the L&D/HR role should sit at Board level, with the other roles remaining important organisational posts but outside the Board.

YE agreed to prepare a recruitment spreadsheet with timelines and potential recruitment panels and circulate it for discussion. Board members were also invited to suggest additional roles if required.

Finally, **YE** noted that selecting the **next Vice President** would require a separate discussion and may be addressed at a short additional meeting rather than decided immediately.

🔵 **Decision:** The Board agreed in principle that individuals should not normally hold two significant PSA roles concurrently, except for a short transition period of approximately three to four months.
🔵 **Decision:** The Board agreed in principle to proceed with recruitment for the identified Q1 roles, with only the **two Marcoms roles** and the **L&D / HR role** being treated as additional **Board positions**.
🔴 **Action: YE** to prepare and circulate a **recruitment plan spreadsheet**, setting out roles, indicative timelines and proposed recruitment panels.
🔴 **Action:** Board members to suggest any additional roles that may need to be included in the recruitment plan.
🔴 **Action:** The Board to hold a separate discussion on the appointment of the next Vice President.

10. This section is confidential.

The meeting closed at 3.00pm