

NAFAS

THE WAY FORWARD



January 2021
Briefing Note
3

Osborne House

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OSBORNE HOUSE

BRIEFING NOTE 3

In January 2021 at a meeting of the Board of Trustees, Area Chairmen and Standing Committee Chairmen, the CEO was asked to provide additional details and options available to NAFAS should the sale of Osborne House proceed.

Briefing Note 2 explained the current financial situation, but it is the unpredictability of the year ahead that is likely to leave the Association in a financial crisis, in early 2022. The Board of Trustees will vote in February on the future of Osborne House and have asked the Area Chairmen to report back with the views of their members.

Key stakeholders have been providing their views to Sharon Nolan and how they used Osborne House pre-Covid and how they might use it going forward. A number of other issues were identified affecting the requirements for accommodation and/or storage going forward, as well as decisions required in order to progress work on the future of Osborne House.

The increased use of technology, i.e., Zoom, has made everyone realise that they can reduce the number of times they meet face-to-face. This reduces the demand on, and cost of, travel and accommodation. Increased use of technology also means that more frequent contact can be made, with the benefit of improving communications and efficiency.

Key considerations shown below will add to the information already provided.

Key Considerations

Consideration	Ownership
Bedrooms: Are bedrooms required or is it preferable to be located close to a budget hotel? a property with bedrooms may tie up more capital than desired, as well as any added cost of management and maintenance.	The Board of Trustees
The Library: Is the library required longer term? An inventory had been prepared previously and is being located. If it cannot be found it must be redone. There are potentially some rare and valuable books. What other options exist?	National Education Committee – Lesley Sturdy (short term).

Consideration	Ownership
	Long term owner required.
Trophies: Is a Trophy Room required? If so, how big? If not, where should trophies be stored. Who is responsible for trophies in the absence of a Show Chairman?	The Board and/or NAC
Pictures: Michael Bowyer is preparing an inventory. There are potentially some rare and valuable paintings. A decision is required about use and/or storage of pictures. At least two are owned by WAFA.	National President – Michael Bowyer (MB)
WAFA: WAFA had given money to NAFAS to develop the ground floor room into a workshop, in appreciation of NAFAS providing storage for their archive and accommodation on annual visits/meetings. The money is ringfenced? WAFA must be made aware that accommodation may not be possible beyond a certain date.	National President – Michael Bowyer (MB)
Westminster Abbey: Westminster Abbey pays fixed subsistence for arrangers from Areas. If this is inadequate it is topped up by the Areas. The Westminster Abbey representative must be made aware that this subsidy may not be available beyond a certain date. Likewise, all Areas must be made aware of the same as this will have a financial impact on any participating Areas.	Ownership required to liaise with Liz Hall and Areas
Archive: The Archive needs a review to ensure that essential information is retained and determine how much storage space is actually required in-house and what may be stored remotely. Who owns the Archive?	Ownership required
Flower Arranger (Archive): There were thought to be copies of all Flower Arranger magazines ever published. TFA archive needs locating and a decision made on what to do with it.	Ownership required

Stake Holders Consulted

A representative was identified for every function thought to be carried out in Osborne House. Representatives then completed a questionnaire to indicate what use they made of Osborne House pre-Covid and what use they might need to make post-Covid.

It was found that some stake-holders never visited Osborne House. They have been included here for completeness.

Function	Contact Name	Notes
(Past) Chairman	Christina Curtis	Includes e.g., library, trophies, pictures, archive, etc., accommodation, meetings and storage

Function	Contact Name	Notes
National Education Committee	Initially Julie Woods, then Susie Barwick	Includes Junior Liaison, currently vacant – see below, meetings and storage, accommodation, library access
Junior Liaison (Junior Leaders)	Vacant, awaiting appointment.	Part of National Education Committee. Should include meetings and storage, accommodation. Derived from other returns
National Demonstrators Committee	Elizabeth Graham	Includes meetings and storage, accommodation
National Speakers Committee	Philida Irving	Includes meetings and storage, accommodation
National Judges Committee	Margaret Rumens	Includes meetings and storage, accommodation
National Photography Committee	Chrissie Harten	Includes meetings, storage, annual competition, accommodation and Video shoots
Publications Team	Ann Harding	Includes meetings, storage and distribution/dispatch, accommodation
Editorial Team – Flower Arranger	Ann Harding	Includes meetings, storage and distribution. Team work from home.
Trading Team - Flower Arranger	Sylvia Loader	Includes meetings, storage, distribution, old copies of Flower Arranger and FA archive. Team work from home.
Trading Team - Diaries and Booklets, etc.	Vanessa Keys	Includes meetings, storage and distribution of all items except Flower Arranger
Organised or 'owned' by Budget & Strategy Team	Steven Lane	Includes meetings and storage
Organised or 'owned' by Governance Team	Kathy Lee	Includes meetings and storage
Office space required for staff. Does not include Flower Arranger staff who permanently work from home	Steven Lane	Includes meetings and storage for all 'paid' part-time or full-time staff.
Support for Westminster Abbey	Liz Hall	Club members may stay at Osborne House when arranging at Westminster Abbey
WAFa Team	Initially Christina Curtis, now Michael Bowyer	Includes meetings and storage, accommodation Note: Relationship is owned by National President.
Annual Events, e.g., Symposium	Sue Brinton Michael Bowyer	Includes meetings and storage
National Shows - Past	Margaret Rumens	Includes meetings and storage

Function	Contact Name	Notes
National Shows - More Recent	Mig Kimpton	Includes meetings and storage
RHS Coordinator	Judith Taylor	Includes small number of meetings and accommodation
Proof Reader	Pat Stammers	No physical requirements in Osborne House
Club Members	Sharon Nolan	Includes occasional visits and attending workshops, etc.

Space Occupied Pre-Covid and Requirements Post-Covid

Information submitted by stake-holders was amalgamated to show how the space in Osborne House was currently used and how that use might change going forward.

This forms the basis of requirements to be used in the search for a replacement property or properties.

Purpose	Current Occupation	Future Requirement	Notes/Comments
Office Space - Permanent Staff	4 staff members occupy 3 offices, total space 622 sq. ft.	Minimum 2 offices. Larger for up to 6 staff and separate office for CEO. Minimum 1,000 sq. ft..	Larger space required to accommodate specially recruited staff for specialist roles
Office Space - Visiting Officers	1 office shared by 3 persons (Chairman, Vice Chairman, President), 200 sq. ft.	1 office, 200 sq. ft..	
Bedrooms for Visiting Officers and members, WAFA committee	7 bedrooms (3 single rooms, 4 shared rooms with 2 or 3 beds each). See also comments re: bathrooms below	Discussion to be had about whether bedrooms are a future requirement	Proximity to a budget hotel would remove need to provide bedrooms, What would be impact on property price, hence business case.

Purpose	Current Occupation	Future Requirement	Notes/Comments
Meeting Rooms - regular usage, where regular can be weekly/monthly to every 18 months/2 years	3 rooms regularly used, 346 sq. ft., 314 sq. ft., 387 sq. ft. Largest room accommodates approx. 20 people at a push.	Ideally meeting room to accommodate up to 50 people theatre-style, 500 sq. ft., plus 2 rooms each of 200 sq. ft. to accommodate 2 to 4 people	WAFAs Annual meeting - 6 to 10 people National Education Committee - 6 to 10 people National Demonstrators Committee - 6 to 10 people, max. 25 National Speakers Committee - 6 to 10 people, max. xx National Judges Committee - 6 to 10 people, max xx National Photography Committee - 6 to 10 people, max 20+
Support Facilities for Permanent staff – Kitchen (1)	Kitchenette for staff and visiting Officers Kitchen/diner, 372 sq. ft. to accommodate visitors	Kitchenette for staff and visiting Officers	
Support Facilities for Permanent staff – Kitchen (2)		Kitchen/Diner to accommodate visitors	Required depending on other meeting rooms and numbers of likely visitors
Support Facilities for Permanent staff – Toilet/Bathrooms (1)	7 bedrooms share 4 bathrooms, 4 other bathrooms including disabled WC	Disabled WC, 2 other bathrooms for staff (M & F)	
Support Facilities for Permanent staff – Toilet/Bathrooms (2)	2 x toilets	Bathrooms (M & F) to accommodate staff & visitors	Required depending on other meeting rooms and numbers of likely visitors
Support Facilities for Permanent staff – Cleaners' Cupboard (1)	Cupboard + items left elsewhere	One cupboard/room, 100sq ft. to keep everything in one place	Probably important for COSHH returns, could be perceived as dangerous practice
Support Facilities for Permanent staff – Cleaners' Cupboard (2)	Room to iron and store linen, 150 sq. ft.	Room to iron and store linen, 150 sq. ft.	Why? Is this only required if bedrooms?
Storage - Trading Activities	400 sq. ft. to store and process publications and trading goods	Space required for growth – joint space Trading/FA 1,000 sq. ft., could be 2 rooms	

Purpose	Current Occupation	Future Requirement	Notes/Comments
Storage – Flower Arranger	214 sq. ft. to store old FAs and process new ones	Space required for growth – joint space Trading/FA 1,000 sq. ft., could be 2 rooms	
Storage – Library or storage for library	A run of 12 ft bookshelves	A run of 12 ft bookshelves	Is a centrally-located national library appropriate? Does it justify a room to itself?
Storage – Trophies for national show	Approx 50 boxes some are on show in display cabinets	Approx 50 boxes are display cabinets required?	Could be stored off-site with other items stored for national show
Storage – NAFAS pictures	Approx. 30 pictures, currently on walls	Approx. 30 pictures, either to be put on walls or stored	How appropriate are the pictures? Could they be stored off-site if limited space?
Storage - miscellaneous	Miscellaneous items used by various committees for meetings, events, photoshoots, etc.	What size of store room is required?	National Demonstrators National Education National Judges National Education National Photography
Storage – Items stored for WAFA	24 books on history of WAFA	Possibly 24 books on history of WAFA	NAFAS President to discuss with WAFA
External Storage	Ford & Barley store display units used for national show.	Possible storage of show staging	Current cost £1,200 p.a.

Use made of bedrooms and office accommodation

This section shows how each stake-holder uses Osborne House throughout the year for office and overnight accommodation and how this might be reduced post-Covid. There may also be opportunities to improve upon the facilities provided.

Board and Officers

Purpose	Bedroom Usage	Meeting Room Usage	Comment
Visiting Officers	3 single bedrooms, 3 days a week	1 dedicated room shared by Chairman, Vice-Chairman and President	Bedroom usage could be replaced by using nearby budget hotel Greatly increased use of technology post-Covid could reduce office space usage, hence bedroom usage, further

Purpose	Bedroom Usage	Meeting Room Usage	Comment
Board Meetings	As required	Unknown. Zoom meetings are likely to be the way forward	Bedroom usage could be replaced by using nearby budget hotel Greatly increased use of technology post-Covid could reduce office space usage, hence bedroom usage, further

National Education Committee, including Junior Liaison (Junior Leaders)

Purpose	Bedroom Usage	Meeting Room Usage	Comment
National Education Committee – committee meetings	Overnight accommodation in shared rooms for 6 people, 3 times a year for 3 days	Meeting room for 6 people, for 3 days	Could be reduced to 1 F2F meeting a year by greater use of technology for other meetings Could use rooms in nearby budget hotel
National Education Committee – Tutors and Moderators Day	1 night in July each year, 6 committee and 2/3 delegates, combined with committee meeting once a year	Meeting room for 9 people, combined with committee meeting.	Meeting could be held over Zoom
National Education Committee – Area Representatives	Overnight accommodation in shared rooms for 6 committee and 2/3 delegates every 18 months, combined with committee meeting once a year	Meeting room for approx. 30 people every 18 months	Meeting could be held over Zoom
National Education Committee – Junior Leaders Day	Overnight accommodation in shared rooms for 6 committee and 1 or 2 delegates every 2 years, combined with committee meeting once a year	Meeting room for 7 approx. 30 people every 2 years	NOTE: Position currently vacant and will be filled. Meeting could be held over Zoom
National Education Committee – Moderator Visits	* External moderator in August, as required to moderate students' work before accreditation is given * Internal moderator visits to tutors and students as necessary during courses	Meeting room/office space as necessary	Probably have to be F2F
National Education Committee – Library Visits	Research in library required		See notes elsewhere on library usage.

National Demonstrators Committee

Purpose	Bedroom Usage	Meeting Room Usage	Comment
National Demonstrators Committee – committee meetings	Overnight accommodation in shared rooms for 6 people, 3 times a year	Meeting room for 6 people, 6 hours over 2 days	Could be reduced to 1 a year by greater use of technology Could use rooms in nearby budget hotel
National Demonstrators Committee – A&I (adjudicators and instructors) days	Overnight accommodation in shared rooms for 10 people, every 18 months	Large meeting room to accommodate 25 people, plus access to other smaller room(s) as required, every 18 months	Replacement of meeting by Zoom technology is not advised. Accommodation could be replaced by use of rooms in nearby budget hotel
National Demonstrators Committee – representatives' meetings	Overnight accommodation in shared rooms for 10 people, every 18 months	Large meeting room to accommodate 30 people, plus access to other smaller room(s) as required, every 18 months	Replacement of meeting by Zoom technology is not advised. Accommodation could be replaced by use of rooms in nearby budget hotel

National Speakers Committee

Purpose	Bedroom Usage	Meeting Room Usage	Comment
National Speakers Committee – committee meetings	Overnight accommodation in shared rooms for 6 people, 3 times a year	Meeting room for 6 people over 2 days	Could be reduced to 1 a year by greater use of technology Could use rooms in nearby budget hotel
National Speakers Committee – A&I (adjudicators and instructors) days	Extra night of accommodation in shared rooms for 6 people every 18 months when combined with committee meetings	Large meeting room ??? for one day every 18 months	Annual meeting would be better, alternate face-to-face and Zoom, giving 2 yearly requirement for meeting room and extra night of accommodation. Accommodation could be replaced by use of rooms in nearby budget hotel

Purpose	Bedroom Usage	Meeting Room Usage	Comment
National Speakers Committee – representatives’ meetings	Extra night of accommodation in shared rooms for 6 people every 18 months when combined with committee meetings	Large meeting room ??? for one day every 18 months	Could be carried out using Zoom or even extended to every 2 years, reducing need for bedrooms and meeting room.

National Judges Committee

Purpose	Bedroom Usage	Meeting Room Usage	Comment
National Judges Committee – committee meetings	Overnight accommodation in shared rooms for 6 people, 3 times a year	Meeting room for 6 people over 2 days	Could be reduced to 1 a year by greater use of technology Could use rooms in nearby budget hotel
National Judges Committee – A&I (adjudicators and instructors) days	Extra night of accommodation in shared rooms for 6 people every 18 months when combined with committee meetings	Large meeting room ??? for one day every 18 months	Ideally carried out F2F although more frequent meetings can be held by Zoom
National Judges Committee – representatives’ meetings	Extra night of accommodation in shared rooms for 6 people every 18 months when combined with committee meetings	Large meeting room ??? for one day every 18 months	
National Judges Committee – Training Days	* Every 3 years – 2 training days for National Test candidates. Number of rooms varies * Adhoc training days for Area Judges test candidates. Number of rooms varies		Depends on numbers and timing. Can easily be carried out in an appropriate village hall in both cases. Preferable for Area training.

National Photography Committee

Purpose	Bedroom Usage	Meeting Room Usage	Comment
National Photography Committee – Committee meetings	Not requested	Meeting room for 3 or 4 people twice a year (March and September)	

Purpose	Bedroom Usage	Meeting Room Usage	Comment
National Photography Committee – Area representatives’ meetings	Not requested	Meeting room twice a year for 20+ people (March and September)	
National Photography Committee – NAFAS YouTube recording	Not requested	Twice a year (May and October). Dedicated room with easy access, studio lighting, etc.	Looks like a candidate for the New Flower Workshop.
National Photography Committee – National Photography Competition	Not requested	Annually, to coincide with National Show or AGM.	All information received and transmitted digitally and processed at homes of committee or judge, including any printing. No facilities required centrally.

Other (Miscellaneous) Usage

Purpose	Bedroom Usage	Meeting Room Usage	Comment
Westminster Abbey	In the last full year before Covid members staged at Westminster Abbey on 30 occasions with 12 or 13 clubs using the bedrooms.		Members would have to travel at different times or stay in budget hotel. Areas must be made aware.
WAFA	Annually, 3 rooms for 3 nights	Annually as necessary	See issues – WAFA have given money to NAFAS for use of Osborne House and also store items. Alternative arrangements to be agreed.
RHS Co-ordinator	2 or 3 people 2 or 3 times a year to coincide with RHS shows, including Chelsea	Small room 2 or 3 times a year to coincide with RHS shows, including Chelsea	Could stay in a budget hotel. Meetings could be on e.g. RHS premises or Zoom.
Proof Reader	No requirement	No requirement	

Other Meetings (Not Held In Osborne House)

Ownership	Requirements	Notes
Chairman - NAC	4 meetings a year, approx. 30 to 40 people, (Board, committee representatives, Area representatives Occasional extra day before AGM	
Chairman - AGM	Once a year, usually October, up to e.g. 250 people	Future AGMs will be virtual
National Show Committee – National Show	Exhibition Hall and all associated requirements every 2 years or as required	
National Education Committee – Teaching Conference	Every 2 years, as required for conference	
National Speakers Committee – National Speakers Tests	As required. * Mock Test – no audience * Final Test – full audience, approx. 250 people or as required	Can Final Test be held with Symposium?
National Speakers Committee – Speakers Symposium	Every 3 years, as required for conference	
National Demonstrators Committee – National Demonstrators Test	As required. * Mock Test – smaller audience * Final Test – full audience, approx. 250 people or as required	Can Final Test be held with Symposium?
National Demonstrators Committee – Demonstrators Symposium-	Every 3 years, as required for conference	
National Judges Committee – National Judges Tests	As required	
National Judges Committee – Judges Symposium	Every 3 years, as required for conference	
Members' Symposium	Every 1 or 2 years as required (organised by National President)	

Generic needs for all locations

Requirement	Notes
Easily accessible from all 21 Areas of NAFAS by public transport and/or Road	
If main access is by public transport, small number of parking places, including disabled required	
If main access is by road or motorway, require nearby car parking for up to 15 cars, plus 5 disabled parking places	
Airport desirable, with links to extremes, e.g., Northern Ireland, Isle of Man, Channel Islands, etc.	
Direct rail links with minimum connections to rest of country	
Ferry connections to e.g., Isle of Wight, Isle of Man	
Other suitable connections to public transport, e.g., underground, tram, bus, etc.	
Easy access to (local) budget hotel	
Easy access to (local) reasonably priced eating place/restaurant	
Easy access to (local) larger office accommodation, e.g., hall	
Easy access to (local) remote storage	
Easy access to (local) food supplies to cater for meetings, e.g., supermarket	
Easy access to (local) food supplies, e.g., takeaways	
Disabled access throughout	
Easy access for loading/unloading to building, e.g., loading bay, ramps not steps	
Easy access for loading/unloading to rooms on all floors of the building, e.g., lifts not stairs	
Good/appropriate building security	
Good telephone connection – landline	
Good mobile phone coverage	
Good internet connection to building	

Requirement	Notes
Good internet and Wi-Fi connection throughout building	If not, must be easy to upgrade
All standard amenities, e.g., gas, electricity, water, drainage	
Central heating	
Full office amenities, plug sockets, USB ports, printers, FAX, photocopier, large screen for e.g., TV, Zoom meetings, etc., etc.	
Bookshelves, Filing cabinets, general office storage throughout	
General food and drinks storage in kitchen/kitchenette	

Space (Rooms) Required – One Property

The location and generic building requirements, described above are essential. The following is also required:

- At least 2 offices for staff, totaling minimum 1,000 sq. ft. (Largest for up to 6 staff, separate for CEO), total 7 desks
- 1 office of 200 sq. ft. with desks for up to 3 visiting Officers
- 2 smaller meeting rooms, each of 200 sq. ft., desks or tables to accommodate 2 to 4 people
- Kitchen/kitchenette at least 372 sq. ft. for staff and visiting Officers
- Disabled WC
- 2 toilets/bathrooms for staff (M and F) for staff and visiting Officers
- Cleaners Cupboard (lockable) 100 sq. ft. to hold all cleaning items safely
- Storage space of up to 1,000 sq. ft. (could be 2 evenly sized rooms) for joint use by Trading and Flower Arranger
- Miscellaneous storage space for e.g., library, trophies, pictures, archive, WAFA archive (when decision made on what exactly is to be retained)
- Flower Workshop, 500 sq. ft., with good light and water supply for training days and photoshoots
- Meeting Room at least 500 sq. ft. to accommodate up to 50 people, theatre style (could support smaller numbers, e.g., up to 20, in workshop style)
- Additional kitchen/kitchenette to support visitors using large Meeting Room
- 2 extra toilets/bathrooms (M and F) for visitors
- Storage space for all miscellaneous items used by various committees in the large Meeting Room or Flower Workshop, estimated 200 sq. ft.

Space (Rooms) Required – Two Properties

It is assumed that Building 1, primarily for staff, will be based in or on the fringe of London and that Building 2 will be outside London, in an elongated oval stretching broadly from Manchester to London.

In summary, the following is required in London:

- At least 2 offices for staff, totaling minimum 1,000 sq. ft. (Largest for up to 6 staff, separate for CEO), total 7 desks
- 1 office of 200 sq. ft. with desks for up to 3 visiting Officers
- 2 smaller meeting rooms, each of 200 sq. ft., desks or tables to accommodate 2 to 4 people
- Kitchen/kitchenette at least 372 sq. ft. for staff and visiting Officers
- Disabled WC
- 2 toilets/bathrooms for staff (M and F) for staff and visiting Officers
- Cleaners Cupboard (lockable) 100 sq. ft. to hold all cleaning items safely
- Storage space of up to 1,000 sq. ft. (could be 2 fairly evenly sized rooms) for joint use by Trading and Flower Arranger
- Miscellaneous storage space for e.g., library, trophies, pictures, archive, WAFA archive (when decision made on what exactly is to be retained)

And the following is required outside London:

- 1 office of 200 sq. ft. with desks for up to 3 visiting Officers or staff
- 2 smaller meeting rooms, each of 200 sq. ft., desks or tables to accommodate 2 to 4 people
- Kitchen/kitchenette at least 372 sq. ft. for visiting staff and Officers
- Disabled WC
- 2 toilets/bathrooms for staff (M and F) for staff and visiting Officers
- Cleaners Cupboard (lockable) 100 sq. ft. to hold all cleaning items safely
- Miscellaneous storage space for e.g., library, trophies, pictures, archive, WAFA archive (when decision made on what exactly is to be retained and where)
- Flower Workshop, 500 sq. ft., with good light and water supply for training days and photoshoots
- Meeting Room at least 500 sq. ft. to accommodate up to 50 people, theatre style (could support smaller numbers, e.g., up to 20, in workshop style)
- Additional kitchen/kitchenette to support visitors using large Meeting Room
- 2 extra toilets/bathrooms (M and F) for visitors
- Storage space for all miscellaneous items used by various committees in the large Meeting Room or Flower Workshop, estimated 200 sq. ft.
- 7 bedrooms?
- Additional 4 toilets/ bathrooms for use by those occupying the bedrooms?
- Additional store room, 100 sq. ft. to store and iron linen?

Possible Locations – Outside London

A preliminary look at locations outside London, be it the sole property or the second property of two, fall into an oval broadly stretching from Manchester in the North West to London in the South East. This means in or near the following major towns and cities:

- London,
- Manchester,
- Liverpool,
- Stockport,
- Wilmslow,
- Coventry,
- Birmingham,
- Milton Keynes,
- Watford,
- Macclesfield,
- Stoke-on-Trent,
- Bath,
- Bristol

Each location must be examined in detail to identify those most appropriate for future use, taking into account all identified requirements.

Osborne House - Options:

The options to sell are listed in Briefing Note 2. Current market rates for rental properties similar to Osborne House in central London are approx £20per sq ft.

Covid restrictions make predicting market values and performance difficult to forecast. However, Osborne House will be attractive to investors because of its location, size and being a period building.

The search for a new property or properties, may also be affected by Covid. A sale and leaseback would allow sufficient time for the Association to make informed decisions about its future, but a premium price may be offered for vacant possession. If the decision is to sell Osborne House, the Trustees must be flexible and open to all offers and make the right decision for the Association.



National Association of Flower Arrangement Societies
Osborne House , 12 Devonshire Square , London EC2M 4TE Telephone 020 7247 5567
Email: info@nafas.org.uk Website: www.nafas.org.uk