



NAFAS AFFILIATION AND MEMBERSHIP RESTRUCTURE WORKSHOP: FULL SUMMARY REPORT

Date: Monday 10th November 2025

Venue: Woodland Grange, Leamington Spa

Facilitators: Alice Memminger and Mona Vadher, Eastside People

PURPOSE OF THE DAY

This Workshop brought together Trustees, the National Advisory Council (NAC), and Area Chairs to co-design and test the emerging proposals for a new membership and affiliation model. The session created a positive, open, and forward-looking environment. Participants recognised the need for reform and expressed optimism that NAFAS could evolve while retaining its creative and community-centred spirit.

Three clear themes emerged:

1. **Clarity and simplicity** – Members want to understand what they pay for and what they receive.
2. **Fairness and inclusivity** – A structure that works for small clubs, individuals, and new audiences alike.
3. **Communication and collaboration** – Stronger partnership between NAFAS, Areas, and clubs is essential for trust and successful implementation.

The group reached broad consensus on key design principles: simplification of language, clear articulation of benefits, and a unified national communication strategy. This report summarises the workshop insights, highlights the main risks, and sets out recommendations for next steps.

THEME	SUMMARY OF FEEDBACK	IMPLICATIONS
Clarity and simplicity	Members want clear explanations of what each membership type offers and how fees are used. Terms like “affiliation” cause confusion.	Simplify language, publish clear benefits table, replace jargon.
Fairness in fees	Flat fee seen as simple; tiered system seen as fairer for smaller clubs. Both need transparent administration.	Model scenarios and financial impact; ensure messaging focuses on fairness, not cost.
Inclusivity	Broad support for individual membership to widen access; concerns about overlap with club membership.	Define “individual” vs “club” roles clearly; keep it simple.



Area Relationships	Desire for stronger NAFAS communication, shared campaigns, and consistent branding.	Develop national communications toolkit and joint marketing plan.
Training and support	Requests for bursaries and digital training for Area Chairs and office bearers.	Build leadership and communication capacity before rollout.
Modernisation	Support for digital systems, younger engagement, and a national profile.	Plan digital infrastructure and data system improvements in tandem with restructure.

The workshop's purpose was to strengthen shared understanding of the case for change and to shape the direction of the proposed restructure before member consultation.

NAFAS faces several intersecting challenges:

- Declining and ageing membership.
- Inconsistent communication and duplication across the 20 Areas.
- Confusion about affiliation fees and benefits.
- Need for greater inclusivity and digital engagement.

The workshop provided the space for a structured, facilitative discussion of these issues and explore how to modernise while honouring the organisation's heritage.

“It wasn't a fait accompli – it felt like genuine consultation.”
“We need to modernise without losing who we are.”

Workshop overview

[Refer to the original worksheet scans for more detail].

SESSION	FOCUS	ACTIVITY
Opening and Scene Setting	Shared purpose and tone	Welcome from Chair and CEO; “one word for NAFAS's future”
Session 1	Understanding our current reality	Group SWOT analysis
Session 2	Exploring the proposed model	World Café rotations: Club Affiliation, Individual Membership, Area Relationships
Session 3	Member Experience	Journey mapping exercise
Session 4	Implementation and Communication	Table action planning
Session 5	Priorities and Reflections	Written reflection cards; “one word for NAFAS's future”

Participants' energy and commitment were consistent throughout. The tone of the day was described as hopeful, open, and pragmatic [\[Appendix 1\]](#).



SESSION 1: SWOT ANALYSIS

STRENGTHS (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> • Passionate and skilled members, with strong tradition of creativity and craftsmanship. 	<ul style="list-style-type: none"> • Communication gaps between NAFAS, Areas, and clubs.
<ul style="list-style-type: none"> • Social and community-focused culture. 	<ul style="list-style-type: none"> • Inconsistencies across Areas, differing practices and standards.
<ul style="list-style-type: none"> • Strong skills, creativity, and teaching talent. 	<ul style="list-style-type: none"> • Declining and ageing membership base.
<ul style="list-style-type: none"> • Mindfulness and wellbeing benefits of floral art. 	<ul style="list-style-type: none"> • Lack of digital or central systems.
<ul style="list-style-type: none"> • Deep sense of community, belonging, and social connection. 	<ul style="list-style-type: none"> • Difficulty recruiting younger members.
<ul style="list-style-type: none"> • Volunteers who are generous with their time and experience. 	<ul style="list-style-type: none"> • Lack of clear governance structure and digital capability.
<ul style="list-style-type: none"> • Heritage and national reputation in floral design and education. 	<ul style="list-style-type: none"> • Resistance to change due to tradition and fear of loss.
<ul style="list-style-type: none"> • Commitment to learning, mindfulness, and wellbeing. 	
OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> • More direct communication and connection with members. 	<ul style="list-style-type: none"> • Unclear financial structures between clubs, Areas and NAFAS.
<ul style="list-style-type: none"> • Funding and training for Area roles. 	<ul style="list-style-type: none"> • Fear of change and internal resistance.
<ul style="list-style-type: none"> • Reaching younger audiences through digital platforms. 	<ul style="list-style-type: none"> • Negative narratives or misinformation spreading through networks.
<ul style="list-style-type: none"> • Digital communication and social media to reach wider audiences. 	<ul style="list-style-type: none"> • Financial fragility of some clubs and reliance on volunteers.
<ul style="list-style-type: none"> • Training, bursaries, and leadership development to professionalise operations. 	<ul style="list-style-type: none"> • Declining membership numbers and demographic imbalance.
<ul style="list-style-type: none"> • Building strategic partnerships and funding bids (e.g., using the £3.7m in reserves as an investment in marketing, targeting arts/culture funders). 	<ul style="list-style-type: none"> • Area dissociation and risk of fragmentation if change is not well managed.
<ul style="list-style-type: none"> • Simplifying structure to improve clarity and trust. 	

The SWOT highlights a classic *renewal opportunity*: NAFAS has extraordinary social and creative capital but faces structural and communication challenges. There is consensus that investment in digital tools, leadership training, and national coherence could revitalise growth. The biggest challenge is disconnection, uneven communication, complex structures, and declining visibility. *[Refer to the original worksheet scans for more detail].*



SESSION 2: EXPLORING THE PROPOSED MODEL

THEME	FEEDBACK	RISKS	PRIORITIES AND NEXT STEPS
<p>Club Affiliation: <i>Clubs want a system that is simple, transparent, and fair. They value belonging to a national body but need clarity on what they get for their contribution. There is broad support for reframing “affiliation” as “membership” and articulating a clear national value proposition.</i></p>	<ul style="list-style-type: none"> • Flat fee seen as simple, transparent, and easy to manage. • Tiered system viewed as fairer for smaller clubs but more complex administratively. • Uncertainty about what “affiliation” provides as many members unclear on benefits. • Some prefer replacing “affiliation” with “membership” to modernise language. • Inclusivity is critical and all members should feel part of NAFAS, not just clubs. 	<ul style="list-style-type: none"> • Misunderstanding of the new structure could lower confidence and participation. • Confusion persists between “club,” “Area,” and “national” fees. • Risk that smaller clubs feel disadvantaged by uniform fees. 	<ul style="list-style-type: none"> • Develop a clear, visual explanation of the fee structure. • Publish a “Value for Members” statement explaining tangible benefits. • Conduct risk and financial modelling before rollout. • Replace outdated terminology (“affiliation”) with accessible, inclusive language.
<p>Individual Membership: <i>There is strong enthusiasm for direct membership to expand NAFAS’s reach and relevance, particularly among younger people and learners. However, simplicity and parity are critical. Members want equality of recognition, straightforward categories, and modern systems to manage engagement.</i></p>	<ul style="list-style-type: none"> • General support for both individual and student membership options. • Unclear definitions of who qualifies as an “individual” and what benefits apply. • Majority opposed an “Advanced/Professional” category and is seen as 	<ul style="list-style-type: none"> • Overcomplication could create confusion and discourage uptake. • Poorly explained distinctions could alienate clubs. • Administrative strain without improved systems. 	<ul style="list-style-type: none"> • Retain two categories only: <i>Standard</i> and <i>Student</i>. • Clarify eligibility, benefits, and pricing clearly. • Ensure parity of recognition between club and individual members.



	<p>unnecessary and potentially divisive.</p> <ul style="list-style-type: none"> • Strong support for including <i>The Flower Arranger</i> magazine and national learning access. • Calls for a national database to manage members and ensure GDPR compliance. 		<ul style="list-style-type: none"> • Invest in a central database to streamline administration.
<p>Area Relationships: <i>There is a shared appetite for partnership and consistency. Areas want to feel connected, supported, and equipped, not over-directed. The model must balance autonomy with cohesion and invest in leadership development to make change sustainable.</i></p>	<ul style="list-style-type: none"> • Strong call for a national marketing campaign, unified branding, and shared language. • Areas seek proactive NAFAS communication and consistent updates. • Requests for bursaries, training, and NAFAS visits to strengthen Area leadership. • Desire for shared learning networks (e.g., Area Chairs WhatsApp group). • Some felt Areas are too large; others emphasised the importance of local autonomy. 	<ul style="list-style-type: none"> • Inconsistent consultation or mixed messaging between Areas could undermine trust. • Potential tension between national standardisation and local flexibility. • Limited capacity in some Areas to manage change effectively. 	<ul style="list-style-type: none"> • Provide communication templates and training to standardise messaging. • Pilot regional clusters to improve collaboration and reduce isolation. • Clarify NAFAS vs Area roles and responsibilities within the governance structure. • Introduce Area bursaries for leadership and communication training.



SESSION 3: MEMBER EXPERIENCE

THEME	FEEDBACK SUMMARY	ACTION IMPLICATION
Communication	Need for consistent, proactive messaging from NAFAS. Needs to be direct, consistent, and two-way.	Establish a clear NAFAS–Area–Club comms rhythm (quarterly briefings, campaign calendar). Develop national messaging and toolkits for Areas. Publish a clear value statement for each fee type.
Transparency	Members want to know how fees are used and what they get as part of the membership.	Publish an annual breakdown and “Your Membership Value” statement.
Fairness	Fee structures must feel equitable across large and small clubs. We need to keep it fair, simple and clear.	Test scenarios with real data; share examples in consultation pack. Introduce standard/student tiers; avoid unnecessary hierarchy.
Digital capability	Members and Areas need modern tools to connect and manage data. Leadership support needed for Area Chairs who will need training and recognition	Invest in central database and Area training. Create bursaries, peer groups, and digital resources.
Empowerment	There is a ‘fear of change,’ and emotional attachment to the existing structure. Areas want to be part of the solution, not passive recipients.	Position the restructure as co-designed, not imposed. Communicate with empathy and evidence.

Key risks

RISK AREA	DESCRIPTION	POTENTIAL IMPACT	MITIGATION
Communication risk	Inconsistent Area messaging or misinformation spreading.	Confusion, resistance to change.	NAFAS to issue national slides, FAQs, and comms pack.
Cultural resistance	Fear of change and loss of identity.	Fragmentation, withdrawal from process.	Transparent engagement; highlight shared purpose and benefits.



Administrative complexity	Too many tiers or unclear structures.	Implementation delays, volunteer burnout.	Simplify to two membership types; provide digital tools.
Financial uncertainty	Impact of new model on income not yet tested.	Short-term deficit or imbalance.	Conduct financial modelling and pilot phase.
Capacity gap	Variance in Area capability to deliver consultation.	Uneven member experience.	Provide NAFAS facilitation support and templates.

SESSION 4: IMPLEMENTATION AND COMMUNICATION

NAFAS should treat the consultation phase as a relationship-building exercise, not just an information rollout. A mix of transparent communication, two-way feedback, and empathetic storytelling will ensure members feel part of the change rather than subjects of it.

INSIGHTS FROM MEMBERS	IMPLICATIONS FOR NAFAS
Groups stressed that all communications must use the same “plain-English” explanations of the new membership and fee model. Many proposed producing simple visuals and FAQs to prevent mixed messages.	Create a national core slide deck and FAQ so every Area uses the same language and visuals.
Tone should be positive, inclusive, and confident, emphasising opportunity, growth and belonging rather than change or loss.	Adopt an “evolution not revolution” message framing.
<ul style="list-style-type: none"> • <i>“NAFAS is simplifying to strengthen.”</i> • <i>“One national family with shared purpose.”</i> • <i>“We are modernising while protecting heritage.”</i> 	Consolidate three national messages and repeat them consistently across all channels.
Suggestions included a mix of traditional (Area newsletters, Chair updates, Flower Arranger Magazine inserts) and digital tools (NAFAS website updates, email bulletins, short explainer videos).	Ensure both print and digital pathways for consultation information to reach all demographics.
Many groups recommended dedicated email inboxes, online surveys, and feedback forms at club meetings. NAFAS should commit to acknowledging all input.	Establish a visible feedback-loop timeline and when and how responses will be reviewed and shared.
Common challenges noted: information overload, fear of losing autonomy, poor digital access, and inconsistent leadership messaging.	Provide Area briefing calls and printed summary packs for those less digitally confident.
Several groups noted that trust will come from transparency and “faces not logos.” Members want to see leaders fronting the message.	Plan for NAFAS CEO and Chair videos, Q&A drop-ins, and named contacts for each Area.



SESSION 5: PRIORITIES AND REFLECTIONS

Members left feeling generally optimistic, though tempered with realism about the complexity of implementation. Key words recurring across cards: *Hopeful, Positive, Optimistic, Curious, Uncertain, Challenging.*

PRIORITY	WHY IT MATTERS	NEXT STEP
Simplify the structure and language	Avoid confusion and build understanding	Replace “affiliation” with “membership” terminology
Clarify the value proposition	Members must know “what they get”	Produce benefits overview per membership level
Ensure fairness in fees	Maintain trust between small and large clubs	Share financial scenarios in consultation
Strengthen NAFAS and Area communication	Build unity and transparency	Develop regular national updates and Area toolkit
Support Area leadership	Ensure successful local delivery	Introduce training bursaries and communication coaching
Manage change carefully	Build trust and avoid fear narratives	Develop a transparent consultation process Nov–May 2026 (to be confirmed)

Most encouraged by:

- Genuine listening and transparency.
- Energy and cooperation in the room.
- Focus on inclusion and modernisation.
- Constructive tone and positive atmosphere.
- Shared recognition that NAFAS must adapt.

“Everyone had a voice.”
“Positive and hopeful atmosphere.”

Still worried about:

- Implementation logistics - How the restructure will be implemented.
- Financial fairness and clarity - Unclear fee breakdown and fairness.
- Whether communication will be consistent nationally.

“The challenge is making it real — not just words.”
“Hopeful but cautious.”
“Positive and collaborative day.”
“We need to make sure this energy continues.”



NEXT STEPS AND RECOMMENDATIONS

This workshop marked a turning point for NAFAS. Participants recognised the need for simplification, fairness, and modernisation; without losing the values of creativity, connection, and community that define the organisation. The discussions surfaced both optimism and realism. There is strong appetite for progress, if communication is transparent, change is co-owned, and benefits are clearly understood. NAFAS must now maintain momentum through clear consultation, consistent messaging, and visible leadership.

1. **Strong shared purpose** – members and leaders want NAFAS to thrive.
2. **Need for clarity and simplicity** – reduce complexity around affiliation and fees.
3. **Rebuild communication channels** – consistent tone, transparent updates, and unified branding.
4. **Invest in people** – training, bursaries, and recognition for Area leaders.
5. **Balance heritage with innovation** – change should respect identity while ensuring sustainability.

“We are one NAFAS and together, we can make this structure work for the future.”



APPENDIX 1: NAFAS WORKSHOP SUPPLEMENTARY OUTPUTS

“Parking Lot”: During the workshop, a “Parking Lot” flipchart was used to capture off topic but important reflections that emerged throughout discussions. These represent areas participants wanted the Board and NAC to return to during consultation or implementation.

THEME OR QUESTION	UNDERLYING ISSUE	SUGGESTED FOLLOW-UP
How will NAFAS define success in the new structure?	Concern about clarity of purpose and measures of impact.	Develop 3–5 shared success indicators and communicate these in consultation materials.
What is the real cost of membership versus its perceived value?	Questions about affordability, fairness, and transparency.	Include sample “value for money” scenarios and case studies in rollout comms.
How will the new model be communicated nationally and locally?	Risk of inconsistent messaging.	Create a national communication toolkit and visual explainer.
Will digital tools replace personal connection?	Concern about losing community feel.	Reassure members that digital tools enhance, not replace, human connection.
How will Areas be supported to deliver change?	Varying capacity and confidence levels across Areas.	Offer training, peer mentoring and NAFAS facilitation support.
What happens if clubs or Areas opt out?	Desire for autonomy and clarity on consequences.	Provide clear policy guidance and risk management plan.

NAFAS in One Word: At the start and end of the day, participants were asked to capture their perception of NAFAS in *one word*. The exercise revealed a tangible shift in tone from cautious to hopeful.

BEFORE THE SESSION	AFTER THE SESSION
Traditional	Hopeful
Bureaucratic	Modernising
Confused	Clearer
Dated	Energised
Complex	Connected
Fragmented	United
Slow	Moving
Overwhelmed	Focused
Resistant	Collaborative
Unsure	Optimistic

Members began the workshop with mixed feelings; pride in NAFAS’s heritage but concern about complexity and direction. By the end of the day, there was greater clarity, trust, and collective optimism. The group left feeling that change is both necessary and possible when co-designed.