Board Meeting	Board Decision Made	Instigated by	Comments
January 2026			
	Decision: The Board agreed in principle to adopt "GAS – Growth, Add Value, Simplify" as the strategic focus for the coming year.	YE	
	Decision: The ESY competition and First Timers' session will be free but ticketed events.	YE	
	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.	DH / ADH	
	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.	AG	
	Decision: Regional Presidents will be offered complimentary access to Virtual Region meetings as part of their role.	OG	
	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.	AG	
	Decision: PSA membership fees will remain unchanged for the coming year.	PI	
	Decision: The Board agreed that no immediate change would be made to the PSA governance structure at this stage.	YE	
	Decision: The Board supported the revised MMC approach, with support focused on consistency, coordination and practical delivery within the existing financial arrangement.	YE	
	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.	YE	
	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.	YE	
February 2026			
	The Board agreed that the risk register should be substantially simplified to create a practical and regularly usable governance tool.	PI	
	The Board agreed to divide the initial review between directors according to relevant expertise, whilst retaining collective Board responsibility for the complete risk register.	YE	
	The Board agreed that a functioning risk register was required irrespective of the outcome of the wider governance review.	PI	
	The Board noted that the Association's current and forecast cash position remained sufficient to support planned operations during 2026.	PI	
	The Board agreed that the total cash position should be treated as the principal high-level indicator when reviewing the cash flow forecast.	PI	
	The Board agreed that a one-way PSA WhatsApp group will not be set up at this stage, to be reviewed once a robust membership system can integrate with it.	YE	Member suggestion
March 2026			

	Continue with Impact on the basis of the existing programme and current booking arrangements.	MMP	
	Permit a separate WhatsApp group for the Sunday post-Impact activities, subject to appropriate oversight.	AG	
	The Board agreed that historic debtor balances should be written off against the existing bad debt provision, with the exception of outstanding live cases.	PI	
	The Board agreed that future financial reporting should place greater emphasis on a concise set of key performance indicators to support strategic decision-making.	PI	
	Subject to final consultation with Ed Kaye and confirmation of administrative capacity, move regional event bookings from Sport80 back to Eventbrite as an immediate stabilising measure.	YE	
	Continue using Sport80 for membership administration for the time being.	LB	
	Keep Impact bookings on Sport80 because of the proximity of the event.	YE	
	Continue administering SBS through the existing Stripe/manual process rather than transferring bookings onto Sport80.	LB	
	Pass the Eventbrite booking cost through regional event ticket pricing rather than absorbing the full additional cost centrally.	PI	
	Review the longer-term event booking solution after an initial period of operation outside Sport80.	YE	
	Develop formal, merit-based and transparent criteria for future PSAE awards.	YE/Julie Holmes	
	Do not assume that exactly one PSAE must be awarded each year; awards should depend upon candidates meeting the agreed criteria.	YE	
	Adopt the direction of travel that future major-event dates and host cities should be communicated earlier to facilitate member travel planning.	DF	
	Showcase participants may be named in event copy provided that the developmental nature of the showcase is made clear.	AG	
	Do not give showcase participants equivalent prominence to keynote or invited speakers in promotional graphics.	AG	
	Retain showcases primarily as a member development benefit involving constructive feedback.	AG	
	Proceed with an initial facilitated online strategy session followed by a face-to-face strategy day.	YE	
May 2026			
	The Board recognised a gap between the standard of professionalism the association claims and the standard it currently delivers, particularly at regional level. No change to the published identity was agreed at this meeting.	PM	
	The identity document is an internal working document to guide the charters. It is not an external announcement.	YE	
	The Board reached working conclusions on the definition of the qualifying activity for membership. These are recorded in the confidential minutes and remain subject to further work.	YE	

	The next strategy session, covering customer needs, will be held on Thursday 11 June 2026 from 9.00am to 10.00am, facilitated by Sue Evans.	YE/SE	
	Non-member tickets will be made available for SBS26 once a price has been set.	AG	
	Regional events will remain on Eventbrite, with the association continuing to absorb the internal fees. The decision point on the future events platform is pushed out to November 2026.	LB	
	The Board will document its business requirements and the operational impact of the current platform, and will discuss these with the supplier.	LB	
	The application deadline is extended by one week to Friday 29 May 2026, applying to all roles.	YE	
	Phase 2 will launch on Friday 29 May 2026, with the Podium post following on the Monday.	YE	
June 2026			
	The €12,900 balance will be converted to sterling and transferred to the savings account once MO has signed on the account transfer. The euro account will be retained.	PI	
	The proposal for members in Ireland to pay in euros is deferred to the July board meeting, pending analysis of the mechanics and specialist VAT advice.	PI	
	The £399 super early bird rate will not be extended to members in Ireland as a blanket concession.	DF	
	The 2026 Annual General Meeting will be held on Monday 28 September 2026 at approximately 6.00pm, online.	YE	
	The Friday Night Fringe will run as three simultaneous options: a comedy club, a music club and a quiz club, with delegates free to move between them. No objection was raised.	AG	
	The comedy club will be hosted by Alan Stevens subject to the stated conditions: no competitive element, free movement, and no humour at the expense of any community, with the host stopping anyone who crosses that line and notices displayed outside.	AG	
	The PSY final will move from Saturday to Friday afternoon, with the semi-finals remaining on Thursday. Speaker booker involvement to be settled between YE and MMP.	AG	
	Introductions passed to PM for sponsorship purposes will be accompanied by context on the individual and their relationship to the Association.	PM	
	Directors will add their thoughts on identity to the shared document on Google Drive within the next two weeks, with the charters to follow once identity is settled. Progress to be reviewed at the July board meeting.	YE	

Board Meeting	Board Decision Made	Instigated by	Comments
January 2025			
	MP elected as GSF representative for 18 months	NL	
	Chair position confirmed as stipended for 3 years (no Vice Chair to be appointed)	NL	
	Interview panel for Chair to include NL, independent panel member, and possibly former Chairs; current Board to hear short presentations from candidates	NL/SB	
	Ethics Committee members should not be board members	NL	
	Finance Director's recommendation to endorse new bookkeeper	PI	Sarra approved as bookkeeper £20 per hour
	SBS25 decision made to go ahead as planned	MMP	
	IMPACT confirmed to go ahead and included in budget	MMP	
February 2025			
	Increase of 2 hours per week for both SB and HP agreed	YE	
	Independent person may oversee voting at the EGM	NL	
	Interim Report to be issued at the EGM showing financial stability progress	PI	
	Membership fees will not increase in 2025; increase delayed until 1 April 2026	PI	Linked to Inflation
	SBS25 non-member ticket pricing to be implemented	PI	
	William – offer capped/original invoice amount (excluding court costs), if rejected PSA proceed with paper trail	NL	
	Joanne – pay invoices in full	NL	
March 2025			
	VOTE carried to launch Professional Speaker of the Year (PSY) at IMPACT!	AG	
	Agreement to allow new Professional Members to join without sponsors, using a video instead	LB	Board voted unanimously to accept
	Proposal for a Member's Forum approved to trial	YE	
	VOTE carried to pay WB £4,532.30 as settlement	NL	
	VOTE carried to pay JL £2,808 for invoices	NL	
	Foundation Director will not sit on the PSA Board of Directors once Foundation has been separated from PSA.	MP	

April 2025			
	Publish reduced summary minutes, full transcript stored on Google Drive	YE	
	Ethics Committee and Appeals Committee still needed for CT report follow-up	YE	
	National President's UK expenses budget increased from £1,500 to £2,300 – carried unanimously	PI	
	Fellows' Days / Professionals' Afternoons to be added before conferences	AG	
	PSY semi-finals confirmed for Friday morning of SBS25	AG	
	PSY rules agreed unanimously	AG	
	Board approved Foundation letter to members to be sent in May	MP	
	Governance review by Bob Bradley approved unanimously	YE	
May 2025			
	SBS25 refund policy to be reviewed as part of budget meeting for SBS26	PI/LB	
	Sport80 CRM implementation to be prioritised before website overhaul	LB	
	Board agreed to proceed with Governance Review led by Bob Bradley	YE	
June 2025			
	Fellows Upgrade Process discussion	JB	1st Session re upgrading to Fellow process
	Fellows applications: use spreadsheets until Sport80 launch		
	Financial benchmarks to remain at £50k & £25k until 2026 review		
	Flowchart coding removed from Fellows process		
	Video requirement moved to acceptance stage		
	Sponsor guide endorsed (PSA to help find sponsors)		
	Judge requirement for sponsors removed		
	Screen shares accepted as financial proof		
	Code of Ethics interview removed from Fellows process		
	Testimonials accepted in varied formats		
	Fellowship application fee to remain £100 (clarity to improve)		
	Fellowship eligibility: 1 year as member + 6 months as professional (review in 1 year)	JB	Jackie Barrie to proceed with approvals
	Main Board Meeting		
	PSY rules agreed and to be posted on website	AG	

	Day tickets confirmed at £195 + VAT	PI	
	Gala dinner: £35 for day attendees, £49–50 if gala-only ticket	PI	
	New members (91 since Jan) to be offered early-bird price	MMP	
	Day tickets to go live in early July	YE	
	SBS agenda to be promoted via RPEs, social media, and speaker networks	MMP	
	Sponsorship discussions streamlined to PM and Sarah	PM	
	Priority: cleanse member data before other projects (for Sport80 transition)	LB	
	Instalment plan approach to be finalised in July/August	LB	
	PSA to adopt proactive cancellation process (2-month limit, reactivation fee principle)	LB	
	Year-end 24/25 expected to close in profit (reversing prior year loss)	PI	
	Board adopted formal Reserves Policy	PI	PSA will aim to build reserves to £75k within 2–3 years
July 2025			
	Concise accounts to be used for board reviews.	YE	Detailed reports retained for reference
	PSA will not provide direct refunds; only via optional Sport80 insurance.	LB	
	Instalments to be offered via Klarna/equivalent.	LB	
	Accommodation to be booked directly, with PSA block-bookings and hotel links.	PI	
	Small duplicate debts to be written off.	PI	
	VAT apportionment to be reviewed annually and approved by board.	PI	
	Draft accounts (concise) to be finalised for AGM by 1 Sept.	PI	
	PSA will retain June year-end.	PI	
	Foundation to open Metro Bank account as separate legal entity.	MP	
	PSA to continue exploring alternative banking solutions.	PI	
	AGM reporting to include Jan–June 2025 results.	YE	
	Regional Presidents to receive clearer financial reports.	YE	
	MO to attend quarterly board meetings.	PI	
	Board approved writing off debts within £9,701 provision, MO and DA to pursue significant amounts.	MO/DA	
August 2025			
	Unanimous approval to purchase magnetic pins for Members and Fellows in time for SBS25.	AG	

	PM's Commercial Growth Strategy paper approved — vote unanimous.	PM	
	Fellows Upgrade Process Decisions	JB	
	Point 16 — L&D required for Fellowship to be 20 hours in the past 2 years, which can be either speaking L&D time or business L&D time. Vote unanimous.		
	Point 17 — Measuring L&D: logging hours is seen as sufficient.		
	Point 18 — £100 maintained as the fee for upgrading, to be made more obvious on the website at the point of starting to apply.		
	Point 19 — Bi-annual windows to upgrade, concluding prior to Impact and prior to SBS, with dates and timelines published.		
	Point 20 — Website copy to be updated and videos from Fellows provided, along with other collateral, to sell the benefits of upgrading to Fellow. Vote unanimous.		
	Point 21 — Vote carried for voluntary downgrading. David Hyner (Fellows Rep) to be asked to propose how this is managed; further discussion required at a later date.		
	Point 22 — Fellowship fees to remain as they are for now and be reviewed along with other fee increase reviews.		
	Point 7 — Two people required to check the speech presented as part of the upgrade process; if they disagree it goes to an adjudicator. Vote unanimous.		
	Point 13 — CSPs joining the PSA as Fellows to pay Fellow rates, with 50% payment if they are also a member of another GSF association.		
	Point 15 — Board members to receive 5 points per annum that they serve towards Fellowship upgrading.		
	Main Board Meeting		
	Complaints Process, Grievance procedure and Social Media Policy adopted.	YE	
September 2025			
	PSA to pursue simplified, standardised payment systems to reduce administration complexity and minimise future debt risk.	PI	
	Regional financial performance to be used as a key driver in implementing the commercial strategy and shaping future budgeting.	PM	
	Continue current cash flow strategy, maintaining sufficient reserves to meet SBS25 and SBS26 commitments while monitoring risk exposure and banking arrangements.	PI	
	RP meeting to take place during SBS on Thursday 4.30–5.30pm, subject to final room availability.	OG	
	Proceed with enhanced identification and recognition of international delegates and sponsors at the event.	MMP	
	RP meeting to include both current RPs and VPs.	OG	
	Proceed with VIP Secret Speaker as a surprise element within the programme.	MMP	

	SBS26 to operate as a two-day conference (Friday and Saturday only), removing the formal Sunday programme.	AG	
	Hybrid conference format discussion to be deferred to a later meeting.	YE	
	Sport80 not to be used for immediate SBS26 ticket sales due to system instability.	LB	
	Interim ticket sales for SBS26 to operate via Stripe only, pending platform stabilisation.	LB	
	Hold a dedicated online strategy day in November focused on member value, engagement, simplification and regional development, preceded by finance updates and pre-work.	YE	
	MMC resourcing and structure to be formally reviewed as part of systems and succession planning.	YE/PI	
	Minor governance amendments to proceed for AGM approval and statutory filing.	YE	
	Succession planning to be phased, prioritising stability, support roles and continuity over immediate replacement.	YE	
	The automatic progression from Board Member to President will be reviewed.	YE	
	Presidency role to be redefined, with consideration of separating governance, operational and ambassadorial functions.	YE	
	DF's absence from the AGM to be managed via written or video contribution, with no impact on voting or formal proceedings.	YE/DF	
	PSA Scotland split (Glasgow / Edinburgh) to be explored further, subject to member demographics and viability review with LB input.	OG/LB	

Board Meeting	Board Decision Made	Instigated by	Description	Resultant Actions	Resultant Actions
February 2024					
	Expenses policy	WB	Agreed report as it is, with expense limit for Director of Regi	SB to add policy to website.	
	Social Media	DF	Social media audit needs to take place as no regulations ar	DF to organise with Sass.	
	Free Places Policy	JL	Approved but need work on how to implement. Free tickets	AG to investigate further and send suggestions to WB.	
	Proffesional Members speaking at Events	JL	Agreed that it is a benifit of membership. From 1st April.	AG to announce to RP's at next meeting.	
	Regional Presidents speaking	JL	Agreed that RP's cannot be a speaker in their Region. Only exception is when speaker drops out.		
	Strap line : Speak more, speak better	JL	Board agreed document, ensuring there is a CTA at the end	AG to add to RP Intranet, and email RP's with all changed. cc in SB.	
	Review FD role and Board Structure proposals	JL	Board agreed option 2, with KPI's/deliverables/implementati	JL/WB to present at next Board Meeting.	
	Programme Director Role	JL	Based on review of deliverables, Board agreed WB to step into this role, FD role to be recruited.		
	AOB - Pippa leaving	WB	Board agreed £100 for gift.	WB to arrange leaving present.	
March 2024					
	Strategy document for BOB	JL	As decisions will be scutinized, we need a process created.	NL to produce a strategy document and decision making process.	
	Sport:80	WB	Go ahead with Sport:80, giving transparency regarding membership and circulate strategy doc		
WB abstained	Sport:80 budget	WB	Agreed budget, timelines and Program Director role.	WB to continue working with Sport:80 and BOB	
	Dave Henson quote	JL	Slide Partner quote £500 + vat for conference slides + a fre	Extra £500 for ad hoc work.	
	Stop promotong dinner	CC	RP's and Fellows feel it is too expensive. Only 7 bookings. (	SB: Contact Venue and hold the table for 10.	DF to stop further promotional material.
	Age limit removal	MMP	To remove age limit on new membership grades	WB to remove on new membership grades.	
AG Concerns noted	New membership grades	WB	2 new memberships agreed, but criteria needs more work.		
April 2024	Minutes not found at present				
May 2024					
	Agreed new proposal from SB	SB	New working structure for SB.		
	Nomination of VP elect	MMP	AG proposed and seconded by DF		
	Prof. Speakers can go to Prof Members with no endorsement	AG	Agreed on this movement.		
	Emerging and Professional Speaker Competition	AG	Agreed, this will be at Impact.	AG and YE to begin work on this	
CC Abstained	MMP to buy ticket for SBS and invoice PSA	MMP	This is in exchange for her services on the essense and cla	MMP to purchase ticket and invoice, and work on clartiy report.	
June 2024					
	Second sear on Zendesk for Events team	WB	£180 pa for a further seat on Zendesk, once BOB has been	WB to instigate the second seat when appropriate	
	WB to sign NDA	WB	Hiscox need an NDA for insurance cover. Insurance for Boa	WB to sign and return.	
	2 competitions, announce Emerging at Summit.	SB	PSY conversation to move to July Board Meeting.	Add to July agenda	
	MMP to develop relationship with Q card productions	MMP	Developing relationishp in view of member benifits	MMP to continue to develop the relationship and update The Board	
	Next Board Meeting in person	JL	Keep meetings in person, but also working towards keeping	26th July - Arden hotel - 10-4.30pm approx.	
July 2024					
	Note capture	JL	Need to capture notes better. Shared drive is now created. I	JH to pull past logs, find strategy docs, historic documents from Trello.	
	Brand	DF	Some FB groups run by non members of PSA. Board agree	DF/JL will run create resources and update at AGM.	Shared drive created, please use and fill with paperwork.
	AGM - Remove Thames Valley Option	JL			
	AGM - to move to a Virtual meeting	JL	Saving money, boosting numbers, complexity of logistics.	SB to send out link	Board to submit update no later than 30 days before the AGM.
	Wording change on Events pricing document	JL	Wording currently gives the wrong impression.	WB to change document	
MMP abstained	Julie Homes to broker with PSAE Community regarding Nominations	JH	Community to vote on nominations, and JH to bring results	Wait for JH to bring results	
	Support YE to move forward looking at positive revenue ideas	YE	Headshots, Video shots at SBS.	YE to continue to research.	
	SB proposal, review in Oct 24 and Dec 24.	SB	Reducing hours and rate to concentrate more on events.		
	To Pay CC overage on budget variance as an exception	PI	Needed Board agreement as over ceiling amount.	This was not a unanimous agreement.	
	Member Suggestion - Olympic Sports people.	MP	Attracting Olympians to the PSA	MO/NL to approach Olympians in respect of visiting/joining PSA	
August 2024					
	No Meeting				
September 2024					
	Risk Register to be updated;	PI	PI to make an initial recomendation for a new register		
	provision for bad debts to be added to P&L	PI			
	Conflict-of-interest form approved for use (with guidance notes); verbal updates a	JL	Form to be established		
WB and CC abstaine	Payment agreed to WB (Sept invoice ~£1800) despite higher than forecast; WB & CC ab:	JL			
	Board agreed to announce ESY competition at SBS	AG			
	All directors' expenses suspended until later in the year	PI			

	Decisions log to be set up	LB	AS raised the issue of there being no decision log publishec	Decision log to be established / kept updated				
	Board agreed to launch L&D courses and CAPS Academy affiliation at SBS	YE	YE to prepare course descriptions					
	Code of Ethics wording to be included on website and SBS guidelines	SB	Website to be updated					
	Honorary Fellowships discussion deferred until after Summit 2025	JL						
	South by South West new area meetings deferred to November Strategy Meeting	LB						
October 2024	AGM							
November 2024								
	Board agreed to add provision for bad debts to P&L of £9,700.	PI	P&L to be updated					
	Suspension of CC, WB, JL from membership/events until investigation complete (letter to	NL	Ongoing investigation by the Crisis Team					
	Board agreed to email Crisis Team re: WB fellowship criteria issue	NL						
	Board agreed Impact 25 to be held on 12 April 2025 at The Studio, Birmingham	MMP						
	Ticket pricing for Impact to be decided at Dec meeting (likely £99–150+VAT)	PI						
	Super Speaker Booker Day proposal to be considered at Dec meeting	MMP						
	Board agreed to recruit Chair/Vice-Chair (roles to be advertised Jan 2025; new roles start	NL/YE	SB to instigate recruitment process					
	Fellows rep confirmed as David Hyner replacing Jackie Barrie	JB						
	Inclusion Officer and Data Protection Officer recruitment approved	YE						
	Scotland and Ireland regional online meeting proposals approved (wording to be finalised	AG						
	Board approved second Professional Members' event (Feb 2025)	PM						
December 2024								
	Decision to advertise IMPACT 2025 Early Bird ticket at £128.30 (£99 + VAT + Eventbrit	PI						
	Agreement required to clarify PSA's position in Super Speaker Booking Day collaboratio	MMP						
	Chair stipend to be reviewed January/February 2025 before recruitment	NL/PI						
	Board members (Chair & Vice Chair) to be co-signatories on bank account	PI						