

District 71 Success Plan, 2026-27

Team Composition

*Name the members of the District's core team.**

Administration Manager - Eileen O'Neill
Club Growth Director - Dan Deighton
District Director - Steve Campion
Finance Manager - Mario Carrara
Program Quality Director - Kevin O'Reilly
Public Relations Manager - Stallone-Obaraemi Samuel
Digital Enablement Manager - Georgina Hodgkinson
Immediate Past Director - Mairead Dillon

*Name the members of the District's extended team.**

Parliamentarian - Larry Lyons
Club Extension Chair - Danny Banks
Club Retention Chair - Patricia O'Reilly
District Leadership Committee Chair - Mairead Dillon
Constructive Conversations Chair - Linda Devlin
Pathways Chair - Somesh Kumar
Leadership Training Chair - James Finnegan
Club Officer Training Chair - Tim Leech
DTM Chair - Phil Heath
Contests Excellence Team - TBC
Conference 2027 - TBC
Zoom Lead - TBC
Speechcraft - TBC
Membership Growth Chair - Mari Manning
Community Club Growth Lead - George Moroiu
Corporate Club Growth Lead - Chris Cook
Future Leaders Team - Phil Sturgeon
Division A Director - Adrian Lapuste
Division C Director - Brian Greene
Division D Director - Phillip Khan-Panni
Division E Director - Bilal Arshad
Division F Director - Tom Flynn
Division H Director - Kalpana Ramesh
Division M Director - Adrian Harney
Division N Director - Sarah Davies
Division S Director - Andrew Klimaytys

Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization and should be incorporated as anchor points in every decision made within the organization. Toastmasters' core values provide a means of guiding and evaluating the organization's operations, planning, and vision for the future.

*What are the District's core values?**

Integrity, Respect, Service and Excellence

Team Operating Principles

*What principles does the team hold? (These principles might include trust, safe learning, collaboration, etc.)**

Trust, constructive sharing of different perspectives, commitment to our plans, accountability and attention to results. We aim to provide a safe learning environment in which people are empowered to develop their communication and leadership skills

Potential Obstacles

*What obstacles will the team have to consider when strategizing? (These might include conflicting personal commitments, distance, unresolved conflict, etc.)**

Conflicting personal commitments and limited time. The District's geography and costs of travel means that District team members are highly reliant on online communication methods. There are highly varied work styles and communication styles within the team. Limited budget available for investment in technology.

Meeting Protocol

*In general, how will the team process tasks? (For example, consider how often to meet or call, what the team's meeting practices will be, etc.)**

Weekly meeting of the core team (DLT) on Monday evenings. The purpose is to provide updates, review results and resolve issues that are impeding process. We will use digital collaboration tools outside of the meetings to ensure good use of the time together. Team members will contact each other directly as required.

Team Interactions and Behavioral Norms

*How will decisions be made?**

Operational decisions required to implement the actions in the District Success Plan, Communications Plan and Budget will be made by the person or team responsible for the action. Team members and committee chairs are expected to work collaboratively to make progress on the District's goals and resolve any issues. The District Director will provide support to teams and individuals as required. Items of business that are the formal responsibility of the District Council or District Executive Committee will be decided by majority vote in accordance with the District Administrative Bylaws.

What will be the team's method of communication? Determine the team's first preference, second preference, and so on.

Team members will contact each other directly to make progress on their goals and actions. There will be a weekly meeting of the DLT core team to review actions and resolve issues. The extended team (as described in section 1) will meet monthly to collaborate

What will the communication parameters be? Parameters might include whether the team communicates by phone or email, whether the team sets up a weekly conference call, or how often team members can expect to communicate.

Weekly meeting of the core team; monthly meeting of the extended team
A monthly leadership bulletin email sent to all DEC and Area Council members that contains updates and actions to take; monthly District newsletter for recognition and leadership inspiration; monthly "District Connect" webinar to provide progress updates and Q&A and to which all District members are invited. Each Division Director will have a monthly meeting with a member of the trio in order to review progress on their Division success plans. We will use social media channels to celebrate successes and achievements.

How will the team resolve differences of opinion?

We will encourage an atmosphere of open, constructive discussion. We will be guided by our core values and Toastmasters International standards. Where necessary, decisions will be made by majority vote. Our District's Constructive Conversations team is available to help all members of the District in addressing matters constructively.

How will the team support one another?

All team members are encouraged to ask for help when required. We will seek to be responsive to each person's needs

How will the team ensure equitable participation when completing activities?

We will focus on the role responsibilities defined in the District Leadership Handbook. This helps ensure that everyone understands how their work contributes to the success of the District and its clubs. The use of the District's Jira task management system should allow team members to plan ahead.

How will team members be held accountable for their responsibilities?

Members of the core team will have monthly review meetings with the District Director. Division Directors will be assigned a member of the trio to review progress and provide recognition and support.

How will the core team and extended teams be recognized for their efforts?

Recognition in the District newsletter, District Connect events and the District Conference. We will have an "Area Director of the Month" award and "Division Director of the Quarter". The criteria for these will be relevant to the activities and outcomes required during each period. Area Directors of Distinguished Areas and Division Directors of Distinguished Divisions will receive a recognition gift. Area Directors of Select Distinguished Areas will receive discounted conference registration. Area Directors of President's Distinguished Areas receive complimentary conference registration, subsidised travel and celebration during the conference awards. Division Directors of Select Distinguished Divisions will receive discounted conference registration. Division Directors of President's Distinguished Areas receive complimentary conference registration, subsidised travel and celebration during the conference awards. If the District achieved Distinguished District status before the conference, all core DLT members will receive complimentary conference registration and subsidised travel.

Membership Payments Growth

Situation Analysis

What is the current situation in the District? How many members did the District add last year? Does the District have special challenges? (One situation might be that membership payments usually arrive close to deadline making it necessary to hurry to meet goals.)*

Membership payment in 25/26 year = 9219. In prior year we had 1887 new, with 97 charter members & 7235 renewing
30% of members did not renew in the first renewal period, suggesting an issue with club meeting quality and members not understanding the value.
82 (41%) clubs are below charter strength. 37 are eligible for coaching (3-12 members).

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other

Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as creating a contest promoting early submission of dues.)*

Create recognition awards for clubs that have high membership retention (based on membership at start of the program year compared with after the renewal points). Actively promote the club coach program. Provide greater VPM and VPPR guidance to clubs in order to help in growing membership, whilst recognising this with a monthly prize draw for clubs that register a new member (Growth Giveaway). Encourage use of Moments of Truth to analyse current member experience and address issues that affect retention.

Action	Visible response
Action 1	Create recognition awards for membership growth and membership retention
Action 2	Active promotion of the club coach program and its relationship to the DTM award
Action 3	Monthly PR masterclass to support VPPRs; gather video testimonials about the value of membership
Action 4	Support clubs with 13-19 members by appointing a Membership Growth Chair, supported by members of clubs that have experienced growth
Action 5	Create an online form process to help clubs conduct Moments of Truth

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division governors and gift certificates to the Toastmasters store.) *

Create the "Growth Giveaway Award" - a monthly prize draw to reward and recognise clubs registering new members in the previous month (value 900 euro)

Create a "club growth marketing fund" that allows low-membership clubs to apply for funding for marketing materials such as flyers.

Create the "The Here to Stay Award" - a prize draw with prize value 500 (2x 250)

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

The Club Growth Director will oversee the completion of the defined tasks

1. CGD = Recognition for monthly growth and separately for membership retention over two periods, create this and the criteria, apply to the D71 website and then advertise to all clubs
2. CGD = Active promotion of the club coach program and link it to DTM - Ask the AD's to reach out to the clubs, selling it as an opportunity to benefit from experienced toastmasters support, also supporting the district to achieve its DTM goals.
3. CGD = Appoint a Membership Growth Chair to support 13-19 members to get to charter strength
4. PR Manager = Monthly PR masterclass should be tied to the district goals
5. CGD

Action	Assignment
Action 1*	CGD
Action 2*	Club Retention Chair
Action 3	CGD appoints the chair; Chair appoints the team
Action 4	PR Manager
Action 5	CGD & Digital Enablement Manager

Timetable

*When will each action item begin? When will each action item be complete? How will progress be tracked?**

The goal will be to implement all "setup" activities by 30 September 2026.

Action	Timetable
Action 1*	Publish on website by 31 August 2026
Action 2*	30 September 2026
Action 3	Chair appointment by 31 August 2026; team appointed by 30 September 2026
Action 4	Monthly, starting August 2026
Action 5	30th September 2026

Club Growth

Situational Analysis

*What is the current situation in the District? How many clubs did the District add last year? Does the District have special challenges? (One situation might be that members in the District don't know how to generate interest in new clubs.)**

Currently 198 clubs. One club (GSK) has already advised they are closing.
 11 clubs have filled ATO's, of which 10 are community clubs. 14 clubs at high risk (10 or fewer members)
 For the past two years, the District has offered very generous incentives to encourage clubs and members to submit new club leads. This has had limited success.

Strategy

*What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as appointing a club extension chair to pursue leads and scheduling demonstration meetings.)**

Accelerate the charter process for prospective clubs by making funding available for marketing activities
Increase the pipeline of potential and prospective clubs by building relationships with HR professionals in targeted geographical areas
Appoint a "community club lead" and "corporate club lead" to ensure that new club leads are managed effectively and promptly.

Action	Visible response
Action 1	Empower Area Directors by providing "conversation starter" guidance, including personalised local insights and research
Action 2	Provide training and ongoing support to club sponsors
Action 3	Run monthly information webinars to build relationships with HR professionals in targeted geographical areas
Action 4	Create comprehensive PR plan to improve awareness of Toastmasters in organisations
Action 5	Create "spark to start" incentive to encourage new club lead submission

Resources

*What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include a club extension committee, a demonstration team, and infokits@toastmasters.org.)**

Provide the club extension team with a new club marketing fund of up to 6000 euro. This can be used for items such as flyers or room hire to support new clubs in reaching charter strength. Newly chartered clubs will receive an official banner. Funding for "spark to start" will be 600 euro. Provide the club retention and club membership growth teams with a club growth marketing fund of 4000 euro. This will be available to low membership clubs to invest in marketing efforts. A budget will be assigned for PR and promotional activity to increase awareness of Toastmasters.

Assignments

*Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?**

See below

Action	Assignment
Action 1*	CGD & research team

Action 2*	Club Extension Chair
Action 3	Corporate club growth lead
Action 4	PR Manager
Action 5	CGD

Timetable

*When will each action item begin? When will each action item be complete? How will progress be tracked?**

Research for the conversation starters began in June and is provided to Area Directors and Division Directors in July.
The initial training of current club sponsors was completed in July. There will be monthly training sessions to provide additional support

Action	Timetable
Action 1*	31 July 2026
Action 2*	Initial training in July, then monthly
Action 3	Initial webinar in August, then monthly
Action 4	PR plan agreed by core DLT by 30 September 2026
Action 5	Incentive launched by 31 August 2026

Distinguished Clubs

Situation Analysis

*What is the current situation in the District? What percent of District clubs are typically Distinguished? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that members in the District don't know how to achieve success.)**

54% of clubs were Distinguished or better in 25-26. The percentage of Distinguished clubs has been generally declining since the rollout of Pathways and the COVID-19 pandemic resulted in the loss of many experienced members. Membership numbers have still not recovered to the level that they were at prior to the pandemic. The additional level completion requirements that were introduced during the prior program year made it harder for people to complete levels.

In the prior program year, we had 23 clubs where members did not complete any educational achievements and 115 clubs (59%) did not complete the requirements for educational goal 1 (4 level 1 awards). This was despite Pathways Champions being appointed to each Division and very active attempts to engage clubs in the use of Pathways. Issues with membership retention mean that many members do not stay long enough to complete any levels.

In the prior program year, 1027 people completed at least one educational level. This represents less than 25% of the District's membership. 307 people completed two or more awards.

83 (42%) of clubs have a membership base below 20. This means that unless they substantially increase their membership, they will not qualify for any level of Distinguished. In the prior year, 18 clubs achieved 5+ goals but were not Distinguished as they did not meet the membership requirement.

Strategy

*What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as training all Area and Division governors on the Distinguished Club Program.)**

Empower Area Directors to be able to assess each individual's clubs need and be able to provide personalised support. Improve the ability of Division Directors to support their Area Directors and clubs.

Action	Visible response
Action 1*	All Division Directors to provide coaching-based feedback on each club visit report
Action 2*	Create webinars and training videos so that Area Directors "know what good looks like" and how to guide clubs
Action 3	Provide Area Directors with experienced mentors, to provide encouragement
Action 4	Run an initial and additional District leader training event for empowerment and accountability
Action 5	Launch a "Distinguished Challenge" incentive to encourage clubs to meet the Distinguished Club criteria early

Resources

*What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division governors and the Distinguished Club Program and Club Success Plan (Item 1111).)**

A budget of 14,000 euro will be allocated to the additional District leader training event. This includes venue hire and the necessary travel and lodging.

The "Distinguished Club Challenge" incentive will have a budget of 1,000 euro

Assignments

*Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?**

District leader training team will be responsible for providing training and guidance to Division Directors and Area Directors. The club officer training team will produce the "what good looks like" videos.

Action	Assignment
Action 1*	PQD & District leader training team
Action 2*	PQD & club officer training team
Action 3	Mentoring Lead
Action 4	PQD & District leader training team
Action 5	PQD

Timetable

*When will each action item begin? When will each action item be complete? How will progress be tracked?**

Activities will start as soon as possible. Progress will be reported in weekly core DLT meetings and in the monthly Extended DLT meetings

Action	Timetable
Action 1*	30 September 2026
Action 2*	30 September 2026
Action 3	All Division Directors and Area Directors to have assigned mentors by 30 September 2026
Action 4	31 October 2026
Action 5	30 September 2026

Additional Goals

Area Directors and Division Directors need to be engaged, trained and empowered early in the program year in order to have the best chance of supporting their clubs. Clubs that do not have adequate support from skilled Area Directors often fail to overcome their challenges, leading to suboptimal member experiences and in many cases the loss of the clubs.

Situational Analysis

*What is the current situation in the District? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that Areas and Divisions have reached their maximum capacity causing service to the members to suffer and limiting leadership opportunities.)**

We have traditionally trained our Area Directors and Division Directors in July, August or September of the year in which they are serving. This training can take place a long time after they should have started performing their duties, and combined with the tradition that most clubs in Ireland close over the summer, it means that a lot of productive time is lost at the start of the program year. We also find that people are reluctant to volunteer for District leadership roles, including Area Director and Division Director. In some cases it proves impossible to fill roles, meaning additional burden on other team members. District officer burnout is an increasing challenge.

Strategy

*What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as assigning an alignment committee to determine best options for realignment and collaborating with the nomination committee to identify leadership opportunities.)**

We plan to hold the initial training for incoming Area Directors and Division Directors at our conference in May. This will mean that they are better equipped for their role and can provide more active support during the handover and end-of-year period. This will mean holding the District Council meeting online in advance of the conference and will also require incoming District officers to be appointed much sooner.

Action	Visible response
Action 1*	Schedule the District Council meeting for April 2027
Action 2*	Incorporate District Officer Training into the District Conference agenda
Action 3	Create a Future Leaders Team to identify and nurture potential future District leaders
Action 4	
Action 5	

Resources

*What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include past District directors, Area and Division director, the District website, and a nomination committee.)**

An estimated 18,500 euro will be required to fund the training and necessary travel and accommodation for the 2027-28 District leaders.

Assignments

*Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?**

This will require collaboration between the District Director, Program Quality Director, DLC Chair, the talent programme lead and the District leadership training chair

Action	Assignment
Action 1*	District Director
Action 2*	PQD & District leadership training chair
Action 3	District Director & Future Leaders Team Chair
Action 4	
Action 5	

Timetable

*When will each action item begin? When will each action item be complete? How will progress be tracked?**

Work commences immediately.

Action	Timetable
Action 1*	31 July 2026
Action 2*	Incorporate in conference education plans
Action 3	31 October 2026 - initial launch of the programme
Action 4	
Action 5	

Starting Numbers

Measure	Visible value
Club Base	198
Membership Payments Base	9,227
Number of Division and Area Directors	49

Qualifying Requirements

Submission of District Success Plan by September 30. Submission of Division and Area Director Training Report for 85 percent of Division and Area directors by September 30.

Measure	Visible value
Number of Division and Area Directors x 0.85	41

District Goal Thresholds

Recognition level	Membership Payments Growth	Club Growth	Distinguished Clubs
Distinguished	Membership Payments Base x 1.01 = 9,320	Club Base * 1.01 = 200	* 0.45 = 90
Select Distinguished	Membership Payments Base x 1.03 = 9,504	Club Base * 1.03 = 204	* 0.5 = 99
President's Distinguished	Membership Payments Base x 1.05 = 9,689	Club Base * 1.05 = 208	* 0.55 = 109
Smedley Distinguished	Membership Payments Base x 1.08 = 9,966	Club Base * 1.08 = 214	* 0.6 = 119