

A Review of the NAFAS Organisational Structure, Affiliation and Membership Fees

A Consultation Process with NAFAS Voting Members

Why a Review?

The NAFAS Board of Trustees acknowledges the growing concern expressed by our Areas, clubs and members across the country regarding the financial pressures currently facing our organisation and its affiliates. We are acutely aware of the many challenges, including ageing memberships, declining attendance at events and difficulty in recruiting new committee members and volunteers. These issues are not unique to NAFAS but reflect broader societal changes affecting voluntary and community organisations nationwide.

NAFAS Financial Position - NAFAS currently operates in a deficit position, and growth is restricted by the current organisational structure. The organisation has several income streams, including:

- Affiliation Fees
- Event Income
- Trading goods sales
- The Flower Arranger magazine

Nearly all income is related directly to membership, as the membership declines, so does the organisations income, and while income declines, the organisation faces increasing costs of overheads for all its services.

The recent announcement of an increase of £2.25 per member per year (due 31st December 2026) has understandably generated concern and debate. The decision was not taken lightly. It reflects the minimum necessary adjustment to ensure the continued operation of NAFAS under its current structure, covering essential costs such as:

- National coordination and governance.
- Insurance and legal compliance.
- Support for education, training, and publications.
- Maintenance of our digital platforms and communication channels.

NAFAS has become a focal point for criticism, and we are frequently called upon to justify our role, relevance, and financial decisions. There have been some valid questions, and we welcome open dialogue with our members.

Investment from Osborne House Sale - One of the most frequently raised questions relates to the £3.5 million investment resulting from the sale of Osborne House. We understand the desire for transparency and clarity regarding how these funds are being used.

As a registered charity, we are unable to pay out funds to our clubs and areas, this is outside of our charitable objectives. However, we are pleased to share that a possible solution to this structural challenge has now been identified. This could enable NAFAS to invest more effectively in Areas, clubs and members, while remaining compliant with our charitable obligations.

Data and GDPR - Since its formation in 1959, NAFAS has operated without a recognised database, quite simply, we do not know who our members are. It is vital for a membership organisation to build up a database of its members to enable growth.

Benefits include:

- Centralised Member Records
 - Safe storage of contact details, membership status, preferences, and history in one secure location. NAFAS has invested in a recognised Customer Relationship Manager (CRM) platform, Salesforce.
- Efficient Communication
 - Enables targeted emails, newsletters, and updates to specific member groups. This will benefit National and Area events.
- Improved Member Engagement
 - Tracks participation, renewals, and feedback to tailor services and events. Ultimately, some events may only be open to NAFAS Members.
- Streamlined Administration
 - Automates renewals, payments, and reporting, saving time and reducing errors. Investment will be needed in a new website to build a dedicated membership platform.
- Data-Driven Decisions
 - Provides insights into member trends, retention, and growth opportunities for the National Association and Area Executives.
- Compliance & Security
 - Ensures GDPR and data protection standards are met with controlled access.

Consultation Process - The NAFAS Board of Trustees have agreed to a review of the Organisational Structure, Affiliation Fees and Membership Fees. This follows a presentation made by the CEO to the National Advisory Council meeting in July 2025.

The review and proposals will be discussed in depth on 10th November 2025 at the Woodland Grange Hotel, Leamington Spa. All Voting Members have been invited and accommodation provided (if required).

Suggested Timeline:

- 10th November 2025 – First meeting with the Voting Members to review the Organisational Structure, NAFAS Affiliation and Membership Fees
- 11th November – 17th January 2026 – a period for Area Chairmen to discuss the outcomes of the first meeting with their members.

- 19th & 20th January 2026 – January NAC, second meeting of the Voting Members to discuss the views of their members and amend, if necessary, the proposals.
- 30th January 2026 – circulation of a Special Resolution to amend the Articles of Association to reflect the changes to the organisational structure, Affiliation Fees and Membership Fees.
- 28th February 2026 – deadline to approve amendments to the Articles of Association.
- 1st March – 31st December 2026 – period to implement organisational changes at National, Area and club level.
- 1st January 2027 – new organisational structure, Affiliation Fees and Membership Fees come into effect.

10th November meeting – Aims and Purpose of the Day - We will be meeting on Monday 10th November for the day to participate in an interactive workshop that will be facilitated by two experienced charity consultants, Ruth Dwight and Jean Barclay. Ruth has been working with NAFAS on and off since 2020 (having carried out the Independent Governance Review in 2020) so is very familiar with our work and structure.

They will be designing the agenda for the day so that we maximise the time we have together; support us to have productive and constructive discussions; provide an objective, listening ear to consolidate our thinking; help to get us to a common view if possible to take forward our plans, take notes and provide us with a summary of the day including decisions made and key action points.

The day will start at 9am and finish at 4pm – with breaks in the morning, afternoon and at lunch time. We will be mostly working in small groups so that we have plenty of time to talk with each other.

The Benefits of Using a Meeting Facilitator

- Keeps Meetings Focused
 - Guides discussions and ensures the agenda is followed.
- Encourages Participation
 - Creates an inclusive space where all voices are heard.
- Manages Conflict Effectively
 - Handles disagreements constructively and diplomatically.
- Improves Decision-Making
 - Clarifies issues and helps the group reach informed conclusions.
- Saves Time
 - Streamlines discussions and keep meetings efficient.
- Ensures Clear Outcomes
 - Supports action planning and follow-up accountability.
- Provides Neutral Oversight
 - Offers unbiased guidance, especially in sensitive discussions.

The following objectives will form the meeting Agenda on 10th November 2025

1. NAFAS & Area Relationships

The NAFAS Board of Trustees recognise that the relationship with the Areas is central to the organisation's future. We also recognise the relationship with a number of our 21 Areas has at times been fractured, and this is a concern for all members. It is in the best interest of all NAFAS members for the Area Chairmen, NAFAS Trustees and Head Office staff to find a way forward and collectively to map out the future of the Association.

2. Area Affiliation

Objective – To work more closely with the 21 Areas

There are several benefits NAFAS can offer including:

- a. Financial support for training and tests of Area JDSE.
- b. Social media and direct marketing support from the new Digital Marketing and Communications Manager.
- c. The supply of literature and marketing materials for Area events.
- d. A review of the National Advisory Council meetings, possibly to include an additional face to face meeting.
- e. Areas will automatically be affiliated with the National Association.
- f. Each Area will maintain their voting rights with the National Association.

The Voting Members are invited to bring other ideas and initiatives to the table in November.

3. Club Affiliation

Objective – Introduction of a direct club affiliation to replace the existing member Affiliation Fee. This will ensure that all clubs, and a single point of contact from each club are registered at Head Office.

How will clubs be structured?

- a. A single amount that applies to all clubs?
- b. A staggered Affiliation Fees structure; Small Medium and Large?
- c. How much is considered to be an appropriate amount?

What are the benefits to the clubs?

- Clubs will no longer be responsible for collecting National Affiliation Fees from individual members.
- The Fee will be set at a level that ensures every club is financially advantaged.
- Participation in national initiatives such as the Club Open Day and National Flower Arranging Day.
- Access to promotional literature explaining NAFAS membership levels and Area affiliation benefits.
- The Flower Arranger magazine for club members at a discounted rate.
- Trading goods supplied at a discounted rate.

- Access to guidance and support on a range of topics.

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4. Individual Affiliation

Objective - Those who wish to support NAFAS and enjoy a range of membership benefits can join with an individual membership.

Possible Membership Levels (subject to consultation):

- Student Membership
- Standard Membership
- Advanced Membership

Each level will offer tailored benefits and the option to add a subscription to The Flower Arranger magazine.

Additional Features:

- Direct debit payment options with periodic instalments.
- Membership will run on a calendar year basis, with quarterly pro-rata rates for those joining mid-year.
- Each member will have their own unique membership number that can be used at Area and National events and discounts on NAFAS trading goods.

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Summary

The Board of Trustees have agreed in principle to underwrite the cost of restructuring, on the condition that it provides the Association with the opportunity to establish a strong foundation for growth, transparency, and renewed engagement. This is an investment into the future of its clubs, Areas and members.

We believe the proposed objectives listed above provide each Voting Member with a starting point for debate and deliberation. None of the points above have been discussed or agreed. We hope you as a Voting Member will play an active part in forthcoming meetings, your participation is vital for the future of the Association.

Yours sincerely,
The NAFAS Board of Trustees

Meeting Date: Monday 10th November 2025
Venue: Woodland Grange, Leamington Spa