



MINUTES OF AGM HELD ON 29TH September 2025

Board of Directors attending

Yvonne Emery (YE) - Chair
Michelle Mills-Porter (MMP) – President
Alastair Greener (AG) – Vice President
Phil Ingle (PI) – Finance Director
Mike Pagan (MP) – Foundation Director
Patrick Mercie (PM) - Commercial Director
Leon Bamforth (LB) - Membership Director
Olga Geidane (OG) - Director of Regions

Jane Gunn (JG) Ethics Officer

Scrutineer / Electronic Vote co-ordinator

Sam Warner

Teller

Katie Allen

Apologies

Denise Fay (DF) - Marketing Director (Denise joined part way through the meeting)

Notes
1. Welcome YE opened the meeting and welcomed everyone. The main reasons for this AGM are to approve the accounts to 30 th June 2025 and approve the Budget for 2025/56.
2. Roll call and introductions The board members present introduced themselves
3. Approval of The Notice to Convene the Meeting The Chair sought approval for convening the Meeting
Proposer for Meeting to go ahead was Patrick Mercie Seconded by Fiona Brennan-Scott

Convening the meeting – Voters 54 includes advanced and live		
For	Against	Abstain
33/33	0/33	0/33
17	0	4
50 = 93%	0	4 = 7%

YE introduced Sam Warner and Katie Allen as Tellers who will be checking votes and Nathan Littleton and Daniel Solomons who would be the scrutineers to ensure voting was carried out correctly.

YE clarified the votes would be anonymous in the room and those submitted previously only. Only the scrutineer would know who had voted and this would be kept confidential.

The vote results show the top line of those voting at the meeting and the middle line for those who voted in advance.

The last line shows the number of votes and the percentage of the total voters this represents.

4. Review & Approval of Previous AGM Minutes

- Minutes of PSA UK&I AGM 2025 – *see Appendix 2*

I seek approval of the minutes from the 2024 AGM that were circulated as part of the AGM pack.

The Board seeks approval that these minutes are a fair and accurate representation of the 2024 AGM. I'll take a proposer and seconder and then ask for any questions.

Proposer: Maureen McCowen, **Secunder:** Daniel Solomons

Approve AGM 2024 Minutes – Voters 54 includes advanced and live		
For	Against	Abstain
31/33	0/33	2/33
13	0	8
44 = 81%	0	1 = 19%

There were no questions and no matters arising.

The Board also seeks approval of the minutes from the 2025 EGM that were circulated as part of the AGM pack.

We're looking for approval that these represent a fair and accurate representation of the 2025 EGM.

Proposer: Daniel Solomons

Secunder: David Abbott

Approve Minutes 2025 EGM– Voters 55 includes advanced and live		
For	Against	Abstain
28/34	0/34	6/34

14	0	7
42 = 76%	0	13 = 24%

No matters arising.

5. FINANCIAL REPORT PI

Our turnover for the year at 312,000 was up from the previous year, at 258,000.

The immediate cost of sales was down by nearly 30,000, to about 28,000. And therefore, the gross profit was up considerably to 120,000.

Then also significantly, our overheads were down from about 134,000 to 124,000. That has left us with a loss for the year of £489. As you can see, we have changed the trend from significant loss to stability.

I'm going to suggest that that loss is in fact not as bad as it may seem for three reasons.

Firstly, it is in line with my forecast at the beginning of this year and just before the EGM. And it actually also backs up what we said then, namely that we'd continue to make a loss in the first half of this financial year, that's the six months from June to December 24, but actually it made a profit in the second half of this financial year, that's the period from January to 30th of June 2025.

Not only that, but this loss is also achieved after paying nearly £10,000 deposit on the hotel for SBS25 coming up in the next few weeks.

There's also a couple of items that I would highlight which have actually occurred since the 30th of June. Firstly, with great thanks to Mike Ogilvie and Derek Arden, we have been chasing some very long outstanding debts.

I'm delighted to say we have got a couple of thousand or so back from those and we are chasing some of those others.

The other significant change since the 30th of June 25 is that our balance sheet includes figures for the Foundation, but the Foundation is now a separate legal entity with its own bank account. That was completed on August 22nd 2025.

We are managing things, particularly keeping overheads as near as we can within the overall level of membership fees.

Huge thanks to Mike Ogilvie, our Account and Sarra Darragi, our book-keeper for their work in sorting this out.

Thanks also go to Will Kintish, and Derek Cheshire, our Scrutineers.

The reserves figure as at the end of June 2025 was about £3,400. Our aim is to increase this year on year in line with our Reserves Policy.

There was a Q&A session two weeks ago which covered most of the questions from the Financial Reports, however questions are still welcomed.

YE Thanked Phil Ingle for this report.

Will Kintish I just want to say what an amazing job Phil has done. He's literally saved the PSA. With the support of his team, going from that mega loss to what we've got here is fantastic.

Lee Jackson Thank you, Phil and the board and everyone else for all the help. I haven't kept a track in recent months of the finances since our role finished.

I think I'm a little taken back by the small reserves. Can you speak into that a bit more, Phil?

PI The PSA itself has got over £100,000 in the bank. So how can we have £100,000 in the bank, but reserves are only £3,500? That's because we've got the Autumn Convention with incoming advances of nearly £55,000.

Xohan Duran It seems like the PSA is in a much better position, but I know this time last year it was in a slightly different position.

I know a lot of people have not paid their subscriptions, but I know you've been working behind the scenes, getting people onto the new system.

PI We definitely have, and peddling especially hard has been Leon Bamforth, our membership director. This is still a work in progress, and we have recovered some of the long outstanding membership.

And if there's anyone on this call who hasn't paid their membership fees yet, we'll be in touch.

XD Are you planning on increasing the reserves further?

PI We are monitoring this. We don't want to put up the subscription every year, so we review it regularly.

At the same time, we want to make sure that any decision about levels of membership fees takes everything into account, including our overall value for money, what impact that has on our members' pockets, as well as our overall level of overheads.

What we're aiming to do is maintain a level of overheads within the amounts of membership fees that we charge, and then aim for all of our events, whether it's a regional event or an association event, for all of our events to make at least some financial contribution.

YE In addition to that, we also have a reserves policy now that looks towards collecting up to £75,000 of reserves, which would cover a summit should we need to at any point. This may take several years to achieve.

BUDGET

PI The turnover £289,000, gross profit about £115,000, overheads about £109,000 and aiming for a profit of about £5,000.

This takes an enormous amount of effort each month to reconcile, and for the board to scrutinise and keep our overheads within our spending limits.

YE Firstly, I seek approval for the accounts from 1 July 2024 to 30 June 2025, as a fair and accurate representation, having been scrutinised by Will and Derek, and overseen by Mike Ogilvie.

Proposer Leon Banforth

Second Daniel Solomons

Approve Accounts – Voters 54 includes advanced and live		
For	Against	Abstain
32/33	0/33	1/33
13	0	8
45 = 83%	0	9 = 17%

YE secondly, I seek approval for the budget for 2025-26. May I have a proposal, please?

Proposer Patrick Mercie

Second Daniel Solomons

Approve Budget – Voters 50 includes advanced and live		
For	Against	Abstain
26/29	1/29	2/29
12	0	9
38 = 76%	1 = 2%	11 = 22%

6. Presentation of Annual Reports by the Board

YE I'm Yvonne Emery. I'm the Chair of the Board. My role has changed considerably since my joining the Board last May through Learning and Development Director, Interim Vice Chair, and now Chair of the Board.

And whilst we have focused quite a lot on last year, you've heard a lot about what we have been doing.

I'd like to thank Sam Warnerr as well. She's really been on board with the courses have been launched.

A governance review is well underway. Thank you to Bob Bradley for his work on this.

We're re-establishing the risk register in a slightly different Thanks to Phil Ingle and Mal Budd for their assistance with this.

We will be holding a strategy day in November and focusing our attention on the development of the PSA and making sure we're adding value for members, making sure that we create a strategic pathway for the next few years that we weren't able to start doing last November because of the situation we were in.

We will be introducing Sport80, the system that Leon will give us more information about later on, but to roll out to members for all events and moving us forwards, allowing Regional Presidents to have a better view of their membership as well as giving board directors a better understanding of our membership as a whole.

Streamlining processes and simplification will be a real big project this year and we will let you know more about that as we go through that planning process.

We will also be reconsidering the workload for MMC (Miny Management Company), which is headed up by Sara Beth and the team, so that we can start to increase their hours and reduce the amount of support that we're all doing in the background.

The other thing that is of concern is succession planning, and I will be looking at this over the course of the next year, because we took on four or five board members mid-24 and one in February 25, and that means that their terms will potentially come to the end all at the same time.

We are now working on how to phase this, as well as recruiting more board members this year as others come to the end of their term, and I'll refer to those later on.

Our focal point is to grow your speaking businesses and to bring the majority of our membership from associate into professional members, helping people grow their businesses, speaking more, speaking better.

it's really my role to bring the board together to make sure everybody knows what they're doing and giving them the support by recruiting volunteers from within the membership to make sure that their job is done better, done smoother, and they're not giving all the hours that they need to at the moment.

We are looking forward to working with more of you in different teams over the coming months to make the board a much more sustainable body than it is at the moment.

MMP – President Stepping into this role earlier than expected in the middle of such adversity was not only challenging, but actually it was humbling and inspiring.

We all know the difficulties that we faced, but what I want to concentrate on is the way that we responded as an association.

We not only pulled together as a community, but I think the board has been absolutely outstanding in terms of the work that we've all done.

Everyone has gone above and beyond and worked really, really hard. We have had to save money, to make money, and actually learn from everything that's happened, to put things in place that's going to make us more robust as an association in the future.

We've found solutions that we never thought we'd find, we navigated our way through waters that we didn't expect, and we've managed to make changes to governance and to strategy that are going to make sure that we're safer in the future moving forward.

I think that what we have done is we've actually helped to rebuild and revisit what the PSA is about.

And we have a very young membership coming into the PSA, and they're not going to remember a lot of what went on historically.

What they are going to see is how we show up as a community. I'm really looking forward to holding SBS this year.

I've tried to think on every step of the way how every single paying ticket member is going to say, wow, that session is worth 10 times my ticket price.

I really do think that we're not only going to have a phenomenal event, but it's going to bring us together as it always does.

Thank you to everyone for showing up and for being positive and for bringing us together as a community and allowing us to continue.

AG – Vice President I'm very proud to be part of a great team. I, too, have gone through a transition over the last year in terms of my role.

I was Director of Regions this time last year. you. And we started the recruitment process for a new Director of Regions in the Autumn, and I formally handed over to Olga Geidane in February.

We had a very good, productive handover period, but during that time we were also looking at the new competitions as well, the Emerging Speaker of the Year and the Professional Speaker of the Year.

We've had one of those competitions already, which was a great success, and I'm sure we'll have exactly the same at the Speaking Business Summit for the Professional Speaker of the Year. I'd particularly like to salute Carol Benton, who, when she took on the role as Speaking Competitions Co-ordinator had two competitions to deal with, and they've been brand new.

And she's done an extraordinary job, as have the Regional Presidents, who have embraced the new competitions, and I think that's made us a stronger association and given people more opportunities to speak than ever before, so I think it's a really exciting time.

In my role as Vice President, I started focusing on what would be happening in 2026.

I'm not going to say an awful lot about that, because you'll have to come to SBS 25 to find out all about it, as traditionally I will maintain the tradition of revealing what I've got planned for 2026.

All I will say is that I see my role as being of service to the PSA, to the membership of the PSA, and a phrase that we sometimes forget, and we don't say enough, to speak more, speak better.

And I really want to see us as an association working together so we can achieve that. And I want to work with the rest of the board and all of the Regional Presidents and the membership so that we can help people achieve exactly that.

Continuing the amazing work that Michelle has done, she has been extraordinary over the last 12 months, stepping up at an extraordinarily hard time.

And I just hope that I rise to the occasion and continue the good work that she's started.

PI - Finance Director Financially, it's all happening in the next few weeks because SBS is the big cash flow event of the year.

And make sure you go and make sure you eat everything at the hotel because most of the hotel costs have now been paid.

Our bank account has not got so much money in it, and in terms of the rest of where we're going, we'll be announcing our plans for SPS 26, we're ready to pay the deposit on the hotel for that, as well as our plans for impact, and as mentioned before, as you would expect from your finance director as well, I'll be looking to control the costs.

MP – Foundation Director For those of you who've not seen reports, I'll go very quickly through what has happened.

In simple terms, the Foundation is now a separate entity. The PSA Foundation Limited. We have our own board of directors, that is myself as a foundation chair, there is Lee Jackson, former foundation director, Peter Roper, former foundation director who set it up, and Susan Heaton Wright, who is our non-exec director, who is asking lots of ugly questions of us in the background, and that is the framework.

We have a separate bank account.

I'm coming towards the end of my time as foundation director. There are two roles that I've been running over the last years. One is a pastoral lead where you are providing the foundation arm around the shoulder, financial support, connections, and other ways of helping members going through challenging times. And that takes time, that takes energy, and that takes patience and listening skills.

The other part of the role is the fundraising role. And thank you for those of you who are on this call at the moment who have provided auction prizes and donations for the SBS conference next week, where we will have our prize draw, we'll have our silent auction, and we will have three items in the gala dinner as the framework that we've been using recently.

So, there's two different types of personalities required. You've got somebody who's very good at bringing the money in, and somebody else who's looking after, supporting, and helping with the finance going out which is what we're recruiting for.

I'm pleased to announce Aoife Gaffney is taking over as the Foundation Chair for Pastoral Care and will step on from me in January.

We haven't appointed a Foundation Chair for fundraising at this time.

So after SBS we will be requesting those that wish to, to put your names in the hat and apply for that role.

If you want more information, want more insights, talk to me, talk to Peter, talk to Lee, talk to Susan Heaton Wright.

We'll happily answer any of those questions.

WE have funds too help members, so we want to get more creative on ways that we can help the membership, and it's different caveats of making sure that it's always going to people that are genuinely needing support and help, and making it a wonderful place, that is what foundations are for. I'm really pleased with what we've achieved through this year and putting that all together, there are elements of the governance which we have set up in place at the moment which will need more tweaking, but we've got everything base level in there, and it will evolve and improve gradually from there, but it's in place, we're ready, it's exciting times ahead.

Nathan Littleton - One question in terms of what members can expect in it being a separate business - what does that mean for reporting to members, if, when, how that happens in terms of finances and the process that we go through for the PSA itself?

MP What can we expect for the PSA Foundation? Thank you for asking that. In simple terms, the slight change that I've also brought in is that the foundation board directors will no longer sit on the PSA board.

I have been sitting on the PSA board for the last four years. And I believe as volunteers, that is not a fair expectation of effort, responsibility and everything else to have fiduciary responsibility for two organizations that you're a volunteer in.

So going forward, they will be directors of the foundation and will report on a bi-monthly or quarterly basis to the PSA board with allocated time in those board meetings.

And one of the other things that will happen from this is going forward, the foundation will be making a contribution going forward to the management of the head office.

Will Kintish At the moment, we have what is known as consolidated accounts, the PSA and the Foundation.

I think that for the next meeting, they're going to have to be two completely separate set of accounts.

MP Correct. The foundation will have its own accounts. It is its own limited company and will be run accordingly.

Will Kintish And they won't appear, unless there's loans or what have you, between the two, they generally won't appear in the PSA accounts, will they?

MP Correct. It is an independent legal entity and will report accordingly.

Will Kintish Over the years the Foundation balance has been increasing year on year.

Is there anything more we can do to encourage people coming forward?

MP That's exactly the reason why I split the role of foundation chair into two, because there is this necessity for far more creative thinking and support coming through from those leading it.

And if I'm spending, as I have and my predecessors have the whole time, firefighting, dealing with and solving, then our allocation of time to donate to the foundation gets used up very quickly.

And suddenly you just you haven't got the time or energy to be able to go and do more. So hence the two roles going forward will enable us to come up with more creative ways.

We have learning and development programs that could be part grant funded by the foundation so that emerging members can get access to programs that their business budget doesn't allow them to pay for yet.

Elements like that are things that are in the pot that have always been considered, but never never landed yet just down to the time constraints of those leading it.

Alan Stevens Thank you to you, Mike, for actually doing what we should have done years ago.

And that is separating the foundation from the rest of the PSA. When we set it up, I was on the board, several other members here were on the board at the time.

We should really have done that as a separate legal entity. So well done for finally doing that. The question that I have is, we know that the foundation did have to bail out the PSA last year, for whatever reason. Is there a guarantee that that will no longer happen? Now, it's a separate legal entity.

Can we have a guarantee from you that there will be no money passing between the Foundation and the PSA account?

PI Alan, first of all, thank you for what you did in setting up the Foundation so many years ago.

The Foundation and the PSA, I think, will inevitably have money moving between them in the future. For example, a situation that has happened within the last week is that the Foundation is assisting a member with a ticket for SBS25.

So, the PSA has raised an invoice for which the member is paying 50% and the foundation is paying 50% so there's going to be money moving between the two. The difference should be now that historically because the PSA and the foundation have just been separate bank accounts, these are not consolidated in the sense of being two companies owned by a separate holding company.

The PSA foundation was just a separate bank account until now and that was putting us outside of the UK's deposit protection scheme as well we now have dealt with that what shouldn't be happening though is now is that money for the foundation shouldn't be being paid into the PSA and then into the Foundation account. It should go straight into the Foundation account.

Within the last few days, I've ordered a separate sum up machine. So even card payments now will go straight there.

And Alan, your comment about the Foundation bailed out the PSA. You know, if we got the accountant, Will Kintish, into this, technically that's not the case, I take the spirit of what you were saying there.

Now that the PSA and Foundation are two separate legal entities with separate boards, as Mike has disclosed, then I don't think you should have concerns about PSA access to PSA access to funds.

Alan Stevens I don't agree with that but I'd like an assurance in this.

MP Absolutely, that is not the intent, but the principle is entirely separate, and that will be the case going forward.

YE I'd like to confirm that as well, and actually what happened last year was there was an amount of money that was owed to the foundation that hadn't been paid across, rather than having taken any money from the foundation, but now that they are separate entities, they will have separate accounts, separate everything, although they will be umbilically linked because the foundation is there to provide support for all PSA members as opposed to other members of other associations generally.

MP one final point, in this transference transition time, the question has been asked, well, is now the time that the foundation should actually be set up as a charity?

And the reality check on that is that with the due diligence and the scrutiny and everything, we are not there yet to consider doing that fully, that doesn't mean to say that, no, we never will do that, but for the time being, there is no plans to change the foundation into a charity, albeit we want to run it as professionally as if it were, so that if we choose to in the future, we could make that switch, but that's not on the agenda in the short term.

Finally, if any of you know anybody that we should be talking to in a confidential and loving kind of way for either support or for stepping into the SBA fundraising role, please have a conversation with me.

LB Marketing Director It's wonderful to be, to join you all today and that we're in as reasonable position as we are.

So it's been a real pleasure this year to work with so many of you and the board members to help the PSA get to the reasonable situation that it's in, all things considered.

My role as membership director is obviously to focus on members. And for me, the value of membership, is that we speak more and and speak better.

And that should be the only KPI that we look at, really. It's been a real pleasure to play my part in that.

Obviously, with it being an interesting year, most of my work has been on the technical side of the PSA, trying to sort out the records and trying to bring things together, because they were a shambles, frankly.

One of the important things, obviously, we've been trying to help get the membership straight, knowing who the membership are, we've always said that we've had 650 members, and when we first looked at that, when I first looked at that and looked at how many were actually paying their membership fees, that was actually 444 members, I'm pleased to say that's gone up considerably up too, there's about 500 actually paying the fees, there's another 50 who, we've still got as active but are not yet paying the fees, there's some communication between Sara Beth and those members, and then we've got another 40 as well, who are down as lapsed members, but who are not paying, which means they are classed as lapsed members, but who are actively using the PSA membership benefits, such as going to SPS or going to events as a member.

The frustration there is, there's been quite a lot of emails and effort. Obviously, the more it costs us to do business in the PSA, the more it costs everyone.

It reduces the value that we can bring. And so, if Sara Beth is having to do multiple emails to try and reclaim things, then by definition, she's not doing other things.

She can't actually provide the value that we need. So it's been frustrating from that point. So, I would really ask everyone here on the call or in your local regions that when you get an email from Sara Beth, especially about the fees that you respond quickly.

It's really unfair to not respond to those emails. One thing that's, I think, really important that the PSA focus on is the cost of doing business.

How much does it really cost us to do a thing? Because that's what we've kind of missed over the last few years.

So for example, the cost of instalment plans, you know, a great idea, but, it wasn't something that we could technically do very easily.

And as a result, it actually cost a lot to set those up and try to manage them. There's a lot of hidden admin costs.

And I would hope my legacy at the PSA is rather than adding other initiatives, it's actually simplifying how we do business.

The new Sport80 system that we've got, which I've been working very hard to get the records in a place we could move across, and then very hard to get across to this new system that now ties together the financial side of it, the communication side of it, the record side of it, and the events side of it.

And we're very close. Yvonne and I were on a call today, bless Yvonne, who has the world on her shoulders for everything else, also took time to join a call from Sport80 to deal with that.

And we're very close, but frustratingly, not quite there yet. have been quite a lot of hiccups along the way.

When we do go there, it should simplify business, and that's what we need to make sure we absolutely focus on, in terms of making it as easy as possible to do the back-end stuff, so we can actually focus on things we all love doing, of providing value, of helping people speak more and speak better.

Lee Jackson I think I have an inkling of all the work you've done in the background, and I appreciate that very much. It's a sterling amount of work. I just have one question here. You say there's people who are using the PSA but not paying, and then some other people.

At the risk of going against my type here and sounding really harsh, why aren't we kicking people out?

LB It's good question, Lee. I think one thing about Sport80 is it will force the issue. This is one good thing about it.

I've been frustrated with some of the things on Sport80, and I think we have to make the best of that, and there'll be some benefits and there'll be some frustrations.

One of the good things is, actually, if you're not paying your fees, you can't book a ticket as a member.

So it will naturally sort itself out in the wash. Another thing is, because we've got Sarah Beth doing all this other stuff, and then we've had to pay extra money towards that, it's been quite a considerable amount of money to say, Sarah Beth, just focus this time on this.

And then she's trying to catch up with emails, send them out, and then the next week again, trying to set them up again.

And if she's sending multiple emails out to people to try and chase them, it's really hard to keep it tied together.

I think the PSA have a habit of trying to bend over backwards and be as nice as possible, and certainly we've tried to do that, it's the right thing to do.

However it was our fault, rightly, in terms of our mismanagement of our own systems, but then there also comes a point where you have to say, look, if you've booked on to conference and you're not paying your membership fees, you have to pay your membership fees to come to conference.

Lee Jackson Can I just say as a membership and as someone who's looked at the finances here today, can I just encourage you to be robust?

Because I would suspect that people have known that they're not paying, and they've just kept very quiet.

LB There'll certainly be some people in that category. Also, some people, you can give the benefit of the doubt for quite a while, but there comes a point where you have to say, well, maybe you're doing it on purpose now.

YE We're chasing what we know about and others we will find out from Sport80, but actually the amount of time it takes to do all of that is extraordinary. Sara Beth and the team are on very restricted hours, we're all doing everything else, peddling in the background, so it will happen, we'll get it sorted out and hopefully Sport80 will make it happen quicker than we would otherwise.

Fiona Brennan-Scott I'm just so impressed by the Board and the huge effort they've been making in every way.

In this new system that you're talking about, my question was going to be, is there a policy going forward?

I'm just gobsmacked. I don't know if it's that people would ever do that, would tick the wrong boxes and buy a member's ticket when they're not a member.

I would be incredibly naive, to act as a member when they're not, and show up.

Have we a policy in place going forward? I mean, it's just honourable, isn't it to pay membership?

YE A lot of people don't actually know they're doing it, to be fair, Fiona, so it's not everybody that's absolutely, taking the mickey.

LB It is challenging, and as always with these things, it's difficult to prove intent.

And so, I just really encourage people to, either it's you or encourage other people to really respond when you see those emails and just resolve it. If you do have financial difficulty, then, you know, there's £50k in the Foundation. Ask them to help.

We need to be realistic about this

Yeah, but a lot of people are not aware of their membership having lapsed, because we aren't chasing that up, so we need to do better.

Will Kintish Do we care if these people who are not members come to everything and pay the non-member extra costs?

LB There have been some people who have reasonably said, I will only go to X number of events, and I've done the calculation, and I don't want any of the benefits of membership, and I'll just do the odd, one event every six months, and welcome.

You know, we're more than happy for that. But what we would obviously want to do is encourage people to pay in to the association so that can all benefit from helping to continue the PSA and continue to pay forward that enables us to enable our wonderful industry to continue to grow and flourish.

PM I'm the commercial director. This is a brand new role that didn't exist until about a year ago.

And it's very hard to write a commercial strategy when you're nearly broke. There has been a lot of hard work done by a lot of people to get the PSA back to where it is now.

And not just people on the board, also people outside the board. Now, most of the commercial activity in PSA came from personal connections.

People that Michelle knew, people that Leon was in contact with as a director, and someone Olga introduced me.

So these are personal connections that people had, which formed the basis of all the commercial activity that was happening for PSA.

And it is wonderful that these people know, so many people, that they have those connections, but that is not a long-term strategy.

So in the last year, I've done two things. One, I visited most of the regions, sorry if I haven't been to yours, but I've been to about eight or nine regions tripping over from Ireland to ask questions and figure out what's working, what's not working, what are the challenges in your region, what is happening, where are you happy with, etc.

And I discovered a couple of things. One, that people love their regions. In every region I go, people love being part of the region.

They don't necessarily have the connection with PSA as an organization as strong as the link they have with their regions.

Now that is something that might be expected, but it is the dissonance between that kind of baffled me a bit.

Right, that is... I love my region, but then when it comes to PSA, the love is there, but it's not as strong.

So that was one thing. The second thing, then, is because of the work Leon has done, we now know we have 500 members.

If you were to put those members into percentages, for a moment, we're running roughly around 20, 20, 60. 20% Fellows, 20% professionals, 60% associates.

If you run a membership organization where 60% of the membership is not making money from the activity you're running as an organization, it is hard to pitch that organization commercially to the market.

You need to position PSA on the market, and to position it on the market of membership organizations that are looking for commercial input, that is not necessarily the best position to be in.

So with that in mind, I developed a commercial strategy which is based on growing the regions with the right members.

That means shifting the organization from the 20-20-60 to a 20-40-40 or even a 30%, 40%, 30% model over the next two years.

I have gathered from people the best practices of things that really work in regions. So I've worked with a number of RPs asking them what really works for you in your region, how do you collect new members, how do your members upgrade, how do your members engage, how many people come to your meetings, the members you have, etc.

So a big thank you again to Aoife Gaffney, who is currently the Regional President for PSA Ireland.

And PSA Ireland are getting members in, I think there was three new members last week, right? East Midlands are getting a lot of members in, London are getting members in.

So it's gathering the best practices, they're put into a document, it's having conversations with the RPs, so we can build.

Ideally every region will be financially self-supported or contribute to the PSA, and every region will grow towards that model of 20-40-40 rather than the 20-20-60 we have now.

So that is what I'm doing. I'm engaging with the RPs and local committees. I have set up specific Tidy Cal accounts just to talk to RPs.

They're going to get an email from me this week to engage with me individually to bring that commercial strategy across so that we get a lot of members who've joined for the right reasons and that there is a clear process of best practice.

How do you follow up with members so that you ensure that they become professional members and that you engage with the right members at the right levels?

I will be getting help from Leon and Olga, who are going to work very closely with me and also Denise about how we communicate the PSA outwards and how we attract the right members to PSA and so the idea is in two years' time to get from 500 members to 750 to get from 20% Fellows, 20% associates, 60% associates to 20, 40, 40 over the two years to make sure that every region is self-sustainable and or making a contribution.

Alan Stevens Thank you, Patrick for the plans. Thank you for your ambition. Just to clarify, there are roughly 100 Fellows at the moment and you're saying in the next two years, you're hoping to bring in another 110, 100.

PM Yeah. Well, I'm not going to do that on my own, by the way, so if you want to help with that, I'd be more than happy to have a conversation with you, Alan.

Alan Stevens The whole point is to build an association that engages at a different level with the association. I'll be more than happy to offer my help to you. I'll be more than happy to do that, depending on what the actual new Fellows criteria turn out to be, because I haven't seen them yet.

YE Thank you, Alan, and thank you, Patrick, and I would add to that that actually to the end of June this year, we had actually got an extra 109 new members and lost about 15 through cancelling memberships and so on, people who don't really need us at the moment.

So, numbers are growing, and we're seeing a huge number of new people attending regional meetings. Thanks to all the RPs and the members for all the efforts you're putting in, bringing people along, who then love it so much, they join, and that's amazing.

PM The momentum is there, so let's build on the momentum.

OG Director of Regions It's my delight to be actually here for the first time as Director of Regions, and I must say it was to step into really big and wide shoes of Alastair, and I'm really lucky to have such incredible, savvy, and independent, and really organized RPs this year.

It was a pure delight to step in and to see them just basically managing their own regions in their own beautiful ways.

So it was beautiful to see them growing, and of course it was a little bit challenging to step into my role at the same time as new RPs stepped into their roles, so therefore I'm already thinking about the next successor who will come up to me in about three years' time, guess, how can we make it better, because ideally we would like to have the next person stepping in, probably halfway, so they can support them better.

Otherwise, I felt like, in many cases, being on the phone to Alastair and asking questions, because I did think in the beginning I knew so much about this role, but only when I stepped into this role fully, I realised there's so much more you have to learn.

It's really beautiful to see them even supporting and helping each other.

One thing we were working with Leon on is to establishing where are those members, because we just wanted to make sure that we have the regions exactly where they're supposed to be.

And actually, we were pleasantly surprised that in majority of cases, there are exactly where they're supposed to be. So that's good news.

Bad news for Scotland, as I was writing in my report, that we do have people between Glasgow and Edinburgh, who are travelling on a regular basis.

And therefore, I hope we can have two amazing volunteers that actually will help to build two new regions, one near Glasgow, one near Edinburgh, so if somebody on this call is ready, is willing to step forward, please reach out to me, because we are seeking to expand our regions.

There were conversations about whether we needed another region on the Island of Ireland, but actually members there are quite condensed around Dublin area, so that's good news.

It was great to see where members are based, and it was good to actually find out that they are exactly where our regions are positioned.

We do have some regions that are struggling a little bit.

I really would like you, to please support your RPs as much as you can, because some of them, they have incredible teams, and it's great to see in some regions that Fellows are proactively working on supporting the regions, but there are some other regions which are run sometimes single-handedly, and it would be really helpful if you amazing members could support your RPs even more they will be so much better.

I'm incredibly proud of them all because they faced two brand new competitions where you only had one previously. Thanks also to Carol Benton for all your support with them.

Thank you too for those RPs who extended their role to a second year.

We have three regions that still looking for RPs so in South West, North Est and Scotland if you know anyone who would be great in the RP role please let me know.

YE Thank you, Olga. We don't have time for questions at this point. We're going to run one short video, and then, big apologies, this meeting is going to run over the eight o'clock that I was hoping.

We were due to watch a video from Denise Fay, but she was able to arrive in time to deliver her report in person.

DF Marketing Director I am Denise Fay and I'm the marketing director of PSA and this year has been a mental year.

I has been a difficult year, but some really good things have been done in marketing. This year I have had to work on my own where last year we had support. One of the things that we haven't been able to do this year is spend money on copywriters or web support or graphic designers.

So pretty much anything that you see is really coming down to me. So hopefully next year we'll get a team together to do the marketing.

One thing that really was successful in the last year was our LinkedIn project. And I wanted to give a shout out to Mark Saxby who I had a call with earlier this year, who put me on to what we should do about LinkedIn, I know we have more to do, but happy enough with the way LinkedIn is going, and then, so otherwise it's all been quite operational.

So going forward, I am really looking forward to being a little bit more strategic, we have our strategy day in November, and so you're going to hear from me before that in terms of creating a marketing strategy. I feel that we've got space to think creatively about how we can work with the regions, and how we can grow our membership, because we're so lucky to have each other, I mean really at the end of the day, this tribe is brilliant, and so we need more like-minded people coming in, and that's going to be what my plan is for the next year.

Thanks very much for everybody for your support and looking forward to getting stuck in for the next year.

RETIREMENT AND ELECTION

YE We've got retirements and elections next, and since the EGM in March, we've only had one director retire, and that's Nathan Littleton.

I'd like to offer my continued thanks and gratitude to Nathan, who's not only extended his time on the board to support us as interim chair, just as he was due to step down after five years of service, but he's continued to be there as a support for me over the last six months.

During this time, he's also been supporting the Foundation in helping to create their website and developing pages on the PSA website too. And then he actually did the form for voting for us today. So thank you so much, Nathan. Truly grateful for your support.

There have been no new members to the board since the EGM in March. However, we do need to ratify an incoming vice president.

The way this happens is the board would like to make a nomination for vice president. The board then recommends to the membership, the person who we wish to appoint to this role, and you have a chance to vote to ratify this person.

So, the person we would like to nominate is Denise Fay, our marketing director, and she is going to tell us a bit about herself before we actually make this ratification.

DF Hello, everybody. I'm not sure that all of you know me, but hopefully that some of you do. I am Denise Fay, and obviously I am the marketing director.

I joined the PSA in 2017 when Lee Jackson was president. And I remember being struck by how different people's styles are. Keynote speakers, trainers, everybody has such a different style, and it really made me kind of open my eyes to go, wow, you know what, I could be a professional speaker, and I was, I suppose, if I'm really honest with it, because I was a trainer and I speak about marketing.

But, I believe in community which is really important. I've been building communities, I'm part of communities, and growing communities, and I think that we have a wonderful, wonderful community, and just as I said earlier on, I think that we are an unusual bunch of people, there are people who, you can really be yourself with, even though you stand on stage.

So I want to kind of stand on the shoulders of giants who've gone before me and then build up our community and then, of course, use the marketing point to grow the community during my time as Vice President and then eventually President.

Thanks very much.

YE Thank you, Denise. She has been on the board a few years now and we are proposing that she step into the position of vice-president to take over from **Alastair Greener** just after the summit in October 2025. So in order to ratify Denise Fay as incoming vice-president, may I have a proposer please.

Proposer Fiona Brennan-Scott.

Second Katie Allen. Thank you ever so much. Over to Sam for our vote, please.

Appointment of VP for 26/27 – Voters 43 includes advanced and live		
For	Against	Abstain
22/22	0/22	0/22
21	0	0
43 = 100%	0	0 = 0%

YE Fantastic. Congratulations, Denise is duly ratified as our next vice president.

So I'm just going to run through a few changes to board roles now and things coming up.

Nathan Littleton stood down on the 12th of April 2025 at the Impact Conference,

I (YE) took on the role of chair.

There have not been any further changes to roles during this time. Coming up during the next year, we will see some changes to the board members and other positions as follows.

Mike Pagan will be stepping down as Foundation Director as he takes up a board role within the newly formed Foundation Board.

The other role that Mike Pagan hold is Global Speaker Federation Representative and he will also be stepping down from this position at the end of June 2025.

Michelle Mills-Porter will be ending her time as President of the PSA with a flourish at the gala dinner on Saturday at the Speaking Business Summit and I'd like to take this opportunity to say a huge thank you to Michelle.

Michelle took control of SBS 24 and rallied the troops to create the most collaborative event we've ever had. Her theme collaboration evolution swept through the regions, uniting us at a very difficult time.

I absolutely love Michelle's passion for the PSA and for all the members. Never before have I seen anyone reach out to so many to bring us all together.

Thank you so much, Michelle. This was truly a year to remember. And we're all looking forward to the amazing summit you've put together this year, too.

She served the board for the last five of her 10 year membership and of the PSA, and will continue to do so as our immediate past president for the following year.

Let's have a huge online round of applause for Michelle Mills-Porter.

Alastair Greener will step into his position of President of the PSA at SBS25 next week, and I look forward to working with him to create more fantastic events at Impact 26 and SBS 26.

As we've just heard, Denise Fay will then step into the position of Vice President to take over from Alastair Greener as per our recent vote.

Carol Benton is our Speaking Competitions Co-ordinator, and she will continue in this role until SBS 26, so she's not stepping down just now.

We will be recruiting her replacement during the year, so that a period of shadowing can take place before she steps down.

As we've heard, it's two competitions to run, so that's quite a challenge to take on. I truly admire Carol taking on the two competitions that were all new to all the RPs as well.

This has been a huge task, one that hasn't daunted her, and we've seen her show her true ability this year, which will culminate in the Professional Speaking Conference 25.

Thank you Carol for everything you've done with these competitions to make them what they are.

There will be other roles to recruit over the next year which will be announced in due course.

I'm deliberately not mentioning any for Foundation because that is now a separate entity and they will have their own AGM.

They will do their own recruitment with the help of the support team of SPS and co. Are there any questions before we move on?

I've made some small changes to the articles and bylaws which were circulated with the AGM pack and noted in red.

In 2023, significant changes were made to both the articles and the bylaws which were accepted in full at the AGM of that year.

Unfortunately, they were not registered at Companies House within the correct time frame. So, whether or not these new amendments are approved we will be submitting a new set of articles, be it the previous ones or with the amendments, to Companies House within the next 14 days.

Graham Jones So agreed or not, we will be submitting a new set of articles, be it the previous ones or with the amendments, to Companies House within the next 14 days.

YE Yes that's correct. Last year, we found that these same documents were not up to the level that we needed them to be, and therefore may also require further amendments at the AGM in 2026, when we've been through the full governance review provided by Bob Bradley.

So firstly, the Articles of Association. There is one addition to the amendments that I have made, which has been proposed by Scott Johnson, and that is to add one sentence.

'That no refund of any membership fees will be made where a membership is terminated due to gross misconduct. So that's just a slight addition to what I've put in the amendments.'

So before we go to find a proposer and seconder, let me first ask, are there any further comments or questions regarding proposed changes to the Articles of Association?

Graham Jones I've just got a basic question, I mean, I've no opposition to the changes, they make perfect sense to me, but changing the Articles of Association does require submitting them to Companies House by a particular time, so the ones that actually govern the PSA at the moment are from 2017, the legal advice we had in the past was that you never change the Articles of Association, you keep them as the model articles, so you never have this problem with your rules being out of date, with the Companies House, and then all the changes are made in the bylaws.

YE This is not legal advice, what this is, is to change very slightly until we've got to the position of Bob Bradley's report, which may well suggest, that we go back to an original set.

We had an original set, that were changed in 2023 and agreed, at the moment we need these to be at least put into Companies House.

What I suspect will be the case is that either we need another EGM to actually get a proper set back in place, or that they will change at the next AGM in 26.

Does that cover what you're saying?

Graham Jones If all we have to do is change around our internal rules, then we don't have to bother with forgetting to upload to Companies House at the right time. So, it's just easier to keep the model rule, model articles, and then change the internal rules.

YE Yes, this is just a slight tweak for now to cover us in the eventuality that we have a similar situation, and the intention is that to follow Bob's guidance on that, to take proper advice, and to make it correct at another opportunity

Vote for these changes to the Articles of Association

Proposer Michelle Mills-Porter

Second Graham Jones

Articles of Association – Voters 42 includes advanced and live		
For	Against	Abstain
19/21	0/22	2/22
13	0	8
32 = 76%	0	10 = 24%

YE There have also been some very small changes to the bylaws, again highlighted in red in the AGM pack.

Are there any questions or comments regarding those further to the ones that we've had already?

No questions or comments were brought.

May I have a proposer, please, to change the bylaws?

Proposer Michelle Mills-Porter

Second Alastair Greener

Change to bylaws – Voters 41 includes advanced and live		
For	Against	Abstain
20/24	0/24	4/24
13	0	8
33 = 80%	0	12 = 30%

YE We found ourselves without the correct processes last year and had to rely solely on the ethics policy, which was not the right policy for the situation we found ourselves in.

These will give us a much more robust method for dealing with any issues that arise in the future. They form a small part of a full policy map, which will be rolled out over the next 12 months.

Are there any questions or comments?

Alan Stevens Just a couple of quickies. The complaints procedure doesn't appear to include any requirement to inform the person who's been complained about that a complaint has come in. It doesn't say that anywhere specifically in the complaints procedure

This is what happened to me twice last year, I was complained about twice, the complaints were found to be frivolous, but I didn't know that until after the event, and I think people should be informed if a complaint, not who's made the complaint, but I think people should know if a complaint's been made

YE There is also a form that goes alongside this procedure, and part of that form and process would be to inform them at the right point, so for example, if a member has an issue (complaint), the first place they go is to their RP, if that doesn't solve the issue, they would then go to Olga as Director of Regions, if it still can't be solved, it is raised to the board, and that's all detailed there for you, so there would be a point at which it needs to be a complaint, and where it's actually first mentioned, let's hope we can sort it out before it actually gets to a full complaint.

Alan Stevens I think at that point they would already be aware that there was an issue. So the idea is that it's an informal conversation to begin with to try and sort out any issue that's happened. It failed in my case.

YE This has only just become in place, Alan, which is the whole point, because we didn't have the right forms, which is why you had to go through that situation.

Alan Stevens Fair enough. Thank you. And the second question is regarding the outcome of a complaint. Then if a complaint or maybe a grievance is upheld and a sanction imposed, there doesn't seem to be any requirement to inform the membership of that sanction.

Is that an oversight or is that deliberate?

YE That would depend on what it is. For the most part, does the membership need to be aware? I don't think that unless it's completely gross misconduct or anything like we've had previously, then there should not be any real reason.

Alan Stevens So, if somebody is complained about and is, for example, asked to leave the PSA as a result, which sounds like gross misconduct to me, there isn't any requirement to inform the membership.

YE This is a normal HR process whereby we try to solve the problem before it goes any further than just two people having disagreed for whatever reason, or a complaint or something that's happened.

And it goes up the process so that the person is informed at that point, a conversation is happening with that individual.

If it gets to the point where we're having to ask somebody to leave, I'm hoping that that's a really very rare occurrence, that if we had the situation that we've had previously, then we would have more robust process in place to deal with that.

And, of course, at that point, the membership would be informed.

Alan Stevens Well, just last thing from me then, because that did happen this year, as you know, that somebody was removed from the PSA as a result of an ethics complaint, but the PSA membership was simply told they'd left.

And I think that's inappropriate. So that's all I want to say.

YE Thank you for your comments, Alan. That's noted.

We have got two processes, and a policy that I'd like to have your confidence in.

Aoife Gaffney in the chat If you're not 100% clear on the difference between complaints and grievance procedure, there is a document that states that on the board activity page on the website.

Let's vote on the Complaints procedure

Proposer Michelle Mills-Porter

Second Daniel Solomons

Approve complaints procedure – Voters 42 includes advanced and live		
For	Against	Abstain
15/21	0/21	4/21
15	2/21	6
30 = 71%	2 = 5%	10 = 24%

YE Thank you. Let's vote on the grievance procedure.

Proposer Alastair Greener

Second Sam Warner

Approve grievance procedures – Voters 43 includes advanced and live		
For	Against	Abstain
16/22	0/22	6/22
15	0	6
31 = 72%	0	12 = 28%

Moving on to the social media policy.

Proposer Sam Warner

Second Patrick Mercie

Approve social media policy – Voters 43 includes advanced and live		
For	Against	Abstain
17/22	0/22	5/22
15	0	6

32 = 74%	0	11 = 26%
SETTING AGENDA FOR THE COMING YEAR YE We are going to be looking at simplifying our processes, increasing value for members, looking at the financial health of the PSA and making sure that that is robust and ongoingly robust. We're going to be reducing outgoings. We're going to be integrating Sport80 as a new system for members to use and to help us in our administration as well. We're holding at a strategy day in November to go through strategies to make sure that we then have a path ahead rather than just firefighting as we've been doing this year. We will be reviewing the support from my management company, Sara Beth and team, just to make sure that they have a better way of working with us, and we will look at the finances of actually funding that as well. So ultimately, with members at our heart, we want to help all our members to grow their speaking businesses by speaking more and speaking better, and to increase the collaboration within the membership, fostering long-term bonds and support for everyone when they need it. In closing, thank you to all of our RPs and committees, volunteers, and our operations team, both the RPs from 2024, and also to our current 2025 RPs, you're making a huge difference to the PSA, and the numbers that we've seen increasing our membership is amazing. You know you're the lifeblood of the PSA, and running a region takes time, effort, and enthusiasm. We truly appreciate you all and thank you for the amazing job that you do. Thank you also to our Fellows representatives. I'd also like to extend our thanks to the operations team, who are the glue that holds us together, they've done everything they can to support us this year, despite very restricted hours. We will be reviewing that situation as soon as SBS25 is completed. We also owe a big thank you to Ed Kaye, who's had his work cut out with our data management this year. He and Leon Bamforth have moved mountains and got real hold of our data, which was very disjointed beforehand. Also a big thank you to Fee Stevenson, who's been helping me battle the minutes as our Secretariat this year. And a thank you to Bob Bradley for his work on the Governance Review, Mal Budd for his work on the Risk Register, and to Jane Gunn, our Ethics Officer, the Crisis Team, and the Ethics Committee, who assisted us during this year too. To all of you who have volunteered and continue to do so, we appreciate you and thank you for being wonderful human beings. Without you, we couldn't do half of what we're able to do, and we wouldn't be the association we all love.		

One more vote. Before we end the meeting, I would like to seek your consent as members to dispose of all the electronic polling data.

I don't need a proposer and a seconder for this, just the agreement of the membership, so Sam, let's please go to a vote.

Destruction of Election poll – Voters 26 includes advanced and live		
For	Against	Abstain
26/26	0/26	0/26
0	0	0
26 = 100%	0	0 = 0%

Sam Warner I give you responsibility for carrying out the task to destroy electronic poll data. So, thanks again to all our tellers, Sam Warner, Katie Allen, our scrutineers, Nathan Littleton, and Daniel Solomons, and to Fee Stevenson, who will be creating our minutes for us.

I'm looking forward to seeing you all at the summit next week.

Thank you.

Member Just a final word, Yvonne. Thank you, as the workload you are doing this year is immense and is huge.

Absolutely huge. You are going beyond on everything, and I think this should be on record, the amount of work you are putting in.

The meeting closed at 8.10pm