MINUTES OF BOARD MEETING PSA UK & Ireland
27 March 2026

Board of Directors attending

- Yvonne Emery (**YE**), Chair
- Alastair Greener (**AG**), President (joined at approximately 12.00 noon)
- Denise Fay (**DF**), Marketing Director and Vice President
- Phil Ingle (**PI**), Finance Director
- Michelle Mills-Porter (**MMP**), Immediate Past President
- Leon Bamforth (**LB**), Membership Director
- Patrick Mercie (**PM**), Commercial Director
- Olga Geidane (**OG**), Director of Regions (contributing via chat)

Apologies

- None received

Also present

- Mike Ogilvie (**MO**), Accountant, for the finance update
- Sara Beth (**SB**), Operations Administrator, for the Sport80 discussion
- Hazel Pearson, Administration Team, for the Sport80 discussion

Notes
1. Welcome (YE) [Agenda item 1] **YE** opened the meeting and welcomed those present. She advised that the agenda would be taken out of order: **AG** was travelling in Australia and would join later in the morning, and **MO** was present to take the Board through the management accounts, so finance would be taken first.
2. Apologies for Absence (YE) [Agenda item 2] No apologies were received. All directors were present.
3. Potential Conflicts of Interest (YE) [Agenda item 3]

YE registered a potential conflict of interest in respect of Simon Zutshi, who is being approached for sponsorship of SBS, as she works with him. No other conflicts were declared.

4. Minutes of the January 2026 Board Meeting (YE) [Agenda item 4]

PM confirmed he had read the minutes and raised one correction: **MMP** was recorded as absent from the meeting but referred to several times as having contributed. It was noted that she had attended for part of the meeting and that the record would be corrected accordingly. A second correction was also identified and agreed.

AG proposed the minutes. They were approved subject to both corrections, which **YE** undertook to make before publication.

Minutes of the February Board Meeting

These were approved separately to the Board Meeting

Proposer – **PM**; Seconded - **AG**

- **Decision (Agreed):** The minutes of the January 2026 board meeting were approved subject to two corrections, proposed by **AG**, and **PM** seconding.
- **Action: YE** to make the two agreed corrections to the January 2026 minutes before publishing them.

5. Finance Update (MO and PI) [Agenda item 7, taken out of order]

Accounting basis and results to December 2025

MO attended to take the Board through the management accounts, the item being taken first because of his availability. He explained that each time figures are reviewed the report is saved and published within Xero, so that earlier versions remain available for comparison. The June 2025 figures had been updated for submission to Companies House and both versions are retained.

He reminded the Board of the accounting basis used. Costs are recognised as they are incurred, but income is not recognised until the Association is entitled to receive it, on the basis that if an event were cancelled the costs would not be recovered while the income would have to be repaid. The effect is to make the figures look worse in the period before a conference.

The six months to 31 December 2025 showed a net profit of approximately £13,000, of which approximately £10,000 represented costs incurred in the previous financial year. **LB** asked what the figure would be on a consistent basis and **MO** confirmed approximately £3,000. **LB** observed that £3,000 is a thin margin. **MO** responded that set against the substantial loss of the preceding year it was a good outcome and cautioned that much of the cash held is money received in advance: £43,000 of subscription income and £37,000 of SBS26 conference income, both repayable in principle were the Association to cease operating. The prior year June figures had shown a loss of approximately £400, of which around £10,000 related to the following year's costs.

The balance sheet at December showed £111,000 in cash, £6,500 owed to the Association and a small amount of computer equipment largely written down. **PI** noted a

Foundation balance of £50,616 shown under current assets which related to the prior year and had already been transferred out.

Regional and event analysis

MO had broken the results down by regional meeting. The Autumn 2025 conference showed a surplus of approximately £21,000, being £77,000 of income against £54,000 of costs, subject to checking that no 2026 items had been posted to it. **PI** noted that an East Midlands hotel invoice had been posted to Birmingham in error, a couple of hundred pounds, which he had since adjusted.

MO cautioned against reading too much into any single month because of timing differences between income and costs and observed that the Irish meetings have been consistently healthy while London has reduced its cost base considerably. He recommended that the regional breakdown be shared with Regional Presidents so that a region running a persistent deficit becomes a matter of strategy rather than a surprise.

Several coding matters were identified: 2026 summit income posted to the profit and loss account rather than the balance sheet; Tool Projects, being **Ed Kay**'s IT support, coded to IT software rather than IT support; Xero fees to be moved to bookkeeping; and two months of IT support invoices apparently missing. The IT software line appeared high at around £3,500 against an expected Sport80 cost of approximately £2,000 plus Google, Zoom and similar subscriptions. It was noted that Sheep, being Authentic Digital, had still been paid in January and February at £450 a month and has now stopped.

A board costs entry of £2,154 was queried by **YE** as a large sum for a meeting held at a director's house. **PI** explained that board costs also include the President's expenses and regional directors' travel, and that the figure was believed to relate to the face-to-face board meeting held the previous summer, the bills having been paid in September. It was agreed that these should be separated onto their own line so that the Board can see what Regional Presidents are charging.

Debtors and write-offs

A list of small historic amounts owed to the Association has been carried from year to year. **PI** explained these arise from accounting errors around a change of bank account and a change in membership fees and proposed writing them off against the existing bad debt provision of £5,700, so that no cost falls to the profit and loss account. **MO** and **YE** agreed, on the basis that the matter should not return to the Board again.

Two larger balances were excluded from the write-off and will be pursued separately. The detail is held in the confidential minutes.

Draft February position

MO presented the February figures with an explicit health warning; no adjustments having been made. The bottom line showed £24,000, which will reduce once amounts belonging to the following year are removed, offset by releases from the previous year. The reports have been saved in Xero as very draft so that the Board can return to them later. **PI** confirmed most February items were posted, though some would inevitably fall into March.

Cash position and forecast

PI presented the bank position and the cash flow forecast circulated ahead of the meeting. The Association holds £91,000 in the savings account, €13,000 worth approximately £10,000 in a separate account, and approximately £4,000 in the current account, being roughly £110,000 to £115,000 in total. He noted the euro balance has been accumulating without a decision on its use and is on his list to address.

The forecast total cash position at the end of March is £98,000. After Impact and SBS have been paid for, he is forecasting approximately £25,000 to £30,000 remaining by the year end, other things being equal. **YE** added that April brings in the balance of SBS deposits from 23 people, approximately £9,000 excluding VAT and over £11,000 including it, against £5,000 that **PI** had forecast in each of April and May.

PI described the high-level scale he uses for the Association's financial position: dire, being insufficient cash for three months; bad, being insufficient for twelve months; not bad, being twelve months of cash but short of the reserves policy; good, being at the reserves policy; and excellent, being twice the policy with the ability to donate to the Foundation. He assessed the Association as not bad and able to continue with its plans for 2026, noting that as matters stand in March the Association is not on the hook for all of the conference costs, though cancellation fees would apply.

YE confirmed that no cancellations are being offered this year, which assists the position.

Challenge on variances and overheads

PM identified a variance of approximately £12,000 to £13,000 across January and February between forecast and actual on membership and event income and asked whether this reflected poor forecasting or genuine underperformance. **PI** corrected the description from discrepancy to variance, accepted it was significant, and attributed part of it to forecasting assumptions carried over from earlier work by **LB** and part to the difficulty of distinguishing membership receipts from event receipts when both arrive through Stripe and Sport80. He added that the profit and loss account shows accrued income while the cash flow shows cash received.

PM pressed the point: for two consecutive months overheads had run at more than twice membership income, and he asked how the Association could not be losing money on that basis. **PI** clarified that the ratio compares overheads with membership fees rather than with total outgoings, accepted that February at 2.03 was not good, and noted that taken across the full eight months to date the ratio is materially below 2. He identified the predictable overheads as **Sara Beth**, **Ed Kay**, Sport80 and the Chair's allowance, with other items such as annual subscriptions falling irregularly.

On regional events, **PI** noted that January and February together produced approximately £10,000 to £11,000 of income against regional costs that came out below that, so regional events are broadly covering their costs. He argued the more significant question is membership fees against overheads rather than actual against forecast.

Membership numbers

YE reported that membership had dropped to 468 against approximately 580 needed to cover overheads, describing this as a significant problem and stating plainly that the Association is losing members. She explained that a number had been lost on migration to Sport80, and that roughly 300 records had been moved to a lapsed list, so the gap between the 1,100 records held and 468 paying members does not represent potential members. Approximately 35 of those may still be members and are being chased individually, which she described as a further administrative exercise.

LB asked whether growing membership is the only route to bringing the ratio down to 1, given that overheads appear to be close to the minimum. **PI** confirmed there are no definite plans to reduce fixed costs significantly and that the Association needs a membership base that supports them. **LB** noted that reducing **Ed Kay**'s level of support would be counterproductive, since it makes up for the shortcomings of the current system.

Reporting format

YE said the Board spends a long time on finance each month without being able to challenge the figures meaningfully, and asked for five or six clear indicators against which the Board could judge whether it is on track. **PI** responded that he is already trying to reduce it to two: the forecast total cash position, on the basis that where the money will be matters more than where it is today, and the ratio of overheads to membership fees, forecast at approximately 1.19 for March. He undertook to add colour coding to the forecast to emphasise both.

YE pressed for a stated membership target, saying the Board needs to know by how many members it is short and what the target is over the next three and twelve months. **PI** acknowledged the shortcomings of line-by-line forecasting on volatile lines and asked what further numbers the Board wanted highlighted each month.

PM emphasised that none of the challenge was criticism of **PI**, but that the cash position alone does not tell the Board where decisions are needed.

Cost of the volunteer model and data access

LB argued that the figures conceal the true cost of doing business, because directors are absorbing the shortfall personally through unpaid time. He referred to a question raised by Bob Bradley as to whether the Association's volunteer model remains sustainable.

He restated his objective of director-level dashboards drawing live data directly from Sport80 and Xero, so that the figures do not depend on **PI** producing them and the Board can drill into detail when needed. He observed that looking only at high-level figures had been part of the problem in an earlier period and was explicit that the point was about independence of the data rather than any doubt about **PI**, whose expertise he said had been central to the recovery.

Recommendations

MO's recommendation was to keep the measures simple. Regional meetings should at least break-even; the conference is the risk that could turn a reasonable position into a poor one and needs close budget monitoring; associates churn and can be replaced. He suggested a cumulative rolling twelve-month view against a target number of members rather than monthly figures, on the basis that monthly figures are misleading, and encouraged marketing built on members' own stories.

DF asked for a monthly view of regional costs against regional income, and for a breakeven number of attendees per regional meeting, citing a conversation with Brian, the PSA Ireland president, about whether 21 attendees were sufficient. She raised a wider concern that the Board's time is consumed by a continuous cycle of marketing Impact and then SBS, leaving no capacity for the outreach, public relations and local business contact needed to grow membership.

PM added that churning associates carries a real business cost in onboarding, welcoming, training and membership days, and suggested the Association should look for a strategy to reduce churn rather than accept it.

MO agreed to send the December reports, which include the regional breakdown, to **PI** and **YE**.

- **Decision (Agreed):** The remaining small historic debtor balances will be written off against the existing bad debt provision of £5,700. Two larger balances are excluded and will be pursued separately.
- **Decision (Agreed):** The President's expenses and regional directors' travel will be recorded on a separate line from other board costs.
- **Action: MO** to send the December management reports, including the regional breakdown, to **PI** and **YE**.
- **Action: PI** to investigate the £2,154 board costs entry and reclassify it if required.
- **Action: PI** to arrange reclassification in Xero of Tool Projects to IT support and of Xero fees to bookkeeping.
- **Action: PI** to establish why two months of IT support invoices appear to be missing.
- **Action: PI** to write off the remaining historic debtor balances against the provision.
- **Action: PI** to add colour coding to the cash flow forecast highlighting the total cash position and the ratio of overheads to membership fees.
- **Action: PI** to determine what should be done with the €13,000 balance.

6. Impact! 26 Update (AG) [Agenda item 5]

AG joined the meeting at approximately 12.00 noon from Australia and apologised for being late, having miscalculated the time difference.

He reported himself thrilled with the numbers. **YE** confirmed 94 paid bookings, together with 17 people who had not completed their booking and were being chased, giving a potential total of 116. The breakeven point is 100. The early bird price closes on 31 March and **DF** has three further email campaigns to issue before then. The venue takes up to about 120 in cabaret style, and a move to theatre style would be considered if numbers required it.

Bookings for the associated sessions stood at 9 for the first timers' session, 13 for the Fellows' Day, 31 for the Emerging Speaker of the Year competition and 11 for the Professionals' Day, with a further push planned. Afterglow numbers were still to be checked, and it was noted that some ambiguity over the date of the Afterglow had caused questions from members and needs to be stated clearly.

On audio visual, an external provider is being used. **AG** and **SB** had been through the itemised quotation and gone back to the provider on items not required, separating essentials from desirable extras. **AG** undertook to settle the figure with **PI** so that it stays within budget.

Speakers, panel sessions and the running order are in place, and **DF** and **OG** are set up to present the awards. PSA Yorkshire have taken on the hosting of a Sunday programme for those staying after the Afterglow, which **AG** is presenting as continuing the connection and intends to carry through to SBS. Lee Jackson has secured an interview with the Lord Mayor of Leeds welcoming the PSA to the city.

Lee Jackson had also asked whether a separate WhatsApp group could be set up for those wanting to take part in Sunday activities, so as not to clutter the main Impact group. **YE** had no objection in principle, subject to **AG** and herself being added so that it can be monitored.

YE noted that the Impact WhatsApp group is now running and that she is monitoring it manually, checking new members against the list and matching phone numbers, which involves a significant amount of work behind the scenes.

AG intends to visit regions before Impact for a final push, and again through the summer for SBS. It was noted that Regional Presidents and speakers have until 1 September to buy their tickets at the Super Early Bird price, and that outreach to them, to volunteers, and to members who have joined since October will follow once Impact is out of the way.

- **Decision (Agreed):** A separate WhatsApp group may be created for Sunday activities at Impact, subject to **AG** and **YE** being added to it so that it can be monitored.
- **Action: AG** to confirm the Impact audio visual specification and budget with **PI** once settled with the provider.
- **Action: YE** to continue chasing the 17 incomplete Impact bookings.
- **Action: AG** to confirm to Lee Jackson that the Sunday activities WhatsApp group may proceed, and to ensure **AG** and **YE** are added.
- **Action: YE** to check Afterglow booking numbers and clarify the date in communications.
- **Action: DF** to issue the remaining Impact email campaigns before the early bird deadline of 31 March.

7. SBS26 Update (AG) [Agenda item 6]

AG reported that little further work had been done on SBS while the focus remained on Impact, but that 90 places had been sold, which **YE** described as outstanding given that the event has not been advertised beyond the Impact campaign. Breakeven is 120. Capacity extends to approximately 180; **AG** said he was not expecting that figure but considered 140 to 150 achievable if Impact goes well.

He intends to announce further speakers at Impact and considers the line-up strong, with positive feedback from those planning to stay for both days. Flyers were distributed at the Global Speaking Summit and **AG** asked that the list of international bookings be monitored so that he can contact those delegates personally and ensure they are hosted at the gala night.

Twenty-three people are on deposits, with balances due in April.

- **Action: AG** to announce additional SBS26 speakers at Impact.
- **Action: AG** to contact international delegates individually regarding SBS26 and gala night hosting.

8. Neurodiversity Community Launch (MMP) [Not on the agenda]

MMP confirmed that the launch of the Neurodiversity Community would be announced at Impact as previously agreed, and asked **AG** how he wished it to be handled under his presidency. The working group has already prepared three months of content and the first meeting is at the end of April. The format is a two-hour slot comprising 90 minutes of structured content followed by half an hour of optional networking. It is constituted as a regional meeting so as to keep the cost down, drawing members from other regions interested in building rapport with neurodivergent audiences. **MMP** confirmed she had worked with **PI** to ensure it is an added extra rather than an additional cost.

AG proposed announcing it from the stage and providing a stand in the lobby so that members can follow up during the breaks, there being limited time available on stage. **MMP** raised the concern that whoever staffs the stand will have paid for a ticket and would miss the content they have paid for and suggested a QR code on a slide linking directly to the booking page. **AG** proposed that cover be rotated during a break and that the detail be worked out closer to the time.

AG also described the arrangements for Impact: different coloured lanyards by membership level, stickers indicating whether an attendee is comfortable with physical contact, and sunflower lanyards. **MMP** asked that these be referred to as additional requirements rather than hidden disabilities. **AG** noted that usage of the terms varies but confirmed the lanyards would be available so that people feel included.

- **Action: AG** to include the Neurodiversity Community launch in the Impact running order, with a QR code and a lobby stand.
- **Action: MMP** to provide **AG** with an outline of the content ahead of Impact.

9. Global Speaking Summit Report (AG) [Not on the agenda]

AG gave a short report on the Global Speaking Summit. The standard of speakers was good, the event was well organised and he and **DF** both considered it better than the previous year. UK attendance was very low. **AG** offered to discuss speakers he would and would not recommend for future PSA events with **DF**.

The 2028 Summit will be held at Garmisch, opening at a high point in the German Alps and closing so as to coincide with Oktoberfest. **AG** considered the proximity a significant opportunity, both for UK and Ireland attendance and for generating interest in the PSA more widely.

A change of Global Speaking Federation Representative takes effect in July. **AG** noted that the Board had received an email regarding the Association’s representation on the Federation board, and that this would be handled through the Phase A recruitment.

AG reported on an apprenticeship-style scheme operated by PSA Australia, under which new speakers are encouraged in and given coaching, with semi-bursaries awarded through their foundation. He suggested the PSA Foundation could consider a comparable breadth of support rather than assistance based only on financial need, and has a meeting arranged with Sally Foley-Lewis, the PSA Australia president, to understand how it works.

He observed that the way the Association organises its annual events differs markedly from every other association, and that there is something to learn from how others do it.

He linked this explicitly to the recruitment of a president and to the strategy work. **YE** agreed the matter needed dealing with urgently.

AG also noted that emceeing at the Summit was weak and that the UK and Ireland is regarded by others as strong in this respect, because it pays attention to it.

- **Action: AG** to meet Sally Foley-Lewis regarding the PSA Australia apprenticeship and bursary scheme and report back.

10. Strategy Day, first discussion (YE) [Agenda item 11]

YE reported that she had spoken with Sue Evans, who will facilitate the strategy work. The intention is an initial online session of approximately 90 minutes to set the parameters and identify what preparatory work the Board needs to do, followed by a face-to-face day. Dates would be settled by poll.

LB said that the absence of an agreed strategy is holding up a great deal of other work and delaying decisions, that this is frustrating, and that where work is delayed the slack is picked up by a small number of the same volunteers, with knock-on effects elsewhere. He asked that it be progressed.

11. Sport80 Update (LB) [Agenda item 8]

YE introduced the item, noting significant frustration from members, from Regional Presidents and from the Board itself, and that the Board needed a clear discussion on how to approach it.

The supplier's position

LB asked the Board to consider Sport80's perspective first. Substantial customisation and development work was carried out to bring the Association onto the platform, including a role-based access control matrix which he had scrapped on arrival in favour of simplicity. That was the right decision, but it meant a large part of the supplier's development effort had gone into the wrong places. Within the limits of their system they have improved and adjusted things: the fellows' forms have been rebuilt satisfactorily, **Arjith** is dedicated and wants the Association to get value from the platform, and the office team and **Chrissie** are now competent, with issues being fixed at root so that they do not recur. **LB** said he had worked hard to maintain a positive relationship with Sport 80.

Friction for members and Regional Presidents

The failure, **LB** said, is that all of that effort should have gone into reducing friction in two journeys: booking an event and paying for membership. **PM** had supplied a record of the steps required to book an event, which **LB** had worked through with **Arjith** side by side against Eventbrite. Booking on Sport80 takes 11 steps against three on Eventbrite, and that is after delivery of the revised events module. Separately, members cannot book on the day of an event, because the platform is designed for sporting participation where entries close beforehand. A workaround found the previous week had already ceased to work, and PSA Scotland had encountered the same problem.

MO gave a first-hand account: he had received an email inviting him to renew his membership and found that completing it required, in his words, a science degree. **LB**

observed that but for **MO** happening to be at the board meeting, the Association would never have known.

YE described the operational consequences. Members carrying duplicate records from the previous system cannot complete bookings; she had merged three records for one member the previous day. Four or five calls a day come through Moneypenny. Regional Presidents cannot see who has booked onto their own meetings, cannot obtain dietary requirements, and cannot see membership levels, so level-coded lanyards are impractical without checking each attendee individually. She sends screenshots to fill the gap. She said what has been broken is the ability of a member to turn up or bring a guest at short notice, which is now difficult enough that people simply do not bother, and that the Association is seeing a drift away from exactly those members.

YE read out a message from a Regional President reporting a markedly lower number of bookings visible on the Sport80 page than the previous month, names on the office list that do not appear on the regional admin page, and attendees known to be coming who do not appear at all. Other messages in the Regional Presidents' group described the software as useless and expressed concern that new people can no longer discover the PSA if its events are not on Eventbrite. **LB** noted that the last point is not strictly accurate, since events are discoverable through social media, but that the strength of feeling is real.

LB reported roughly 500 records of uncertain status, which will take some weeks to resolve. He noted that the business case for the system had been that it would enable growth to 800 members while reducing administration and overheads, and that it has done neither: it has changed the administration rather than removed it. He added that his own time is now spent on day-to-day system support rather than the membership development work the role should involve, and that the new member days and membership calls are happening at nothing like the level achieved previously.

YE proposed a 3 month reversion to Eventbrite to alleviate the current frustrations.

Further conversation took place which is kept in the confidential section.

- **Action: PI** to prepare costings for a return to Eventbrite for regional events.
- **Action: LB** to write up the Sport80 position and send it to **Ed Kay** for his view.

12. Regional Presidents' Questions [Agenda item 9]

A slot had been set aside at 1.00pm for Regional Presidents to put questions to the Board. No Regional President attended. It was noted that the questions they had wished to raise concerned Sport80, and that those concerns were reflected in the Board's discussion of that item. No further matters were taken under this heading.

13. PSA-wide WhatsApp Group Proposal (YE) [Agenda item 10]

DF had circulated a business case, prepared by Gary Parsons on a template he had used in business, proposing a PSA-wide WhatsApp community to support engagement and strengthen connection. **YE** put it to the Board, noting that WhatsApp is now how people tend to communicate, that the Facebook group is little used and that she was open to views.

LB and **PM** raised the issue of resources to do this. The proposal assumed no resources would be needed, whereas any such group requires moderation; **YE** noted that setting up the Impact group alone had taken her just under three hours for around 100 people, and that the Association has no central capacity to manage a group covering the whole membership. **PM** also asked whether an unofficial channel would reduce click-through on the Association's official communications and on Podium.

DF raised the volume of traffic, the difficulty of finding anything in it, the need for policing, and the exposure of members' telephone numbers. She cited the practice of Irish sporting bodies, which use an application showing names but not numbers. She also observed that such groups start with enthusiasm and settle into a small number of people using them for self-promotion rather than content.

LB raised reach and risk: a single person can reach the entire membership, and every member of a group is exposed if inappropriate material is shared, giving an example of an incident in another group. He described the risk as unlikely but real enough to be taken into account.

PM made the point that if data protection is to be the objection, the Association would also have to close the Impact group, since nobody was asked to be added to it, and that the argument should be applied consistently rather than selectively. **AG** and **YE** agreed that booking an event should carry a clear notice that the purchaser will be added to the event group unless they say otherwise. **DF** offered to seek advice from a data protection specialist in her network on the correct approach.

PM noted that regional groups already suffer from members posting promotional material daily, in one case six days a week, and that there is no rule preventing it.

YE summarised that there was no appetite for the proposal at this point. It was agreed she would respond positively, explaining that connection is supported at regional level, that members not attached to a physical region can join the virtual region, and that there is no central resource available to manage a PSA-wide group.

■ **Decision (Agreed):** The proposal for a PSA-wide WhatsApp group is declined. Connection will continue to be supported through regional groups and the virtual region.

● **Action: YE** to respond to Gary Parsons declining the proposal, citing the regional and virtual groups and the absence of central resource.

● **Action: DF** to seek advice on the correct data protection approach to adding ticket purchasers to event WhatsApp groups.

● **Action: YE** to add an opt-out notice regarding the event WhatsApp group to the event booking process.

14. PSAE Award Criteria (AG and MMP) [Not on the agenda]

This matter is held in the confidential minutes.

15. Sport80: Eventbrite Costings and Decision [Agenda item 8, returned to]

The figures

PI presented figures for calendar year 2025, covering regional events only and excluding Impact and SBS, though including the fellows' forums. Eventbrite fees were just under £5,500 on just under £60,000 of revenue, an average of 9.15 per cent. There were 2,091 regional tickets, giving £2.61 per ticket, or approximately £3 once VAT is taken into account. He noted that earlier estimates of around 8.25 per cent had been low, because Eventbrite levies its fee plus VAT on top of the Association's VAT-inclusive price.

PM presented his estimate of the cost of doing nothing, covering lost membership renewals, reduced regional event income, lost new member conversions, additional administrative workload, board volunteer time and reduced conference attendance. His initial figure had been £30,000; on review he put it at £50,000 to £60,000 a year, approximately £210,000 over the remaining three and a half years. He described the estimate as very conservative, and **LB** noted that board time had been costed at six people for two hours a month when six hours a week would be closer to the position.

PI proposed that the additional administrative cost of switching, being the time **Hazel Pearson** and **SB** would need to spend, be absorbed by the Association, while the Eventbrite fees be passed to members through ticket prices, in effect an average increase of 9.15 per cent on regional event tickets. **YE** and **LB** agreed this could be explained to members honestly as a return to the previous arrangement.

Administrative impact

SB and **Hazel Pearson** joined the meeting at approximately 3pm to give their view.

Hazel Pearson confirmed that regional events are currently loaded in two places, on Sport80 and on the website, so a switch changes only half of the existing work. An Eventbrite upload takes 10 to 15 minutes and around a dozen events are live, so approximately two hours of work would be involved. She had a further couple to load and would hold them pending the decision.

The advantages identified were that Regional Presidents receive an email each time somebody books, so they can see their own attendance and help members book directly rather than referring them to the office; that events can be left open so that a person arriving without a ticket can book on the spot; and that PSA Ireland is still on Eventbrite in any event. **Hazel Pearson** confirmed she would continue sending attendance information a week before and the day before each event as she does now.

The disadvantages identified were that Eventbrite does not communicate with Sport80, so attendance is not recorded against member records and any future look-up becomes a manual cross-reference between spreadsheets, and that membership status is not checked at the point of booking, so member pricing is not enforced automatically.

SB confirmed the administrative team could support whichever way the Board decided and that it would not be a catastrophe, describing it as a pivot. She and **Hazel Pearson** would revert to sending Regional Presidents lists including dietary requirements, accessibility requirements and membership level, as was done previously.

PM summarised the case: moving to Eventbrite simplifies matters, removes the difficulty Regional Presidents are experiencing, allows regions to rebuild attendance towards previous levels, and leaves membership to be handled in Sport80 as now, including upgrades which have to be processed manually in any event.

Decision

YE asked whether anyone was against proceeding. No director objected and the decision was carried unanimously. It was agreed the decision would be implemented subject to consulting **Ed Kay** and whose view the Board considered valuable in case he was aware of something it was not, and subject to confirming capacity with **SB**. **LB** undertook to contact **Ed Kay** by WhatsApp given that he was on leave.

The sequence for communications was agreed: Regional Presidents are to be told before members. **PM** will take the message to the Regional Presidents' group and follow up by email confirming the process, working with **OG**, who had raised in chat the question of what to tell them. **DF** will draft the member communications, working with **AG**, and **YE** asked that nothing be said to anyone until the consultation with **Ed Kay** is complete.

YE noted the Board would keep the position under review after three months and reconsider Sport80 for events only when confident the friction had been removed. **LB** cautioned that on his experience of the supplier, restoring the events function to an acceptable standard would take considerably longer than three months.

YE said she felt considerable relief at the decision, that the Association had been making life very difficult for itself, and that Regional Presidents and members would feel heard.

- ■ **Decision (Agreed):** Regional events will move from Sport80 back to Eventbrite. Agreed unanimously, no director objecting, subject to consulting **Ed Kay** and confirming administrative capacity with **SB**. The position will be reviewed after three months.

- ■ **Decision (Agreed):** Eventbrite fees will not be passed to members through regional ticket prices, an average increase of 9.15 per cent and the additional administrative costs of switching will be absorbed by the Association.

- ■ **Decision (Agreed):** Impact 26 bookings will remain on Sport80. SBS26 bookings will be removed from Sport80 and continued through the existing Stripe arrangement.

- ■ **Decision (Agreed):** Membership records and membership payments remain on Sport80 for the time being.

- ● **Action: LB** and **YE** to consult **Ed Kay** before implementation, contacting him by WhatsApp given that he is on leave.

- ● **Action: PI** to confirm administrative capacity with **SB**.

- ● **Action: Hazel Pearson** to hold all further regional event uploads to Sport80 and the website pending confirmation.

- ● **Action: Hazel Pearson** to unpublish the May regional events on the website and Sport80 once the switch is confirmed.

- ● **Action: LB** to prepare a screenshot and handover process for the point at which Sport80 bookings are stopped.

- ● **Action: PM** to take the message to the Regional Presidents' group and follow up by email confirming the process, working with **OG**.

- ● **Action: DF** to draft member communications on the switch, working with **AG**.

- ● **Action: LB** to inform **Arjith** at Sport80, request a sandbox account and press again for booking on the day of an event.

- ● **Action: SB** and **Hazel Pearson** to resume sending Regional Presidents attendee lists including dietary requirements, accessibility requirements and membership level.

16. Member Suggestions (YE) [Agenda item 10]

Honorary fellowship

This matter is held in the confidential minutes.

Announcing event dates and location earlier

A member in Ireland had asked whether the location and dates of the annual events could be released earlier than mid-January, so that those travelling can book flights and accommodation. **DF** said she expected to announce Impact and SBS at the same time next year, given the travel involved for Irish and UK members alike. **MMP** suggested announcing the date and the city while holding the remaining detail until January, so that attention stays on selling the current year's tickets and said she would have done so had it been raised with her. **PM** noted that tickets have historically been pre-sold at the previous year's event in any case, and that the practice of holding the location back is a habit rather than a marketing requirement.

- **Decision (Agreed):** The date and city of the annual events will be announced earlier, with the remaining detail held back until January.

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Promotion of showcase speakers

A member had asked whether showcase speakers could again be listed or promoted. The discussion was extended and the Board did not reach a common position.

AG argued strongly against promotion. A showcase exists for the benefit of the speaker, to obtain feedback on their material, and not to advertise them. His concern was that a person booking onto an event sees a showcase advertised, attends, and judges the Association by that performance without understanding the distinction from a booked keynote speaker. **MMP** agreed, saying she has seen showcases promoted in a way that elevates them, leaving members new to the Association with the impression that they have joined a professional body whose standard is low.

PM said it should fall to the Regional President to explain the distinction, but that he has been frustrated by the number of Regional Presidents who thank showcase speakers as though the audience were the beneficiary. He noted that professional members receive 20 minutes and associates 10 as a member benefit, and that the benefit runs to the speaker.

DF argued for a middle position: naming showcase speakers in the copy but not on social graphics and not at the same level as keynote speakers, so that members can decide whether to attend, with the nature of a showcase made explicit. **PI** supported naming in the copy on the same condition, saying people need to know who is showcasing so they can choose to come and support them. **MMP** also wanted to know which members were showcasing.

Related concerns were raised: that feedback at showcases tends towards uncritical praise, that unsolicited feedback is a problem in some regions; that members have left the Association after receiving poor feedback; that associates promote themselves as speaking at the PSA when the purpose is development; and that many established speakers do not join at all.

It was agreed the matter would be carried into the strategy day rather than settled at this meeting.

- **Decision (Agreed):** No change was made to the promotion of showcase speakers. The matter will be taken forward at the strategy day.

17. Sport80: Legal Options [Agenda item 8, returned to]

This matter is held in the confidential minutes.

18. Strategy Day Dates and Recruitment Update (YE) [Agenda items 11 and 12]

YE confirmed she would put a poll into the board chat over the weekend. Sue Evans can offer a session of an hour and a half on 1, 2 or 10 April, and a face-to-face day in the week commencing 27 April. **YE** is to confirm timings with her.

YE noted her frustration that parts of the board recruitment cannot proceed until the strategy is settled.

The first phase of recruitment is to be issued the following week once checked, **PM** having undertaken to check the materials before release. It was noted that the Association's GSF Rep will be handled through Phase A.

YE thanked the Board for the discussion, describing the Sport80 item as a heavy subject to bring and the discussion as healthy.

- **Decision (Agreed):** A poll will be issued to the Board to fix the strategy facilitation session and the face-to-face strategy day.
- **Action: YE** to confirm timings with Sue Evans and issue a poll to the Board over the weekend.
- **Action: PM** to check the Phase A recruitment materials before they are issued.
- **Action: YE** to issue the first phase of board recruitment the following week.

The meeting closed at 4.00pm.

Date and time of next meeting: Friday 22 May 2026, 9.30am to 1.30pm.