



The National Association of Flower Arrangement
Societies

Business Plan

2023-2025



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1. EXECUTIVE SUMMARY

This Business Plan covers a three-year period 2023-25. It is felt at this stage of change and development, that any vision beyond a three-year period would be difficult to predict.

NAFAS has a rich 60-year history and is recognised worldwide as a leader in its field of Floral Design. But in recent years the Charity has struggled financially and recorded four deficit years since 2018, most significantly a deficit of £209,775 in the year ending March 2020. This highlighted serious issues in the Charity's governance and an independent governance review was commissioned by the Board on the recommendation of the Charity's accountants. The review was completed in January 2021. A review of the Articles of Association followed, and this was agreed and implemented in 2021. A review of the Charity's Standing Orders and Rules & Byelaws is ongoing.

The Coronavirus pandemic impacted on all levels of NAFAS, which resulted in membership decline and some club closures. NAFAS Areas have seen their reserves affected and NAFAS recorded a significant drop in affiliation fees since 2020 and the prediction is that it's unlikely to recover to pre pandemic levels.

As a result of those events, the Board of Trustees agreed in March 2021 to the sale of the Charity's head office property, Osborne House, at 12 Devonshire Square, London. The sale concluded in June 2022 with £3.5M of the proceeds invested with Rathbones Investment Managers. This provides the Charity with an opportunity to achieve financial sustainability and invest in the infrastructure of the Charity and work towards meeting the targets outlined in this plan.

2. ABOUT NAFAS

2.1 Charitable Objectives, (as registered with the Charity Commission.)

"Administration of NAFAS Courses in Floral Art & Design Attending and exhibiting at major shows and floral events A National Show where affiliated members may enter competitions and where both members and the general public may enjoy the floral arrangements exhibited. Assessments of judges, demonstrators and speakers. Encouragement to affiliated clubs to develop their memberships."

2.2 NAFAS Vision, Mission and Values

In November 2020, a team made up of three NAFAS members, one Trustee and the CEO carried out a review of the existing Mission Statement and in consultation with the twenty one Voting Members, Standing Committee Chairmen and the Board, Trustees, agreed on new Mission and Vision Statements and NAFAS Values.

Vision Statement

“To improve the lives of everyone through flowers.”

Mission Statement

"Sharing the creative use of flowers through education, to bring joy and inspiration to all. "

We achieve this through:

- Welcoming everyone to our association, events and shows by removing barriers to access.
- Sharing our artistry, creativity, skills, experience and innovation.
- Encouraging creative use of flowers to aid mental health, well-being and social interaction.
- Developing imaginative and accessible promotional programmes and publications.
- Providing the highest quality educational and training schemes and upholding their quality.
- Supporting opportunities to develop skills through competitions and exhibitions at all levels.
- Ensuring excellent organisational and commercial support for affiliated clubs and societies.
- Establishing a culture where collaboration and sharing best practice is the norm.
- Working closely with horticultural, trade and educational bodies with similar goals.
- Continuous improvement to everything we do by embracing incremental change.
- Regular renewal of our representation and plans to capture new trends and voices.
- Minimising our impact on the environment.

NAFAS Values

- Ensure a friendly welcome for all, that embraces equality and diversity.
- Ensure open and positive behaviours at all times in delivering our goals.
- Make full use of the knowledge, energy and commitment of all of our association’s members.
- Seek positive environmental sustainability in all our activities.

3. WHAT WE DO

3.1 Charity

Within the United Kingdom NAFAS has 21 Areas, each autonomous with its own Area Chairman and Executive Committee. Each Area is affiliated to the parent Association and is a Voting Member. The 21 Area Chairmen attend National Council meetings four times a year, when policy and other NAFAS matters are discussed. Each Area organises their own events such as flower festivals, demonstrations and training for Area Judges, Demonstrators and Speakers. Within each Area there are flower clubs which are autonomous. Clubs usually meet monthly when there might be a flower arranging demonstration, talk, workshop, competition or other social event. Clubs often organise flower festivals and garden visits for their members. Some Areas have Junior Flower clubs or adult clubs offering facilities for junior members. Most Areas have one club which specialises in contemporary flower arranging and frequently invites teachers and demonstrators from overseas.

Within NAFAS there are National Demonstrators, Judges, Speakers and Teachers. Each group has its own Standing Committee. With about 30,000 members NAFAS ranks amongst the most notable specialist national associations in the UK.

Around the country the skills of NAFAS members may be seen in churches, cathedrals, hospitals, hospices, stately homes and horticultural shows. Flowers are regularly arranged in Westminster Abbey. NAFAS is affiliated to the Royal Horticultural Society and regularly exhibits at their shows. NAFAS organise events and competitions and encourages the conservation of rare and endangered species of plants.

3.2 NAFAS Enterprises Ltd

NAFAS subsidiary company, NAFAS Enterprises Ltd, is a company set up as the trading arm of the Charity and is home to the following activities:

The Flower Arranger Magazine

The Flower Arranger is a quarterly magazine available from High Street shops, flower clubs or by direct subscription.

Publications

The Charity produces a range of educational handbooks and leaflets which can be found for sale on the Charity's website.

Trading Goods

Sales include Christmas Cards and branded goods.

4. PEOPLE, MANAGEMENT & GOVERNANCE

4.1 Staff

A small staff team are responsible for the day-to-day running of the Association. Consisting of a full-time CEO, Administrator and Finance Manager. The Secretary and Education Administrator are part-time employees.

4.2 The Board

The Board is made up of between 7-10 Trustees. The Trustees of the Charity are also Directors of the Company. The Trustees are responsible for policy and financial management of NAFAS.

5. OUR DECISION-MAKING CRITERIA

We will use these decision-making criteria to screen all existing work and any new case for a centrally funded/resourced project or investment, to ensure everything we do both fits with the strategy and ensures our long-term resilience. We will also use the criteria as the basis for a business case template, to guide our thinking when we are preparing a case for change. In practice, it may be that a proposal does not meet a particular criterion, but we will have considered it and made a conscious, strategic decision to proceed. For example, our preference may be to move in one direction, but an initiative may emerge that we wish to pursue independently and if so, we will be required to present the reasoning why.

Criteria	Detail
Fit for Purpose	The activity is within our scope, delivers to one of our goals and contributes to our vision. It fits within our strategy map.
Financially viable	The activity is financially viable and planned sufficiently far in advance to be budgeted. If there is no budget, the task is important enough that we should use reserves to achieve it and thereby make it viable.
We have the time and capacity to manage and govern	We can give the activity the time and attention it needs or are able to find funding to buy-in capacity or expertise. Volunteers are given the steer and support they need, as required.
We have the capability and know-how	We have the capability and expertise in house or use external consultants or work with others to bring it in.
Opportunity	The activity will offer useful leads or future opportunities, and safeguard NAFAS established position within the floral sector.
Risks are understood	The risks to the activity are understood, especially the risk to brand / reputation / integrity.
We can evaluate our contribution	We can evaluate our activity and demonstrate added value; that we have made a difference. We will get due credit for our contribution and be able to flag up our achievements.

6. THE ENVIRONMENT IN WHICH WE OPERATE

The results of a recent SWOT analysis carried out in 2020/2021 highlight several key issues, some of these issues had been raised many years ago in a document titled “Beyond 2000”. These issues remain relevant today and highlight key areas the Charity must address over the next three years, although it’s unlikely that all the issues can be resolved in this period. The findings of the SWOT are listed in the six key areas this plan will focus on;

1. Education
2. Membership
3. Marketing & Communications
4. The Flower Arranger
5. Environmental
6. Governance & Management

7. Business Plan Development

The focus in the first two years is to build financial resilience whilst strengthening our foundations and addressing key issues. The stronger we grow as an organisation, the more investment we will inject into the growth of our Association, affiliated clubs and areas.

2023-24 Transition Year	2024-25 Second Phase	2025-26 Growth
<ul style="list-style-type: none">• Aim towards zero deficit• improve NAFAS / club relationship• Complete Ofqual application• Maintain standards of governance• Develop internal policies and processes• Confirm environmental stance and commitments• Improved online marketing of events• Introduce a register of members and supporters	<ul style="list-style-type: none">• Aim toward zero deficit• Promotion of new Education Courses to schools and colleges.• Consultation document with Area Chairmen and Standing Committee Chairmen to create a long term vision for the Charity• Standing Committee plans to be integrated into the Business Plan	<ul style="list-style-type: none">• Achieve zero deficit and sustainability• Growth• New long term vision• Delivering on public benefit• Diversify income streams

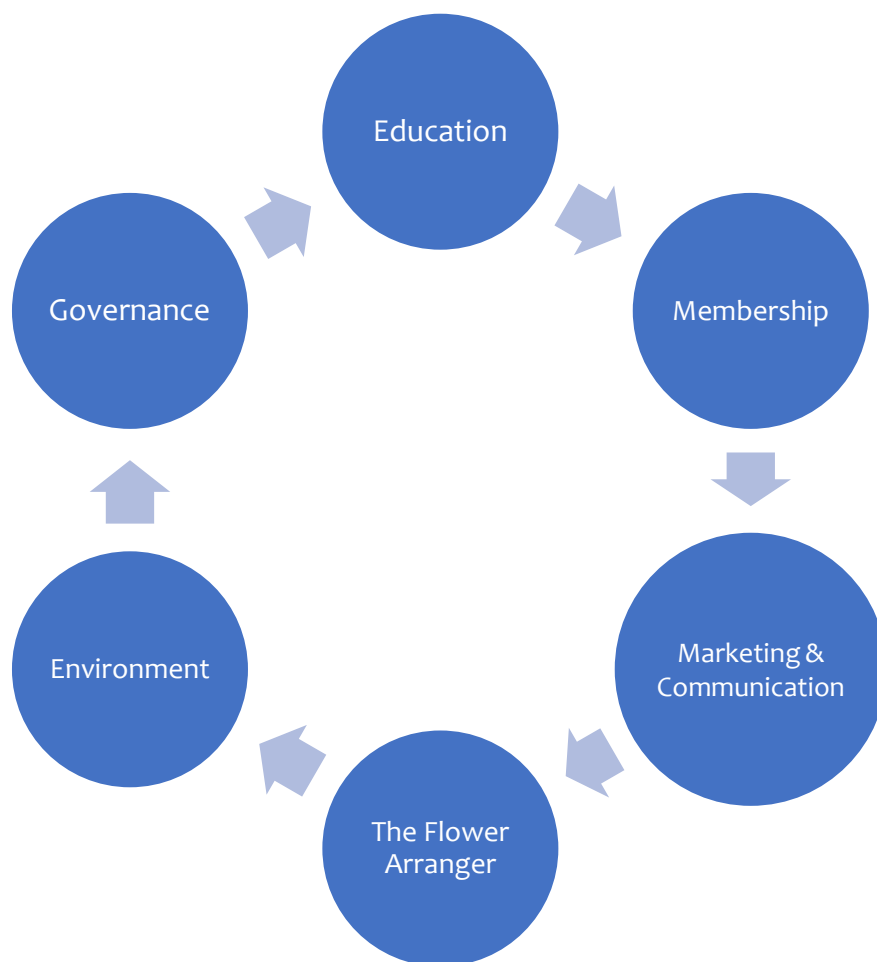
The Board will use the following indicators to help define the stages of resilience:

- Reserves within policy levels
- Stable income streams
- Agreement of Voting Members
- Internal resources available

8. THE SIX KEY AREAS

This business plan will focus on six key areas of NAFAS and prioritise the key tasks in each area to address over the next 3 years.

It is noted that there are other areas that also require attention and, in some case, investment. These will be included in the final section of the plan, “The deliverables and our three-year plan”



8.1 Education

Key Priority: To deliver additional educational opportunities for learning, local engagement and participation in a range of floral activities.

SWOT

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ The high skill level of NAFAS floral designers is recognised worldwide. ▪ Experienced Demonstrators, Speakers, Judges and Teachers, all trained to a consistent level. ▪ Robust procedures in place to maintain this consistency. ▪ Highly skilled Education Committee. ▪ Good infrastructure of educational disciplines through the Areas and clubs. 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Ageing Demonstrators, Judges, Speakers and Teachers. Many are retiring after the impact of the pandemic. ▪ There has been a failure to demonstrate sufficient educational activities. ▪ Educational handbook levels are low. Many books have the old logo and require updating. ▪ Existing structure has a lack of appeal to younger members.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ To provide a recognised educational, floral qualification. ▪ To connect better with schools and colleges. ▪ Better use of online tutorials. ▪ Increase the range of Educational Handbooks, including collaborations with external authors. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Failure to attract new Area and National Demonstrators, Judges, Speakers, Teachers. ▪ Rising cost of flowers, demonstrators' fees, fuel costs. ▪ Low level of attendance of members at National Show.

Education Aims:

1.	Complete the Ofqual application with Consultant, Paul Smith. This will elevate NAFAS educational courses to a professional standard, attract new members and appeal to external organisations such as schools and colleges.
2.	Release prepared Education modules for 2023 in readiness for the launch of an Ofqual recognised standard.
3.	Enhance the provision of National and Area training opportunities of all disciplines, Judging, Demonstrators, Speakers, Tutors, at all levels so that all training needs are met.
4.	Engage with the public by answering enquiries and providing information on our activities and products so that NAFAS is recognised as both the formative source of floral knowledge and a supportive and welcoming organisation.
5.	Expand the current selection of NAFAS Educational Handbooks.
6.	Collaborate with third party authors to provide a wider range of publications for sale through the NAFAS website.
7.	Promote the National Show to members and the general public.

8.2 Membership/Affiliation

Key Priority: to grow NAFAS membership by offering additional membership options.

The exact number of members affiliated to NAFAS is unknown. This is due to the structure of the organisation, whereby a member joining a flower club pays an annual fee to the club. This fee includes the annual Area affiliation and the national affiliation to NAFAS. The Area and National fee are passed to the Area who in turn passes it on to NAFAS head office.

NAFAS thereby receives an annual income but has no data from where the affiliation fee originates from. Affiliation fees are one of the key income streams for the Association, and whilst it has been without problems for the best part of 60 years, the recent pandemic brought to light a major flaw in the system as NAFAS was unable to communicate directly with its members. The issue is compounded by the number of members who belong to more than one club, and we believe this percentage is quite high.

In 2022 the total amount received, divided by the affiliation fee rate (£6.10) suggested that we had in the region of 31,885 members. Working on the same principle, the pre pandemic rates showed membership levels at 45,022. (2019). This is a worrying decline and without the membership data, NAFAS is unable to address the issue directly. Any increase in membership will benefit club, area and NAFAS, so we must examine the membership structure and look at additional ways of attracting new members.

SWOT

<u>Strengths:</u>	<u>Weaknesses</u>
<ul style="list-style-type: none">▪ Affiliation provides a range of benefits to individual members and guidance to clubs.▪ Members can progress their floral career by training to be a Judge, Demonstrator, Speaker or Teacher, at Area and National level.▪ NAFAS affiliation also provides automatic membership of WAFA, allowing overseas opportunities.▪ Affiliation fees remain low, having been held at the same rate for the past four years.	<ul style="list-style-type: none">▪ NAFAS has no contact details of the members.▪ Ageing, and falling, membership, with a reluctance of some to get involved in committees.▪ Demographics of society with parents working and grandparents providing child-care restrict membership growth.▪ Club chairmen reluctant to change club formats.▪ Low number of junior clubs.▪ Poor communication between head office and clubs/members.

<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> ▪ Head office can provide more guidance on governance and financial controls to clubs and Areas. ▪ Expand membership range. ▪ Introduce a grant scheme for new start up clubs. ▪ Direct membership requires collaboration with Areas and Clubs but could offer members the opportunity to belong to more than one club but only pay the national affiliation fee once. 	<ul style="list-style-type: none"> ▪ Reliant on club Chairmen and their executive to attract new members. ▪ No direct contact with individual members leaves NAFAS unable to communicate and promote NAFAS events and activities. ▪ Club closures due to failure to attract new committee members. ▪ The “them and us” hostility by some members towards the Board continues to be divisive within the membership.

Membership / Affiliation Aims:

1.	Discuss membership structure with Areas and Clubs to explore additional membership options.
2.	Introduce additional range of membership opportunities.
3.	New direct membership options to include The Flower Arranger magazine.
4.	Collaboration with Area and Clubs to offer Direct membership, allowing individual members to attend more than one club and pay just one NAFAS and Area affiliation fee.
5.	Explore opportunities with schools and colleges to recruit new members under the age 25.

8.3 Marketing & Communication

Key Priority: to improve communication between NAFAS, its Areas, Clubs and individual members. Externally to make the public more aware of NAFAS.

A question that is asked on a regular basis by members is, what does NAFAS do for the individual member? Head office is not able to promote the activities of the Association directly to grass-roots members, because of the absence of contact details.

Without the data (as mentioned in the previous section) head office relies entirely on the dissemination of information to individual members through a cascade system. The website and social media are the only other source of communication.

The introduction of a new database ensures that all data is held securely and meets ICO compliance. It also provides the platform for communication between head office and those on the database who have requested to be kept informed of NAFAS activities. It will be entirely up to each individual member whether they want to be registered with NAFAS.

The performance of NAFAS social media activity has been a subject of debate for some time. It is accepted that it will be of benefit for the management of the social media platforms to be bought in house, or to have in place an internal process that ensures the right amount of appropriate content is passed on to those responsible for posting online.

SWOT

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Established Social Media platforms. ▪ Attractive and informative website. ▪ NAFAS News provides information to subscribers of The Flower Arranger magazine. ▪ Pyramid structure provides platform for dissemination of information from head office to areas, clubs and standing committees. 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Existing Social Media arrangement with external company is ineffective. ▪ Unable to contact members directly. ▪ Gatekeepers prevent information reaching members. ▪ Website requires constant updating. ▪ No regular newsletter to members who do not subscribe to The Flower Arranger magazine. ▪ Staff skillsets missing: Marketing, Social Media, Website Management, Press/PR.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Social media review and investment. ▪ Introduce regular members newsletter. ▪ Website investment. ▪ Additional staff member “Marketing & Communication”. ▪ Increase awareness of National Flower Arranging day. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Lack of investment threatens the progress of all initiatives. ▪ NAFAS gets left behind while other websites and social media accounts grow in popularity.

Marketing & Communication Aims:

1.	Update website, seek alternative web designer.
2.	Improve social media performance by exploring alternative ways of managing in-house.
3.	Introduction of regular e-newsletter to all members.
4.	Review of NAFAS News.
5.	New database will enable targeted mailouts about local, area and national events.
6.	Introduce Knowledgebase platform on the NAFAS website, for Area Chairmen to post, share and exchange ideas.

8.4 The Flower Arranger Magazine

Key Priority: To increase the circulation and return the magazine to profitable status.

Pre pandemic, the Flower Arranger magazine (TFA) reported healthy circulation figures and profits. But with a decline in membership and recent increases in publication costs, TFA is

running at a deficit for the first time. It is reported by our publishers that printing and transportation costs will fall in 2023, so this, and the increase in subscription rates in 2023 will make a significant difference to the figures. But we cannot rely entirely on these two factors. The priority is for the creation and implementation of a new marketing strategy, paying particular attention to the promotion of TFA at RHS and NAFAS events, whilst also supporting the existing flower arranger officers at Area and club level.

SWOT

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Leading publication in the floral sector. ▪ High quality publication. ▪ Editor and Designer committed to the publication. ▪ Enjoys support of NAFAS Areas with photoshoots. 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Advertising revenue is not meeting required target. ▪ Subscriptions through clubs means we do not know who our customers are. ▪ Social media not attracting new subscribers.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Tie in magazine with direct membership. ▪ Improve social media activity. ▪ Promote digital version of the magazine to overseas subscribers. ▪ Increase advertising revenue. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Rising printing and postage costs. ▪ Rival magazines increasing their circulation. ▪ High Street sales in decline. ▪ Declining NAFAS membership impacts circulation, and therefore the attraction of the publication as a vehicle for advertising.

The Flower Arranger Magazine Aims:

1.	Restructure of the Editorial Committee.
2.	Create “Show Team” to manage event promotions.
3.	Review advertising structure / process.
4.	Review existing relationship with Warners Publications.
5.	Review structure of attendance at RHS and NAFAS events.
6.	Review support package to AFAO’s and CFAO’s.

8.5 Environmental

Key Priority: to demonstrate the Association’s environmental responsibility.

All parts of our society are being encouraged to consider their environmental responsibility and we must now decide how to address the growing issues both through the educational work of the Charity and also its administrative systems.

While various commercial companies seek the perfect replacement for floral foam, we can take steps to encourage the use of current alternatives and demonstrate other ways in which we are reducing our carbon footprint.

SWOT

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Strong awareness of environmental issues. ▪ NAFAS holds majority of meetings virtually, reducing travelling emissions. ▪ All members have the skills, access to tuition to build on those skills, research and examples set by peers to create foam free designs. 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Lack of communication / guidance from head office. ▪ Do not demonstrate existing measures in place. ▪ No Environmental Policy in place.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Liaise with Oasis Smithers on progress of alternative to Floral foam. ▪ Explore recycling opportunities with the Flower Arranger wrapping and trading goods. ▪ Creation of new policy and communication to standing committees. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Cost of alternative to Floral foam.

Environmental Aims:

1.	Create Environmental Policy
2.	Better demonstrate the current steps taken to reduce NAFAS carbon footprint
3.	The Flower Arranger magazine to be wrapped in recyclable material
4.	Trading goods, such as Christmas Cards and Diaries to be printed on recyclable paper
5.	Explore alternative options of floral foam
6.	Promote environmental responsibility and sustainability throughout the Association

8.6 Governance

Key Priority: to ensure Governance standards are maintained and meet Charity Commission and Companies House guidelines.

An independent Governance Review was undertaken in 2020 by Action Planning and completed in early 2021. The report concluded with a number of recommendations, many of

which have already been implemented. To ensure we fulfill the requirements of the report, the Governance Aims focusses on the key outstanding recommendations.

Governance Aims:

1.	Complete review of Standing Orders.
2.	Complete review of NAFAS Policies.
3.	Create a recruitment policy and induction pack for new trustees and committee members, including a governance handbook containing all key documents and policies.
4.	Introduce a rolling agenda for board meetings - to ensure focus on finance, governance and strategy and avoid any temptation to discuss operational issues.
5.	Produce a board cycle calendar ensuring regular activities are diarised - including budget setting, strategy reviews, policy updates, etc.
6.	Create a scheme of delegation outlining responsibilities of all trustees, subcommittees, standing committees and staff - including reporting requirements and financial management processes.
7.	Recruit a Treasurer to the board with current or recent and relevant financial expertise - ideally the Treasurer should also chair the Finance Team.

9. The deliverables and our three-year plan

9.1 Education Aims	Those Involved	Timeline	Actions needed	Measure of success
Complete the Ofqual application with Consultant, Paul Smith.	CEO, Susie Barwick Mala Williams	September 2023	Prepare supporting documents for application. Submit to Ofqual.	Acceptance by Ofqual.
Release prepared Education modules for 2023 in readiness for the launch of an Ofqual recognised standard.	Susie Barwick Layla Hill Mala Williams	May 2023	Prepare modules for release. Contact Tutors and arrange training.	First round of registered students.
Promote the National Show to members and the public.	Show Team CEO, Staff Trustees	March - May 2023	Ensure sufficient marketing of the National Show.	Attendance meets budget figures.
Enhance the provision of National and Area training opportunities of all disciplines, Judging, Demonstrators, Speakers, Tutors, at all levels so that all training needs are met.	Education Committee Trustees Finance Team	December 2023-25	Promote additional training opportunities. Budgets to be prepared.	Increase in number of qualifications.
Engage with the public by answering enquiries and providing information on our activities and products so that NAFAS is recognised as both the principle source of floral knowledge and a supportive and welcoming organisation.	Layla Hill Education Committee	December 2023-25	Promotion of events and training opportunities through social media and the NAFAS website.	Measured increase of enquiries to head office and Areas.
Expand the current selection of NAFAS Educational Handbooks.	Education Committee Ann Harding	2023-25	Identify titles for reprint and new publications. Identify who will lead each publication.	Increase in available titles and sales.
Collaborate with third party authors to provide a wider range of publications for sale through the NAFAS website.	CEO Education Team Trustees	2023-25	Identify appropriate authors and engage in talks.	Increase in titles and authors.

9.2 Membership/Affiliation Aims	Those Involved	Timeline	Actions needed	Measure of success
Discuss membership structure with Areas and Clubs to explore additional membership options.	Trustees CEO Area Chairmen	December 2023	Add to NAC Agendas Set up dedicated meetings with Area Chairmen and their executive.	Introduction of new membership options.
Introduce an additional range of direct membership opportunities.	Trustees CEO Area Chairmen	2023-25	Roll out of new membership options. List benefits of new options.	Increase in membership.
New direct membership options to include The Flower Arranger magazine.	CEO Area Chairmen Finance Team	2024-25	Create a new membership option with TFA included.	Increase in TFA circulation
To trial and collaborate with one Area and its Clubs to offer Direct membership, allowing individual members to attend more than one club and pay just one NAFAS and Area affiliation fee.	Area Chairmen Staff Club Chairmen	2024-25	Confirm clubs involved in trial Staff to enter all clubs and members on database Issue membership card.	Clubs reporting increase in membership.
Explore opportunities with schools and colleges to recruit new members under the age 25.	Layla Hill Education Committee Area Chairmen	2024-25	Contact with schools and colleges promoting new Ofqual courses and membership options.	Sign up of students on NAFAS course and membership.

9.3 Marketing & Communication Aims	Those involved	Timeline	Actions needed	Measure of success
Update website, seek alternative web designer.	CEO Vanessa Keys Finance Team	March 2023	Obtain quotes for work required. Agree quotes with Finance Team.	Website refreshed and ready for new pages.

Improve social media performance by exploring alternative ways of managing in house.	Trustees CEO Finance Team	December 2023	Research alternative ways of managing social media.	Improved social media analytics.
Review of NAFAS News (NN) and regular newsletter to all members.	Editor Trustees CEO	December 2023	Explore the financial costs of sending NN to all members.	Decision made as to whether to continue as we are or use NN for general distribution.
New database will enable targeted mailouts about local, area and national events.	Staff	December 2023	Trial targeted mailouts to members once the database has sufficient data.	Positive response from mailouts and increase in awareness of NAFAS activity.
Introduction of regular e-newsletter to all registered members	Staff	September 2023	Trial targeted mailouts to members once the database has sufficient data.	Positive response from mailouts and increase in awareness of NAFAS activity.

9.4 The Flower Arranger Aims	Those Involved	Timeline	Actions needed	Measure of success
Review of the Editorial Committee, it's objectives and accountability.	CEO Editor Ann Harding	March 2023	Explorer alternative ways of working with the Editor and Designer.	Positive feedback from Editor and Designer on the changes.
Create "Show Team" to manage event promotions.	Trustees CEO	March 2023	Advertise and recruit volunteer team members for this new team.	Successful outcome of attendance and sales at event.
Review structure of attendance at RHS and NAFAS events.	CEO Editor Ann Harding	April 2023	Examine options of attendance at 2023 events and format. Proposals to go to Finance Team.	Positive feedback from show organisers.

Review existing relationship with Warners Publications.	CEO Editor Ann Harding	June 2023	Meet with Warners to discuss existing structure and fees.	Meeting held and terms agreed.
Review effectiveness of Area Flower Arranger Officers and Club Flower Arranger Officers.	CEO Editor Ann Harding	September 2023	Hold meetings with AFAO's to improve relationships and hear their views on the type of support they need.	Implementation of a new case for support for AFAO's and CFAO's.

9.5 Environmental Aims	Those Involved	Timeline	Actions needed	Measure of success
Create Environmental Policy.	Trustees CEO	June 2023	Review of existing measures and identify new objectives.	Policy complete.
Better demonstrate the current steps taken to reduce NAFAS carbon footprint.	Staff	June 2023	Ensure environmental issues and measures are regularly featured in NAFAS News, on the website and on social media.	Improved awareness and targets of policy met.
The Flower Arranger magazine to be wrapped in recyclable material.	CEO Finance Team	2024-25	When finances allow, discuss with Warners the cost of recyclable packaging and implement change.	TFA in recyclable packaging.
Trading goods, such as Christmas cards and diaries to be printed on recyclable paper.	CEO Finance Team	2024-25	When finances allow, explore recycling opportunities with current suppliers and new suppliers.	New trading goods in recyclable packaging.
Consider the possible alternative options for floral foam.	Trustees CEO	2024-25	Continue to liaise with Oasis on their alternative solutions. Promote as and when suitable product is launched.	Promotion of new product to members.

Promote environmental responsibility and sustainability throughout the Association.	Trustees Area Chairmen Standing Committee Chairmen	2023-25	Promote policy objectives to memberships.	Increased awareness throughout membership of NAFAS policy.
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9.6 GOVERNANCE & MANAGEMENT AIMS	Those Involved	Timeline	Actions needed	Measure of success
Complete Standing Orders review.	Governance review team	September 2023	Governance team to meet and agree revised Standing Orders.	Standing Orders signed off by Trustees.
Review and update NAFAS Policies and Procedures.	CEO Trustees	December 2023	Review existing policies and identify new policies.	Library of policies in place and available to members.
Create a recruitment policy and induction pack for new trustees and committee members, including a governance handbook containing all key documents and policies.	CEO Trustees	December 2023	All current policies to be reviewed. Ensure the charity has all the required policies in place.	Policies approved by the Board and available to members.
Implementation of digital blue form.	CEO Layla Hill	May 2023	Complete forms and trial with Standing Committees.	Blue Form on website and in use by clubs.
Research Grant scheme for new start up clubs.	Trustees CEO Finance Team	March 2024	Board discussion. Create Terms and Conditions and application form for new grant scheme. Agree amount of investment in 2024/25 budget.	Applications received and new clubs formed.

10. Reporting Process

The Board of Trustees will approve the plan.

The CEO will be responsible and is accountable for the implementation of the plan and will report to the Board quarterly.

The National Advisory Council will receive quarterly updates.