MINUTES OF BOARD MEETING

26 June 2026

PSA UK & Ireland Virtual Board Meeting

Board of Directors attending

- Yvonne Emery (**YE**), Chair
- Alastair Greener (**AG**), President
- Phil Ingle (**PI**), Finance Director
- Michelle Mills-Porter (**MMP**), Immediate Past President
- Patrick Mercie (**PM**), Commercial Director
- Olga Geidane (**OG**), Director of Regions
- Leon Bamforth (**LB**), Membership Director (joined at approximately 11.20am)

Apologies

- Denise Fay (**DF**), Marketing Director and Vice President
- Mike Ogilvie (**MO**), Accountant, who provided a recorded presentation in his absence

Also present

- Sara Beth Reynolds (**SB**), Operations Administrator, for the awards item only

Notes
1. Welcome (YE) [Agenda item 1] **YE** opened the meeting and welcomed those present. She noted the volume of business to be covered and welcomed **SB**, who had been invited to take the Board through the awards. **Minutes of May Board Meeting** to be approved separately Proposed – **AG;** Seconded - **OG**
2. Apologies for Absence (YE) [Agenda item 2] Apologies were received from **DF**, who was travelling. **MO** advised **PI** shortly before the meeting that an urgent client matter prevented him attending and provided a

pre-recorded video presentation of the year-end figures, which was played to the Board during the finance item.

LB joined the meeting at approximately 11.20am.

3. Potential Conflicts of Interest (YE) [Agenda item 3]

No further conflicts of interest were registered.

4. Awards Discussion (SB) [Agenda item 4]

This matter is held in the confidential minutes.

5. Finance Update (PI, with a recorded presentation by MO) [Agenda item 5]

Year-end position

PI presented in **MO**'s absence, giving what he described as a high-level view of what the accountant would have told the Board, and made clear these were not final figures, since transactions would continue up to the end of the month.

Total turnover was showing at approximately £274,000, which includes £9,000 of accrued income. Cost of sales, being the cost of running the events, was approximately £105,000, giving a gross profit of approximately £160,000 once the £9,000 is removed. Membership fees were showing at approximately £115,000 across three separate figures, but the year-end adjustment for fees accrued into next year has not yet been made, and **PI** expected the final figure to be slightly lower.

Administrative costs were running at approximately £128,000, which means administrative costs are running ahead of membership fees. **PI** reminded the Board that the objective is to keep administrative costs within the level of membership fees. The operating profit shown was £40,000, which will not be the outturn once the accrued income and the membership fee adjustment are made. **PI**'s estimate was a five-figure profit for the year in the region of £10,000 to £20,000.

PM asked whether, if administrative costs exceed membership fees by approximately £13,000, any profit is therefore being generated by the regions. **PI** responded that the regions are contributing but are not the whole picture, and that the larger contribution comes from SBS, with income of approximately £77,000 against costs of approximately £55,000. **PM** queried this against the SBS26 budget on the drive showing £82,000 of cost; **PI** explained the difference is likely to be VAT treatment between the two documents.

On the balance sheet, total capital and reserves were showing at £57,000, but this still includes Foundation income which has to be removed. **PI** had understood the transfer had been actioned and found on checking that morning that it had not. Once adjusted, the reserves figure falls to approximately £3,000 to £3,500, which he described as positive but low. He emphasised that the more important figure is cash in hand, which will be in the region of £100,000 to £105,000, much of it accounted for by subscription income and SBS income received in advance.

PI advised that the final figures would be prepared but that a completed scrutineering process was unlikely by the July board meeting.

Recorded presentation by MO

MO's recorded presentation was played to the Board. He apologised for his absence and confirmed the figures run to 30 June and remain subject to adjustment for subscriptions and similar items. Before adjustment the accounts show an apparent surplus of £41,000. He explained that conference costs are recognised as incurred, on the basis that the money would not be recoverable if an event were cancelled, while the matching income sits on the balance sheet. He identified a significant contribution from the Irish meetings and from the North West, with the South West and Thames Valley showing as costs. He confirmed that adjustments are still required to carry the final quarter of subscription income into next year, which will materially reduce the reported income, and that Summit income has been posted to the profit and loss account when it should sit on the balance sheet. He undertook to change the layout and reissue the figures.

YE noted that the Eventbrite fees appearing against the Summit heading, over £4,000, must in fact relate to regional events, since Impact was booked through Sport80 and SBS is handled through the Association's Stripe account. **PI** confirmed this. **YE** asked that this be picked up in future budgeting.

PM asked for a year-end breakdown by region so that he can establish a baseline and work with **OG** on regional performance, on the basis that understanding what each region contributes allows the Board to help regions improve rather than to criticise them. **PI** agreed he could produce it himself from the accounts. **YE** asked that it be shared with the whole Board and noted it forms part of the statistics pack she intends to develop.

Membership

YE reported that the Association is at 443 paid members on the system, materially lower than expected. Approximately 150 members have lapsed since January, a rate of 20 to 30 a month. She described this as a significant problem and confirmed she is starting a recapture project from the following Monday, noting that recovering two thirds of those lapsed would return membership to approximately 543 and bring membership income broadly into line with administrative costs.

PM said the figure reinforces the priority of the identity and regional growth work over other activity, and that it is essential to understand what each region contributes.

Cash position and forecast

PI reported £1,500 in the current account and just under £91,000 in the savings account, together with €12,900 which he intends to convert to sterling. The euro balance is a legacy of a previous international event and is not being used at that volume; once **MO** has signed on the account transfer it will move to savings and is expected to realise between £10,000 and £11,000. The euro account itself will be retained. The cash position at the year-end is therefore expected to be a little over £100,000.

For May, overheads ran at almost twice membership fees, which **PI** described as a one-off, the overheads themselves being predictable and comprising **SB**'s costs, the Chair's allowance, Sport80, bookkeeping, **Ed Kay** and subscriptions such as Google. Bookkeeping was higher in May because of the VAT return. Stripe and banking fees continue to run above budget at approximately £700 to £800 a month. Regional income exceeded regional costs in the month.

PI gave a back-of-envelope estimate that 546 members are needed to cover overheads, meaning the Association is running approximately 100 members short. He stressed the figure is indicative because it rests on an average membership fee across different membership levels and undertook to produce a full-year figure for the following month.

Looking forward, **PI** is forecasting £20,000 to £30,000 of cash remaining after SBS26 has been paid for. Two matters could affect this. The first is the SBS26 bedroom commitment, on which the exposure has reduced from a figure of £18,850 to a worst case of approximately £8,000 following **AG**'s renegotiation with the hotel. The second is a possible deposit for the SBS27 venue, which on past experience could be in the region of £10,000. **PI** confirmed the Association should be able to meet both should they arise.

PI apologised that the cash flow forecast had not been circulated in advance and undertook to send it during or immediately after the meeting.

Companies House identity verification

PI reminded directors of the requirement to complete identity verification with Companies House, with a deadline of the end of October, and undertook to establish whether he can check who has completed it. **YE** confirmed she had circulated an email earlier in the year with a guide and a link, and that following the link will show a director whether they have completed the process.

Currency and Ireland

PI advised that **DF**'s proposal for members in Ireland to pay in euros should be deferred to July, as he supports the principle but has questions about the mechanics. **YE** agreed no decision could be taken but asked that a definitive answer be reached, the matter having been raised for some years.

YE said she was surprised the Association is still not assisting Irish members with paying in euros, since they end up paying more than other members through conversion charges, which does not feel fair. **PM** added that VAT paid to HMRC cannot be reclaimed by Irish members through the Irish revenue.

PI confirmed the Association holds a euro account and that payment into it would in principle be possible, but he is unclear how this works through Eventbrite and Stripe, noting he now has a Stripe account manager who is coming back to him on several queries. He raised the consequential question of whether the same treatment would extend to other countries. On exchange rate risk he showed that sterling and the euro have traded in a narrow range, roughly 0.84 to 0.89, over five years, so significant movement is unlikely, though he noted the possibility of members seeking to take advantage of any differential. On VAT he was not confident that invoicing in euros would allow Irish members to reclaim, and had intended to put the question to **MO**.

AG noted his own accountant treats services to clients in Europe as exports and does not charge VAT. **PI** responded that the position may differ for an event physically taking place in the United Kingdom, and that there may be a reclaim available on Irish regional events, but that specialist advice is needed. **PM** confirmed he had not discussed the proposal with **DF** and offered to ask a tax specialist in Ireland known to him.

PM set out the context, noting he spends a minimum of £2,000 to £2,500 a year attending the two conferences, which over a five-year membership represents £10,000 to £12,500, and that this is a significant additional cost borne by every PSA Ireland member. **MMP** observed this is part of why Ireland feels separate from the rest of the Association.

YE addressed a related question of whether the £399 super early bird should be extended to Irish members to offset travel costs.

- **Decision (Agreed):** The €12,900 balance will be converted to sterling and transferred to the savings account once **MO** has signed on the account transfer. The euro account will be retained.
- **Decision (Agreed):** The proposal for members in Ireland to pay in euros is deferred to the July board meeting, pending analysis of the mechanics and specialist VAT advice.
- **Decision (Agreed):** The £399 super early bird rate will not be extended to members in Ireland as a blanket concession.
- **Action: PI** to share **MO**'s recorded finance presentation with the Board.
- **Action: PI** to remove the Foundation income from the balance sheet and adjust the reserves figure.
- **Action: PI** to circulate the cash flow forecast to the Board.
- **Action: PI** to convert the €12,900 balance to sterling and transfer it to the savings account.
- **Action: PI** to produce a full-year figure for the number of members required to cover overheads.
- **Action: PI** to produce a year-end breakdown of regional performance and share it with **OG** and the Board.
- **Action: PI** to establish whether he can check on Companies House which directors have completed identity verification.
- **Action:** All directors to complete Companies House identity verification. Deadline: end of October 2026.
- **Action: PI** to add the euro payments and VAT question to the July board agenda and prepare an analysis with **MO**.
- **Action: PM** to seek an opinion from a tax specialist in Ireland on euro invoicing and VAT reclaim, and report back.
- **Action: YE** to begin the lapsed member recapture project.

6. AGM 2026 Date (YE) [Agenda item 9, taken out of order]

YE brought this item forward while the Board waited for **LB** to join. She explained that a significant volume of documentation has to be prepared and issued, and that the timetable has to be worked backwards from the dates by which members must be informed. Her preference was Monday 21 or Monday 28 September, both of which fall before the Summit.

MMP was available on either date. **PI** had a clear preference for the 28th, **AG** likewise. **PM** and **OG** were available on both. **LB**, on joining, confirmed the 28th was clear in his diary. **YE** indicated an evening start at approximately six o'clock, expecting the meeting to run for an hour, and up to an hour and a half at most, as the business is routine. The meeting will be held online.

■ **Decision (Agreed):** The 2026 Annual General Meeting will be held on Monday 28 September 2026 at approximately 6.00pm, online.

● **Action: YE** to confirm the AGM date and time with **DF** and issue the calendar invitation.

7. Neurodiversity Community (MMP and YE) [Agenda item 6]

The Board received an update on the neurodiversity pilot and then continued in confidential session. The outcome is held in the confidential minutes.

8. SBS26 Updates and Decisions (AG) [Agenda item 7]

Tickets and delegate numbers

AG confirmed that Regional Presidents receive the super early bird price as usual, and that where a Regional President cannot attend, the vice president may take that ticket at the same price.

Sales stand at 100 tickets, with payment received and completed for 98 per cent of them. Once speakers who have yet to buy their tickets, Regional Presidents, directors and others are added, the figure is in excess of 120. **AG** confirmed there is still work to do for the event to make a contribution, and that he will continue promoting through the regions alongside **DF**'s campaigns.

Programme

On Thursday 15th, the fellows and professionals will both hold afternoon sessions from one until four, followed by the PSY semi-finals. A first-timers event will run again, having worked well at Impact. The fellows have requested a private dinner, and a section of the restaurant has been closed off for them, with the remainder open for general booking.

AG reported the programme is nearly complete. He is seeking a strong LinkedIn speaker and noted that two candidates had been considered and set aside. **MMP** and **LB** put forward Mark Lee, and **MMP** read out his positioning; **LB** supported the suggestion. **MMP** also raised Judy Parsons, seen online, and **AG** undertook to check whether she has any connection to the Association.

Sunday programme

AG described the Sunday programme, which he is calling Continue the Connection, built around a coach transfer to Oxford city centre from 11am to 4pm, three half-hour tours and Sunday lunch in a pub, at approximately £75 per head, with tickets on sale in July. He credited John Haynes with the arrangements.

MMP asked that provision be made for those who cannot walk that distance, noting a number of attendees use walking sticks, and that a walking tour alone does not serve them. **AG** accepted the point. Options discussed included using the transport to reach Oxford without joining the tour, an organised coffee or lunch closer to the hotel, and negotiating with the coach company to return people for the pub lunch element. **YE** asked that a discussion be held to settle the arrangement.

PM raised travel timings for those flying, noting the journey from the venue to Heathrow and the timing of last flights. **AG** confirmed the return to the hotel at four o'clock and indicated the schedule could be brought forward to 3.30pm if that materially assists travel. It was agreed clear travel guidance would be published.

Bedrooms

AG clarified that the number of bedroom nights still to be sold is 61, an allocation of 24 being held for the team.

The hotel has reported 65 room nights sold through the Association and a further 90 sold directly, though it cannot say whether the latter relate to the Association. **PM** explained that booking the same room through a third-party site gives him the same rate with breakfast, no payment in advance and 24 hours' cancellation, against the Association's deal which carries a 3 September cancellation date, and that this makes the Association's offer unattractive to a member running a business. **AG** confirmed he had raised this with the hotel, that they have no control over third-party rates, and that the differential was itself the basis on which the commitment was renegotiated down.

YE cautioned that several third-party offers she has been sent do not turn out to be the deal they first appear, sometimes excluding breakfast or requiring payment in full up front. **AG** undertook to write to all delegates reminding them of the hotel package.

Friday Night Fringe

AG noted that the Friday evening has been variable in recent years, both as a comedy night and as a cabaret. He proposed three simultaneous options, a comedy club, a music club and a quiz club, with everyone eating together beforehand and free movement between rooms. The quiz club is intended in part as a quieter space, which he suggested may suit some members of the neurodiversity community. Susan Heaton-Wright has agreed to run the music club. A host for the quiz club has yet to be found.

The comedy club is the more contentious element. **AG** has spoken to **Alan Stevens**, who is willing to host under strict conditions: no competitive element or award, participants free to come and go without comment, and although adult content and swearing are permitted, no humour at the expense of any community including race, faith and gender, with **Alan Stevens** stopping anyone who crosses that line. Clear notices will be displayed outside so that attendees know what to expect and can choose another room. **AG** confirmed he had told **Alan Stevens** the proposal required the Board's approval.

No objections or concerns were raised and the proposal was agreed.

PSY timings and speaker booker involvement

AG set out the proposal to move the PSY final from Saturday to Friday afternoon, the semi-finals remaining on Thursday at approximately five o'clock. The purpose is to reduce the number of nights a visiting speaker booker would need to stay. **MMP** noted that a booker attending the Thursday semi-finals would still need to stay that night and could not then be invited to the gala; it was suggested they could be included in the fellows' dinner.

MMP asked whether to approach the speaker booker now or wait to see whether a sponsor for the competition is secured, since sponsorship could change the arrangement. **YE** asked that she and **MMP** discuss it separately. On the programme itself, **AG** confirmed the change simply moves speaking slots to Saturday and does not affect the slots **PM** is using for sponsorship. The Board raised no objection to the final moving to Friday.

Sponsorship and partnerships

PM reported he had sent a further ten communications in the past week. Following an introduction from **AG** he has spoken with Sue of The Right Book Company about a workshop in the Friday 12.05 slot, and is exploring whether she might work jointly with Claire Christian of Kevin Anderson, the two having been put in touch. He is following up with Simon Zutshi regarding a masterminds workshop, and with Pete Thomas and Dave Hansen regarding slides, photography, headshots and on-stage video. He has also approached previous sponsors including eSpeakers and others.

PM asked that any introductions passed to him be given some context rather than a name and a telephone number, so that he can move to a business conversation without two or three preliminary calls. This was agreed. He confirmed **SB** has set up a page for him on the drive which he will keep updated.

AG noted the space outside the main room is a large square area well suited to banners and stands, and that the breakout rooms are close by, keeping delegates together. He will ask **SB** how many stands can be accommodated and their dimensions. **MMP** raised whether the tailoring supplier that has attended previously offers clothing for women other than male-style suits, and it was agreed a complementary supplier should be sought if anyone has a contact.

Audio visual and gala night

AG reported the Board is 90 per cent settled on an AV supplier following a call that week, having taken four quotes. The likely choice is the supplier used the previous year, who has worked in the venue before. The cost is coming in slightly below the previous year because there is no Sunday morning session, and is currently under budget, though several elements of the quotation remain to be pinned down.

For the gala night **AG** proposed placing the band or disco in a breakout room across the corridor from the main room, so that the evening continues in a more intimate space while the AV team can strike the main room by 11 o'clock, which he expects to reduce cost. **PI** noted a band is not currently in the budget; **AG** confirmed any booking is subject to budget and that a disco is an alternative. **PM**, **LB** and **MMP** discussed the mixed success of bands at previous events, and it was noted that the delay in starting after the gala dinner has previously caused people to disperse. **AG** confirmed the hotel has undertaken in writing not to close the bar, which he noted matters particularly this year as there is no early start the following day.

- **Decision (Agreed):** The Friday Night Fringe will run as three simultaneous options: a comedy club, a music club and a quiz club, with delegates free to move between them. No objection was raised.

- **Decision (Agreed):** The comedy club will be hosted by **Alan Stevens** subject to the stated conditions: no competitive element, free movement, and no humour at the expense of any community, with the host stopping anyone who crosses that line and notices displayed outside.

- **Decision (Agreed):** The PSY final will move from Saturday to Friday afternoon, with the semi-finals remaining on Thursday. Speaker booker involvement to be settled between **YE** and **MMP**.

■ **Decision (Agreed):** Introductions passed to **PM** for sponsorship purposes will be accompanied by context on the individual and their relationship to the Association.

● **Action: AG** to write to all SBS26 delegates reminding them of the hotel package and booking arrangements.

● **Action: AG** to publish travel guidance for SBS26 including routes and timings to Heathrow.

● **Action: AG** to confirm whether Judy Parsons has any connection to the Association and report back.

● **Action: AG** to secure a host for the quiz club.

● **Action: AG** to ask **SB** for the number of stands available and their dimensions, and to confirm with the venue.

● **Action: AG** to negotiate with the AV supplier on placing the band or disco in a separate room and striking the main room by 11.00pm.

● **Action: YE** and **MMP** to agree the approach to the speaker booker for the PSY competition.

● **Action: PM** to follow up with Sue of The Right Book Company and Claire Christian regarding a joint workshop and stand.

● **Action: PM** to follow up with Simon Zutshi regarding a masterminds workshop.

● **Action: PM** to follow up with Pete Thomas and Dave Henson regarding slides, photography, headshots and video.

9. Sport80 Update and Discussion (LB) [Agenda item 8]

Position

LB advised that the Board needs to make a decision. Once legal advice is available, the Board should put to the supplier that, whatever effort has been made, the system delivered is not fit for purpose, and establish how to move on. He acknowledged the supplier may not accept that and may hold the Association to the contract, in which case there will be a dispute. His concern was that without a decision the Association continues for a further four years on unsatisfactory underlying systems.

Legal position

YE confirmed that legal advice is being obtained on the contract, together with advice on the Association's insurance position, at no cost to the Association. **PI** asked for an indication of timescale. **YE** considered the Association should be in a position to re-engage with the supplier within approximately two weeks, with the intention of approaching them mid to late July. The detail of the legal position is held in the confidential minutes.

Replacement system

YE reported that **Ed Kay** has spoken to Sheep, the Association's previous provider, and that bridges have not been burned, but a reinstatement fee of between £7,500 and £15,000 would be charged. **LB** said his instinct would be to return to Sheep at no cost if that were possible, and that even at £7,000 it may be worth negotiating a straightforward return to the previous arrangement, because the Association knows the system, the migration is understood and it is not a move to an unknown platform.

AG questioned whether Sheep gave the level of clarity the Association wants, and asked whether other platforms closer to requirements had been examined. **LB** confirmed they had not, that CRM selection is not his area of expertise and that **Ed Kay** is the person with knowledge of the market.

PI asked whether a system built using AI-assisted development might be an option, noting that such systems have been built by members and offered to the Association. **LB** advised strongly against relying on one. Speaking as a former programmer of ten years and with knowledge of AI tooling, he said the risk lies in what cannot be seen: security, potential breaches and the absence of any assurance behind an application that looks correct on the surface. He cited a widely reported case in which an AI coding agent misunderstood an instruction and deleted a production website and its backups. He accepted the calculation would be different for an individual business but not for an association holding members' data.

LB set out the model he and **Ed Kay** favour, distinguishing systems of record from systems of innovation. The system of record should be deliberately unremarkable and dependable, with full access to the Association's own data through APIs, allowing reporting and dashboards to be built on top. Under the previous arrangement the Association held membership in Sheep with its own Stripe account and could extract and report on its own data; the weakness was events, which were expensive. A narrow purpose-built solution for events only, added deliberately and slowly once the base system is stable, is the approach he would support, rather than replacing everything at once.

PM asked whether a community platform such as Kajabi might serve, noting he is migrating his own business to it and has an expert in his network he could ask informally. **LB** noted the Association is dealing with a few hundred active records rather than a large database, and set out the immovable principles: dependability, security of members and their data, ownership of and access to the data, and no multi-year contract. **PI** observed that no solution is likely to be perfect and that the Board may be choosing something less imperfect than the present arrangement.

LB noted that **SB**'s team have borne much of the cost of the original decision, and that any change should not disregard them.

Cost of the current position

YE reported that approximately 150 members have lapsed since January and **LB** noted a figure of 260 since the Association engaged with the supplier in March. **YE** observed that even if all were associate members, that represents approximately £18,000 of lost income since January, on top of the direct cost. **LB** said this changes the nature of the conversation with the supplier from whether a form can be improved or a bug fixed to the supplier representing an actual risk to the Association.

LB described the pattern of support: faults reported have been met with requests to reproduce them rather than confirmation of a fix, and he gave the example of members unable to save a disability field, which failed repeatedly over months before being traced to a text length limit in the speaker biography field. He objected to having in effect provided free consultancy to the supplier on how to handle its own defects and noted the drain on both his own and **YE**'s time.

PM recalled metrics he had prepared some months earlier estimating the cost of keeping events on the platform, which he described as a substantial five-figure sum, and undertook to find and circulate them.

LB noted that the loss of data access is itself the operational problem: a Regional President cannot see which members are approaching lapse and therefore cannot have the conversation that would retain them and gave an example of a professional member in Ireland retained precisely because several people did have that conversation.

Approach

The Board discussed how to approach the supplier, with the objective of agreeing to part company. **LB** suggested a meeting in person at the supplier's offices in Sheffield, and **YE** agreed to book it for mid to late July, with legal advice obtained first. She confirmed she would take control of the legal analysis, and that she, **LB** and **Ed Kay** would work through the replacement options in parallel, noting alternatives in the region of £200 to £500 a month against the current £2,000. The intention is to conclude both strands before approaching the supplier. The detail of the Board's negotiating position is held in the confidential minutes.

YE thanked **LB**, acknowledging the item is a difficult one to carry.

- **Action: YE** to obtain legal advice on the Sport80 contract.
- **Action: YE** to check the Association's insurance cover in relation to the Sport80 contract and take further advice.
- **Action: YE**, **LB** and **Ed Kay** to hold a session on replacement system options in parallel with the legal analysis.
- **Action: YE** to book a meeting with Sport80 in Sheffield for mid to late July.
- **Action: PM** to locate and circulate his earlier metrics on the cost of keeping events on Sport80.
- **Action: PM** to ask his contact informally whether Kajabi could meet the Association's requirements.

10. Strategy Work: Identity and Charters (YE) [Agenda item 10]

YE introduced the item, noting time was short but that the strategy work begun with Sue Evans needs to be progressed. Rather than convene a further meeting she asked that directors contribute their thinking on Identity to a shared document.

PM confirmed he had already added close to a side of A4 setting out his thoughts on the organisation's identity to the document **LB** had placed on the drive and would share it. He asked that a link be circulated rather than directors having to search the drive, and **YE** undertook to email it. It was noted **DF** had added a note on the customer journey to the same document. **LB** asked that the Board make a habit of working from the shared drive so that there is a single central location.

MMP advised she cannot currently access Google Drive. **LB** confirmed he could help and it was agreed they would book time the following week.

PM made what he described as an impassioned plea that this be treated as the Board's highest priority. He argued that commercially the Association is very small, that at 443 members the present position is not sustainable, and that without the identity work the other work the Board is doing cannot deliver growth. He drew on his own business, distinguishing an internal identity from an external one, and argued that clarity about identity is what makes it possible to articulate and sell what the organisation is. **YE** agreed, while noting the venues for 2027 and other matters also require attention.

YE asked that the identity work be completed within the next couple of weeks so that the charters can then be drafted against a settled identity and confirmed she would check progress at the July board meeting. **LB** noted the charters remain outstanding and that the Board is working through a busy period.

YE confirmed she had emailed her own short piece on identity to the Board.

- ■ **Decision (Agreed):** Directors will add their thoughts on identity to the shared document on Google Drive within the next two weeks, with the charters to follow once identity is settled. Progress to be reviewed at the July board meeting.
- ● **Action: YE** to circulate a direct link to the identity document on Google Drive.
- ● **Action:** All directors to add their thoughts to the identity document within two weeks.
- ● **Action: LB** to arrange a session with **MMP** to resolve her Google Drive access.
- ● **Action: PM** to share his identity contribution with the Board group.

The meeting closed at 3.00pm.

Date and time of next meeting: Friday 24 July 2026, 9.30am to 1.00pm. **PM** gave his apologies in advance.