



Registered Charity 1101348

A message for NAFAS clubs from the Board, following the January NAC Meeting.

In January, the NAC (the National Advisory Council - which includes the Charity's Board of Trustees and Area Chairmen along with the Standing Committee Chairmen on this occasion - came together in person for a two-day meeting. This followed our earlier meeting in November 2025, where we began the process of developing NAFAS's Renewal Programme.

Since then, our new Chief Executive, Richard Abraham, has started in post and has put in place a process of consultation and engagement, designed to help us tackle the challenges we face together. This message is our first report back to you. We want to be clear about why we held this session, what we heard, and what happens next.

What we heard about Areas and Clubs

Colleagues from the Areas were very honest with us, and we're grateful for that. We heard clearly that many Clubs are struggling, and some are at real risk of closing. In particular, they told us about:

- Falling membership and rising costs
- Difficulties recruiting new members, demonstrators and volunteers
- Burnout and succession problems in Club and Area leadership
- Poor national communication and broken forms of cascading information
- A lack of trust or understanding between Clubs, Areas and NAFAS centrally
- Frustration that issues have been talked about before, without enough visible change
- Concerns about our proposed new database, especially around data privacy, and why we feel this information needs to be collected
- A feeling that Clubs don't always see the value of NAFAS nationally, or feel connected to it

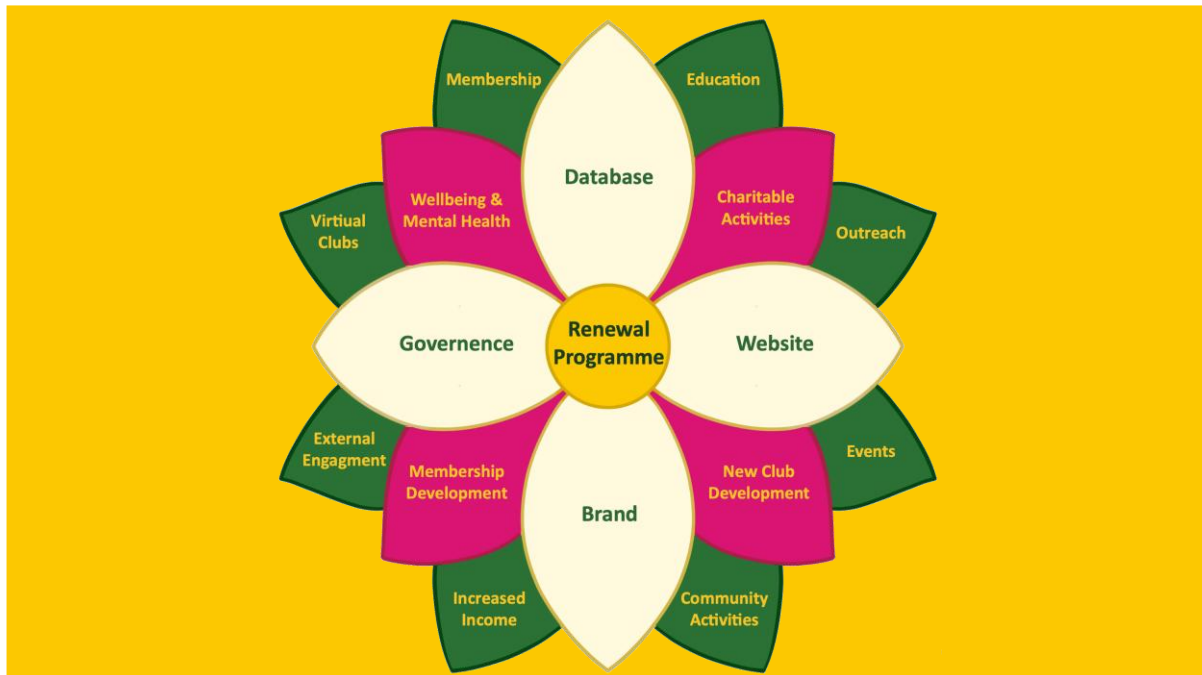
We recognise that this is serious. We also accept that NAFAS centrally has to do better, and that Clubs want to see progress quickly – not just more reviews.

Why the renewal agenda matters

Our Board understands the urgency. For some Clubs and Areas, change is not a "nice to have" – it is essential for survival. That is why the Renewal agenda is so important.

The Renewal work has four connected parts. We believe they all relate strongly to each other, and are all essential to achieving the improvements we all want to see:

1. **Governance changes** – to make decision-making clearer, roles more sustainable, and leadership roles easier to step into.
2. **A new database** – to help us understand our membership properly, support Clubs and Areas better, and inform future growth.
3. **A new website** – to improve communication and connection across Clubs, Areas and NAFAS centrally.
4. **A new brand** – to better reflect what NAFAS offers today and to speak to new audiences, while respecting our heritage.



These are not abstract ideas. Together, they are about making NAFAS more open, more connected, more sustainable and better able to support Clubs on the ground.

The four areas of the Renewal Programme then enable us to do so many things as illustrated by the pink and green petals and these are only a few examples.

How the Renewal work is being developed

The Renewal approach is being shaped in stages:

- In **November**, the Board and Area Chairmen met to uncover the key issues facing Clubs and Areas, and to agree that a Renewal process was necessary.
- In **January**, we went deeper, testing those issues, sharing early work, and being honest about risks, trust and urgency.
- Starting in **January**, Richard is visiting all our Areas across the country, to listen directly to Clubs and Area leaders and to sense-check what needs to happen next.
- In **February**, options and proposals will come to NAC for discussion and decision.
- Further work and decisions may then follow in **April** (to be confirmed), as part of turning those decisions into practical action and support for clubs.

What support is being put in place now

We are not waiting for the Renewal Programme to fully conclude before taking action. Practical support for clubs is already being developed and rolled out, including:

- **Digital and communications support for Clubs** – our new Digital Communication & Marketing Manager, Elizabeth Simpson, is already actively helping Clubs and Areas with templates, Canva tools, social media guidance, campaigns and practical advice on promoting your activities and attracting new members. This work is already showing results, and more support is being rolled out. Elizabeth is here to help and can be contacted directly if clubs want support now;
- **Making better use of what we already have** – we can do a great deal to promote NAFAS using the existing brand, while new branding is developed. More consistent use of imagery, messaging and digital tools is already helping NAFAS and clubs reach wider audiences;
- **Practical tools and templates** – we will revisit, develop and share sample policies, role descriptions, templates and guidance that Clubs and Areas have asked for, such as risk assessments and support for running Clubs and events.

We also recognise that some Clubs and Areas are facing very immediate challenges. If a Club would find it helpful for a Board member to join a meeting, or if you have ideas about support that would help right now, please get in touch. We want to help where we can, as quickly as we can.

What happens next

Options and proposals linked to the Renewal work will come to the **National Area Council (NAC) in February** for discussion and decision. In the meantime, Richard is visiting Areas across the country with all 20 Areas agreeing to meet with him. These visits are about listening, not selling. They are a chance for him to hear directly from you, test assumptions, and sense-check what NAFAS needs to do *with* you, not *to* you. If you don't already have them, ask your Area Chairmen for details of your meeting.

We are also building on the questions raised at the offsite to produce clearer explanations and FAQs – especially about the purpose of the database, clarifying membership benefits and what Renewal means in practice. An early version of the FAQs is included with this message, and updates will follow periodically. If you've got a question we haven't yet answered, please let us know and we will include it.

Our commitment

We know trust is built and rebuilt through action, not words alone. This statement is not the end of the conversation – it's a starting point. We hear the frustration and recognise the urgency. We are committed to working with Areas and Clubs to turn this moment into real progress for NAFAS. Thank you for reading and thank you for all that you do as volunteers to enable so many to benefit from flower arranging

The NAFAS Board of Trustees
January 2026